



BEYOND HORIZONS

Sustainability Report
2017/18

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More than just a legal obligation: active communication in all matters relating to sustainability.

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Sustainable thinking and action are deeply rooted in FACC's DNA. The company thus makes an important contribution to a better quality of life – also for future generations.

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FACC used the obligations under the Sustainability and Diversity Improvement Act (NaDiVeG) to undertake a thorough materiality analysis, with the results enabling FACC to be more specific in its sustainability strategy.

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FACC lightweight components make the operation of aircraft more efficient, quieter and thus more environmentally friendly. And the figures prove this, too.

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With cutting-edge technological expertise, a global network and a broad product range, FACC convinces renowned customers all over the world.	FACC supplies aircraft manufacturers with light-weight high-tech components, from load-bearing structural parts and control surfaces to cabin equipment. With all-inclusive services.	With FACC, customers can rely on seamless quality from a single source.	FACC suppliers are required to meet the highest standards in terms of quality, reliability and costs. With FACC, they get a fair business partner in return.	Sustainability management at FACC has a clear structure. This ensures that all relevant aspects and the interests of all stakeholder groups are taken into account.	FACC relies on cooperations with universities, research institutions and professional associations to solve its increasingly complex tasks.
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FACC is committed to a judicious use of natural resources and increasing environmental awareness among its employees.	Defining specific goals will continue to improve the environmental impact of FACC in the future.	FACC is committed to equal opportunities and employee satisfaction. It is also for this reason that the company is a sought-after employer.	FACC uses the high quality of its plants in Upper Austria for its economic success. The region, on the other hand, also greatly benefits from the company's activities.	FACC defines behavioural rules for all employees in its Code of Conduct, and has implemented a whistleblower system to ensure that violations do not go unnoticed.	GRI index p. 75 Glossary p. 78 Service/imprint p. 79

About this report

This (consolidated) non-financial report serves to fulfill the reporting obligations of the FACC Group with regard to the Sustainability and Diversity Improvement Act pursuant to § 267a of the Austrian Commercial Code (UGB) in addition to its concern for transparent and proactive communication in the matter of sustainability.

As this is the first of a series of sustainability reports to be published by the FACC Group on an annual basis, no corrections or changes in reporting have been made compared with the previous year. The Report was prepared in accordance with the 2016 standards of the Global Reporting Initiative (GRI), "Core" option, includes the GRI Index (page 75) and covers the period from 1 March 2017 to 28 February 2018. Apart from the total number of employees, the key figures shown in the Report only apply to FACC locations in Austria. Around 90 percent of all employees of the FACC Group work in Austria, where 89 percent of the total operational output is generated.

This Sustainability Report was not externally assured in the first year.



GRI
102-48, 102-49,
102-50, 102-51, 102-52,
102-54, 102-56

SUSTAINABILITY BEYOND HORIZONS

FACC's new claim "Beyond Horizons" reflects its commitment and promise to raise its gaze and to keep a constant eye on the horizons of its work according to the "Three Horizons" methodology:

Horizon-1-projects stand for the functional excellence that makes FACC a reliable partner and an innovative problem solver for its customers on a daily basis.

Horizon-2-projects that leave the present behind and are focused on the future.

Horizon-3-projects represent groundbreaking new developments.



We view this Sustainability Report as an opportunity to show how sustainable thinking and action are deeply rooted in our company's DNA.

We conceive of our central mission as designing the future of mobility with the materials of tomorrow – a challenge that we can only master together. Natural resources and value-oriented thinking, behaviour and action are our most important allies.

As a high-tech company with a claim to leadership, FACC not only has to master technical challenges more effectively than other market participants, it must also provide answers to the question of social responsibility and the contributions it can make to the quality of life of future generations. This is a purpose we are firmly committed to.

Yours,
Robert Machtlinger



Nature cannot
be commanded
except by being
obeyed.

[Francis Bacon]



Vision & values

VISIONS BEYOND HORIZONS

We constantly think and go beyond existing horizons in order to achieve one of our most important corporate goals: making mobility ever more efficient and sustainable.



THE FUTURE DEMANDS
EFFICIENCY
WE REALISE IT

A shared vision of the future

What long-term objective can FACC pursue ...

- ... that goes beyond the company's corporate goals?
- ... that creates added value for people?
- ... that motivates and inspires?
- ... that brings about positive changes in the world?

Our vision is to fulfill the human desire for mobility in new, more efficient and sustainable ways.

How does FACC realise this vision?

By being aware of its core competencies in the areas of mobility and materials competence, ...

- ... by conceiving of these in broader terms, ...
- ... by focusing even more on the future and ...
- ... by being proactive.

WE DESIGN THE FUTURE OF MOBILITY WITH THE MATERIALS OF TOMORROW.



THE FUTURE IS IN **DESIGN**
WE CREATE IT



THE FUTURE REQUIRES
PERFORMANCE
WE GUARANTEE IT

The FACC benefit promise

We think and
move ahead –
beyond horizons

We have thoroughly addressed the strengths of our company and the needs of our stakeholders. As a result, we have expanded our existing customer benefit promise “Pilot. Passion. Partnership.” for the benefit of our employees, investors and the general public:

For our clients ...
we go beyond their expectations.

Pilot.

We lead our clients and find the best solution for them. Where others might stop, we go further.

Passion.

Passion is what drives us, what motivates us to go beyond existing horizons for our clients, on a daily basis.

Partnership.

For decades we have been a reliable partner for so many. We keep developing steadily and that is part of our DNA.

For our employees...
we create more opportunities.

Fascination.

We are working in an industry of the future and will always offer new and interesting areas of work in a global context.

Perspective.

In our company we take care of each other and develop together in many possible ways.

Meaning.

We want to offer more than just a work place. We have established a common mission that we can only reach together.

For our investors ...
we deliver on our promises.

Security.

We hold a strong market position in a highly attractive industry, utilized capacity is secured for many years.

Performance.

We are an efficient company and secure our market position by constantly developing new technologies.

Sustainability.

We work in an industry of the future and have access to growth markets.

For the public ...
we develop mobility further.

Lighter.

We develop sustainable lightweight components that require less resources and reduce our ecological footprint.

More efficient.

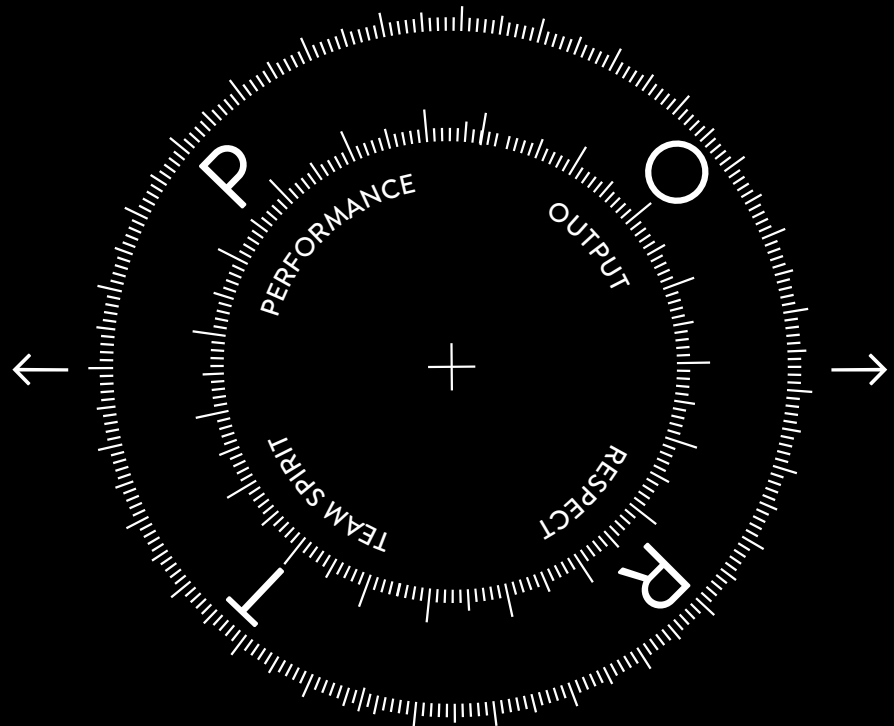
We make aerospace more efficient for their owners and offer advantages to their customers – cheaper tickets or new mobility solutions.

More comfortable.

Our goal is to make aircraft more comfortable and silent as well as to facilitate and create new possible uses.

Our value AIR-P.O.R.T. provides orientation

FACC has very clear ideas (values) concerning the way the company and members of the organisation should act in order to be attractive for the best employees and customers worldwide. Human and entrepreneurial values show us the way:



We wish to be the best partner to our customers.

Our employees should value FACC as an attractive employer.

We approach the environment as a conscientious consumer of valuable resources.

HUMAN

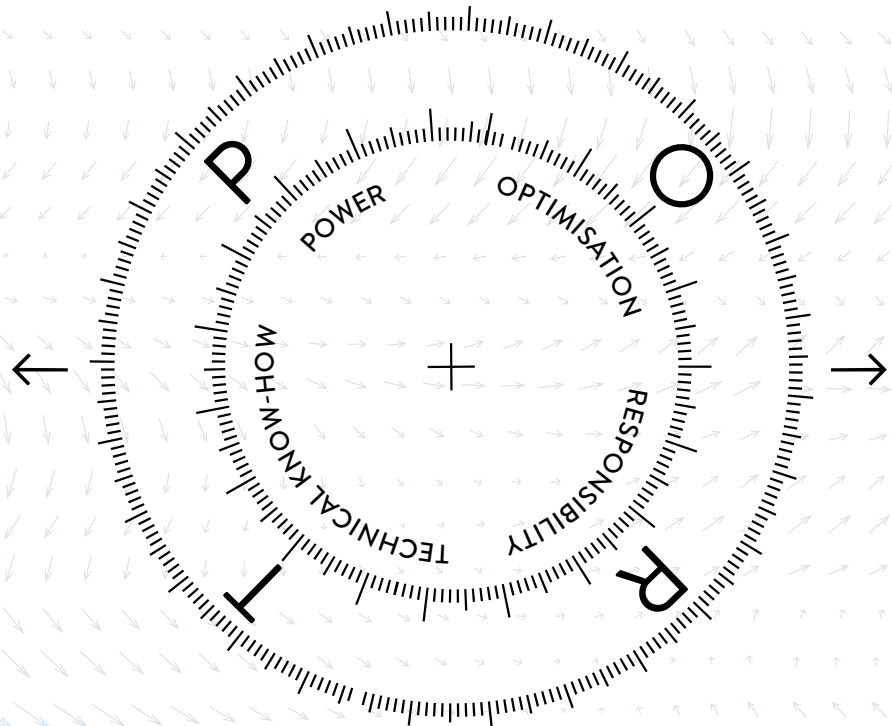
Respect and team spirit

Appreciation of our customers and colleagues as well as our work and tasks forms the basis on which we act. Furthermore, we consider team spirit to be a central element of our corporate culture. To this end, we are developing together in every respect. Working at FACC means working in a fascinating industry of the future, which provides you with a sense of purpose and opens up new prospects.

CORPORATE

Performance and output

Our customers must be able to rely on our products and services one hundred percent. Consequently, we believe in performance and success – there can be no success without high performance. Any success is what a company thrives on. We are driven by our passion for our work and the tasks ahead of us. As a team, we value our joint success above the success of individuals.



CREATIVE DRIVE

Power and optimisation

When FACC optimised components make aircraft lighter and improve their aerodynamic qualities, they are also well received by the environment. Those who make a contribution to even greater efficiency through their powerful work in the company and actively increase the sustainable value creation of FACC are working towards the common good: for themselves, for improving internal processes and for future generations.

KNOW-HOW

Responsibility and technical know-how

At FACC, the responsible use of resources is not wishful thinking, but is based on scientific sources, reliable facts and advanced technology. State-of-the-art processes and standards reduce energy consumption and pollutants. However, the decisive factor is the awareness of each individual that he/she can "generate" energy by using it efficiently.

Company

FACC AT A GLANCE

FACC is a globally operating group with headquarters in Ried im Innkreis, Upper Austria. The company specialises in the development, production and maintenance of lightweight components for the aircraft industry.

Clear structure, high efficiency

Company	Headquarters	Issued and fully paid nominal capital	Amount FACC AG	Primary activities
FACC Operations GmbH	Ried im Innkreis, Austria	127,000,000 EUR	100%	Development and production of aircraft components
FACC Solutions (Canada) Inc.	Montreal, Canada	10,000 CAD	100%	Customer service
FACC Solutions Inc.	Wichita, Kansas, USA	10,000 USD	100%	Customer service
FACC Solutions s.r.o.	Bratislava, Slovakia	6,639 EUR	100%	Design and engineering
FACC (Shanghai) Co., Ltd	Shanghai, China	2,000,000 RMB	100%	Design and engineering
FACC Solutions Private Limited	Pune, India	20,193,002 INR	100%	Design and engineering
CoLT Prüf und Test GmbH	St. Martin, Austria	35,000 EUR	91%	Design and engineering

As of 28 February 2018, FACC International Company Limited, Hong Kong, directly or indirectly held a 55.5 percent stake in FACC AG and thus in the entire FACC Group. As of 28 February 2018, no other shareholders were known to hold more than 10 percent of the share capital. The free float of FACC shares thus amounted to 44.5 percent on 28 February 2018.

The share capital of the company, which is listed on the Vienna Stock Exchange, amounts to EUR 45,790,000.00 and is fully paid up. It is divided into 45,790,000 no-par-value shares of EUR 1.00 each.

The FACC Group comprises the subsidiaries listed in the above table, which are located in Austria, Canada, the USA, Slovakia, China and India.

FACC in numbers

In the 2017/18 financial year, the FACC Group generated sales of EUR 750.7 million, which represent an increase of EUR 45.0 million or 6.4 percent compared to the previous year.

Revenue from product deliveries increased by 6.9 percent to EUR 691.0 million (previous year: EUR 646.1 million), revenue from the offsetting of development services remained constant at EUR 59.7 million (previous year: EUR 59.6 million). Earnings before interest and taxes (EBIT) amounted to EUR 63.8 million in the past fiscal year (previous year: EUR 24.9 million).

Business development of the divisions

All divisions contributed positively to FACC's business success in the 2017/18 financial year. In addition, the Group signed important new contracts in all divisions, representing a total value of approximately EUR 750 million. Implementation of these projects was already

started in the 2017/18 financial year. Sales resulting from these contracts will contribute to further growth in all divisions from the 2019/20 financial year onwards.

Note: Further comprehensive information on key financial figures can be found in the Annual Report 2017/18 of FACC AG.

The three largest sales markets of FACC according to geographical area (Contribution to Group sales >10%; in EUR million)

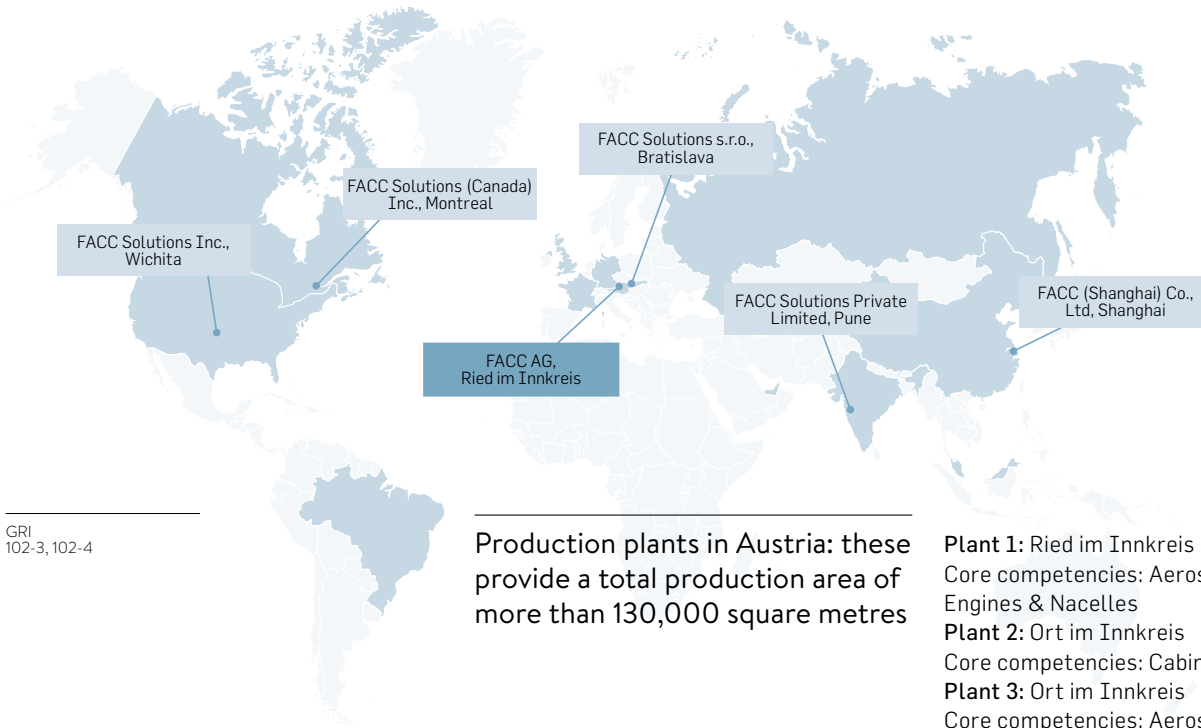
Sales markets	2016/17	2017/18
EU incl. UK	401.8	437.8
USA	178.2	180.6
Canada	66.8	81.0
Rest of the world	58.8	51.3
Total turnover	705.7	750.7

GRI
102-1, 102-5, 102-6, 102-7,
102-45

High development competence

FACC is represented by subsidiaries in more than 13 countries: from Austria to China, from India to the USA and Canada. More than 3,400 highly qualified employees from 38 nations are at the disposal of FACC customers at locations all over the world – always close to their own plants.

Worldwide presence



GRI
102-3, 102-4

Production plants in Austria: these provide a total production area of more than 130,000 square metres

Plant 1: Ried im Innkreis

Core competencies: Aerostructures, Engines & Nacelles

Plant 2: Ort im Innkreis

Core competencies: Cabin Interiors

Plant 3: Ort im Innkreis

Core competencies: Aerostructures

Plant 4: Reichersberg

Core competencies: Engines & Nacelles

Research and technology

Technology Centre and Test Centre CoLT (Plant 5, St. Martin)

Engineering centres

Austria: FACC Competence Centre Design/Analysis, Vienna

Slovakia: FACC Solutions s.r.o., Bratislava

China: FACC (Shanghai) Co., Ltd, Shanghai

India: FACC Solutions Private Limited, Pune

On-site offices (customer support, engineering, final assembly)

Canada: FACC Solutions (Canada) Inc., Montreal

Brazil: São Paulo

Germany: Hamburg

France: Toulouse

Great Britain: Filton

USA: Seattle

FACC Maintenance Service

USA: FACC Solutions Inc., Wichita
Austria: Plant 1, Ried im Innkreis

Further production plants and partnerships

China, India, Russia, United Arab Emirates and Malaysia

Wide range of products

AEROSTRUCTURES

Development, manufacture, distribution and repair of structural components

Structural components form the basis for stability and combine the physical construction and locomotor system of a modern aircraft. They enable and support new design ideas and an increasingly efficient design of the entire machine. FACC supplies high-tech from winglets to wing-to-body fairings and landing flaps through to control surfaces that determine the flight direction.

ENGINES & NACELLES

Development, manufacture, distribution and repair of engine components

Modern engines are designed for maximum performance and efficiency. However, they must also undergo a critical examination with regard to their "acoustic fitness". FACC's fan cowls not only give jets appropriately designed outfits, but have long since become an integral part of their environmental compatibility. Not only do they improve added value in flight operations, they also reduce aircraft noise.

CABIN INTERIORS

Development, manufacture, distribution and repair of cabin interiors

The flight experience is essentially determined by the ambience that surrounds the passengers during their stay on board. The (living) quality of the cabin contributes to this ambience, as does the perfect functionality of overhead stowage compartments and other equipment. Cabin interiors must therefore not only be practical, but also appeal positively to people's senses, because quality can be "felt".

PERSUASIVE QUALITY

Aerostructures

Development, manufacture,
distribution and repair
of structural components

Innovative and light

With almost 30 years of experience, FACC is a globally recognised authority for the production of lightweight components in the areas of wings, empennage and fairings and sets standards for customised turnkey solutions.

As a system supplier and integrator, FACC is a partner in the development, qualification and certification of components and is responsible for the design and manufacture of tools, as well as being a supplier of ready-to-install units to its customers' assembly lines.

In addition, FACC offers extensive maintenance and repair services during the entire lifecycle of an aircraft.

With innovative composite solutions, FACC is also driving development forward and enabling the use of components with complex geometries that contribute to making aircraft lighter and more environmentally friendly. In this way FACC provides its customers with competitive advantages, which are becoming increasingly important in the highly competitive aviation industry.

FACC is specialist and partner for

- Control surfaces
- Fairings
- Wing components
- Empennage components

Customers of FACC Aerostructures

- Aerocomposit
- Airbus
- ASCO
- Aviation Partners
- Boeing
- Bombardier Aerospace
- Comac
- Dassault
- Embraer
- Leonardo
- Premium Aerotec
- Sonaca
- Spirit AeroSystems
- Sukhoi/SCAC
- Triumph Aerostructures
- XAC



LIGHTWEIGHT COMPONENTS
FOR WINGS, EMPENNAGE
AND FUSELAGE MAKE IT EASIER FOR
AIRCRAFT MANUFACTURERS TO BE
SUCCESSFUL AND ENSURE SAFETY.

Engines & Nacelles

Development, manufacture,
distribution and repair
of engine components

Quieter, lighter and more efficient

FACC is the solution partner in the field of fibre-reinforced composite components for engines and fan cowls. In close cooperation with its customers, FACC contributes comprehensive development and production expertise.

This leads to components which, as a result of special manufacturing technologies, generate visible and measurable advantages in terms of noise emissions, weight savings

and efficiency in the cold airstream area as well as in fan cowls.

FACC fairings for the exterior also optimise the aerodynamic quality of the aircraft through their structural design.

FACC is specialist and partner for

Engines

- Acoustic liners
- Bifurcation fairings
- Bypass ducts
- Core fairings
- Electronic boxes
- Fan track liners
- Nose spinners

Nacelles

- Blocker doors
- Exhaust nozzles
- Fan cowls
- Inlet outer barrels
- Pylon fairings and secondary structures
- Translating sleeves

Customers of FACC Engines & Nacelles

- Airbus
- Leonardo
- Pratt & Whitney Canada
- Rolls-Royce
- Safran
- United Technologies Aerospace Systems



COMPONENTS WHICH REDUCE NOISE EMISSIONS, SAVE WEIGHT AND INCREASE EFFICIENCY, OFFER ACOUSTIC RELIEF TO AIR PASSENGERS AND THOSE LIVING NEAR AN AIRPORT.

Cabin Interiors

Development, manufacture, distribution and repair of cabin interiors

Comfortable and functional

Aircraft manufacturers want lightness and durability, passengers appreciate comfort and attractive design, and high functionality is a prerequisite in every case. FACC Cabin Interiors supplies all this – in series for passenger aircraft or individually for business jets.

From overhead stowage compartments to the lavatory, from space to weight optimisation, from surfaces pleasant to the touch to an appealing appearance. With a comprehensive range of services, FACC is a system integrator for complete interior systems and configurations.

The range of services extends from industrial design, product development and detail engineering to qualification and certifica-

tion through to production, technical support for the customer during installation in the aircraft and aftermarket service.

FACC's well thought-out solutions have a modular structure. This enables individual components to be installed or removed separately. This also saves time and effort in maintenance and service.

Many years of experience, innovative strength and cost-efficient solutions make FACC a specialist and partner of leading aircraft manufacturers.

FACC is specialist and partner for

- Cockpit linings
- Entrance and service linings
- Main cabins
- Monuments
- Cargo compartment linings

Customers of FACC Cabin Interiors

- Airbus
- Airbus Helicopter
- Boeing
- Bombardier Aerospace
- Comac
- Diehl Aviation
- Dornier 328 Support Services
- Embraer
- Leonardo
- Lufthansa Technik
- Siemens
- Mitsubishi Heavy Industries
- Sukhoi
- Xi'an Aircraft Industrial Corporation



EXPERIENCE THE EXHILARATING
FEELING OF FLYING AND A GENUINE
SENSE OF WELL-BEING: FACC
MAKES IT EASY FOR AIRLINES
TO BRING SATISFIED CUSTOMERS
ON BOARD, TIME AND TIME AGAIN.

FACC Services

Aftermarket Services – repair, refurbish and replace

As a one-stop shop, FACC supports its three divisions of Aerostructures, Engines & Nacelles and Cabin Interiors with its new Aftermarket Services business segment. To this end, the company can draw on almost 30 years of experience in the lightweight construction of composite materials for the aviation industry and, with its bases in America, Europe and in future also in Asia, ensures that aircraft can take off again more quickly and economically if maintenance or repair is required.

FACC offers all classic maintenance and repair services and also provides design services for repairs and modifications. These include structural components such as winglets, spoilers or outboard flaps as well as engine components and cabin and cockpit interiors for commercial airliners and business jets.

FACC design services

As an EASA Part 21J approved design organisation, FACC is a partner of OEMs, airlines, CAMOs and MRO stations. Supported by its own development and testing facilities all over the world, the company offers a high level of competence in the fields of:

- Repair design: Aerostructures, Engines & Nacelles and Cabin Interiors
- Refurbishment: surfaces (varnish, leather, décor and veneer etc.)
- Retrofit: cabin interiors and layout
- Modifications: Aerostructures, Engines & Nacelles and Cabin Interiors
- Certification and recertification of components and systems

FACC maintenance & repair services

FACC is a certified component repair partner according to EASA, FAA, TCCA and, henceforth also CAAC Part 145, with experienced expert teams in the specialised repair plants in Wichita, USA, Ried im Innkreis, Austria, and in future in Montreal, Canada, as well as in the Far East.

- Repair work: according to "Approved Design Data" (approved design specification)
- Modifications: Aerostructures, Engines & Nacelles and Cabin Interiors
- Overhaul: replacement of components and systems after wear
- Certification and recertification of components and systems.

Business solutions

FACC supplies more than just ready-to-install components. The company also offers individual services in the areas of engineering, manufacturing know-how or quality assurance. The range of services extends from product development and component production to complete turnkey solutions, in which FACC acts as general contractor. The solutions include components and systems for the airframe and for passenger and crew cabins as well as for engines.

Know-how & expertise

EXPERTISE ACROSS THE BOARD

Research and technology

Research and technology has been a key business area of FACC since the very beginning of the company's history. Future mobility is based on new technologies, which often rely on completely new materials. FACC is working on this on a daily basis in close cooperation with its customers and experts from all over the world. An international network of industry partners, universities of applied sciences, universities and research institutions strengthens the R&D competence of FACC.

Making aircraft safer, more efficient, lighter, quieter, more environmentally friendly and more cost-effective: All research activities at FACC are geared towards reaching this key objective.

More than 500 employees of the company work in the field of research and technology. FACC has a research quota of around 10 percent and holds more than 300 patents. Specialists are active in each of the following fields and are continuously refining design concepts.

Key competencies and areas of expertise

- Additive manufacturing of metal components
- Fibre-reinforced thermoplastic composites for structural components
- Integral hollow structures
- Prototype development
- Process simulation

Engineering

The primary task of engineering at FACC is to develop the best turnkey solutions for wide-body aircraft construction that provide an optimal combination of innovative and proven solutions. Safety and airworthiness are our top priorities.

The full range of services includes design and feasibility studies, tool and material development and integrated logistics concepts (just-in-time and just-in-sequence).

Manufacturing

Selection of materials: Most FACC products are manufactured on the basis of so-called "prepregs", which are selected according to the strictest quality criteria. Prepregs are semi-finished fibre matrix products pre-impregnated with reaction resins, which are cured at high temperatures and under high pressure for the production of components.

Cutting: High-precision cutting of the respective material on CNC-controlled cutters in the cleanroom under ideal temperature and humidity conditions.

Positioning: The layers are positioned using state-of-the-art laser technology, automatic tape laying (ATL) and manual precision work.

Liquid resin infusion: RTM (Resin Transfer Moulding) and RIFT (Resin Infusion under Flexible Tooling) ensure the cost-effective and time-saving production of complex integrated composite components.

Curing in autoclaves: The components are cured in the autoclave for three to five hours at high pressure and at high temperatures.

Curing in presses: Compact components are cured in special presses.

CNC machining: Operations such as drilling or milling are performed using cutting-edge CNC machinery.

Assembly: Components are assembled by special teams trained on customer-specific products.

Finishing: FACC offers customisation geared to individual preferences. Products can also be painted according to specific customer designs.

Completing: Completion of components in a ready-to-install format for easy assembly at the customer's site.

Quality testing: Concurrent quality inspections are conducted during each manufacturing step. All finished products are subject to comprehensive final testing and inspection (ultrasonic, X-ray, immersion leak testing).

HIGH DEMANDS ON PARTNERS AND SUPPLIERS

Selecting and maintaining close contact with the world's best suppliers contribute to effective quality assurance at FACC and thus represent key elements of its success strategy – from the assessment of needs to competence checks and negotiations through to payment. Procurement at FACC is a secure, SAP-supported and interactive process that benefits all stakeholders. The focus is on a joint effort to find and implement even better and more economical solutions and thus to sustainably increase customer value.

As a successful and globally operating high-tech company, FACC offers many advantages for suppliers:

- Fast growth
- Long-term partnership
- Innovative strength and new technologies
- Access to the global aerospace market

Therefore, it pays off for the suppliers to meet the high requirements of FACC, to maintain close contact and to show clear commitment: Suppliers must deliver above-average quality right from the start, react quickly, be flexible, work with speed, display initiative and demonstrate their ability to think and act "out of the box".

Most importantly, suppliers must make their very own contribution to fulfilling FACC's procurement vision:

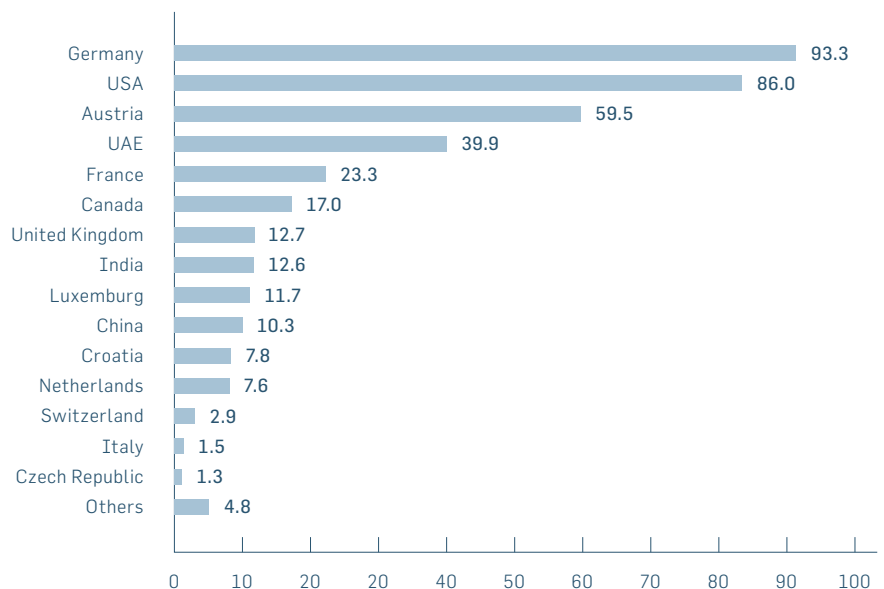
“Our vision of procurement is to consistently and continuously exploit all market potentials in order to secure competitive advantages for FACC in the short, medium and long term, thereby supporting the company's goals.”

GRI 102-9, 102-10

Suppliers: Countries of origin and purchasing volumes

Values in million euros

Total purchasing volume: EUR 392.3 million



FACC recorded a purchasing volume of EUR 392.3 million in the 2017/18 financial year. Around 60 percent of the materials and semi-finished products were purchased from Germany, the USA and Austria. In total FACC collaborated with 1,857 suppliers in the 2017/18 financial year, including both large and small suppliers.

There were no significant changes in the organisation or supply chain of FACC.

KNOW YOUR GOALS.
SET A COURSE.
KEEP ON TRACK.



FACC attaches great strategic importance and economic significance to its commitment to sustainability, which enjoys a high level of recognition. After all, sustainability within the company also stands for progress and the future.

Individual achievements are often neither groundbreaking nor self-explanatory – many times, they are only recognised for what they are at second glance. This is an important task, not least for corporate communication.

Measurability is just as important as communicating the importance of what has been achieved for employees, for the FACC Group, for the company's stakeholders and for the whole world.

After all, sustainability is not a matter of course, but must be actively promoted and professionally managed. Implementing sustainability requires a clear set of values, measurable goals, realistic deadlines, clearly defined areas of responsibility and agreed criteria for success.

An innovative spirit and inquiring mind are just as important as the personal commitment of each individual within the company. Furthermore, advanced technology is usually indispensable for achieving the specified goals.

Improving sustainability in a high-tech company like FACC is not just something for ecological dreamers, but represents a constant challenge to the willingness to learn, the desire to experiment and the teamwork of the best minds.

FACC's stakeholder strategy:
Only an ongoing dialogue about the future can provide answers to questions – even to those that have not yet been asked.

FACC thinks and acts in financial, but also in a number of non-financial categories. The Group, for instance, is very much aware of the company's intangible energy balance. This is linked, on the one hand, to the question of what has to be "financed" with how much energy and, on the other hand, to the continuous pursuit of ever increasing degrees of efficiency.

Energy can be saved and even recovered when working in harmony with nature and in agreement with employees, stakeholders and partners.

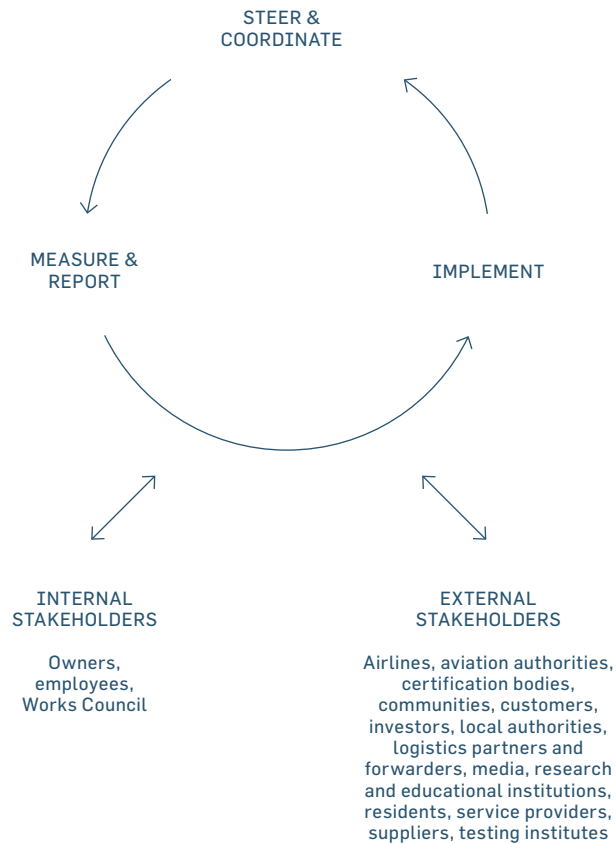
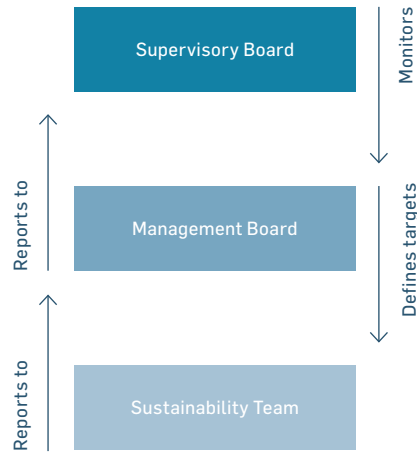
Airlines appreciate all efforts to render their operations more efficient, and to make their aircraft quieter, safer, greener and more comfortable for passengers.

Focusing on these customer requirements, in conjunction with extensive expertise, the targeted application of bionics and a great deal of experience, "automatically" paves the way to more sustainable solutions. Systematic customer focus is therefore a powerful driver of innovation, which ultimately also promotes sustainable action.

The FACC Group's sustainability management is deeply rooted in its corporate strategy and reports directly to the Management Board. The aim of sustainability management is to take due consideration of the environmental and societal impacts of each business process, and to reconcile the company's economic imperatives with socio-ecological considerations. Sustainability management and the operating units cooperate closely with each other.

Sustainability management at FACC: Organisational structure

GRI 102-18



WORKING TOGETHER TO PROMOTE SUSTAINABILITY AND NEW IDEAS

GRI
102-13

Increasingly complex tasks require solutions which can only be developed and implemented in a joint effort. This is why, over the years, FACC has developed into an international and very active cooperation platform.

After all, it is an illusion to believe that all questions can be solved in-house and with one's own means. Qualified and specialised expertise can be found amongst the leading know-how and knowledge workers all over the world.

Progressive digitalisation allows FACC to concentrate on the core services of the company.

Partnerships with universities and research-related institutions

- University of Applied Sciences Graz (FH Joanneum Graz): degree course in Aviation
- University of Applied Sciences Rapperswil: Institute for Materials Technology and Plastics Processing
- University of Applied Sciences Wels: Research Group Non-Destructive Testing
- University of Applied Sciences Wels: Materials and Production Engineering
- Montan University Leoben: Founding member of the Polymer Competence Center Leoben PCCL
- Johannes Kepler University Linz: Institute of Structural Lightweight Design
- Montan University Leoben: Chair of Processing of Composites
- Montan University Leoben: Chair of Design Plastics and Composite Materials
- Montan University Leoben: Chair of Materials Science and Testing of Polymers
- Vienna University of Technology: Institute of Lightweight Design and Structural Biomechanics
- Vienna University of Technology: Chair of Cyber-Physical Systems & Industry 4.0
- Vienna University of Technology: Institute of Production Engineering
- Technical University of Munich: Chair of Carbon Composites
- Christian-Doppler Laboratories in Leoben and Linz: Processing of Composites (Leoben) and Structural Health Monitoring (Linz)
- Various project-related partnerships: Polytechnico Milano, London Imperial College, TU Dortmund, ETH Zurich, etc.

Memberships of professional associations (among others)

- AAI – Austrian Aeronautics Industries Group: Chairmanship
- Carbon Composites Austria: Management Board mandate
- Civil Aviation Business Unit of ASD (AeroSpace and Defense Industry Association of Europe): permanent representative
- University of Applied Sciences Wels: member of the Strategy Advisory Board
- Hot Spot! Innviertel: member
- Booster club of higher education technical institutes (HTL): executive chairmanship
- Federation of Austrian Industry: member of the Federal Board
- Federation of Upper Austrian Industry: member of the Regional Executive Board
- Lightweight platform A2LT: platform spokesperson
- European Aerospace Quality Group (EAQG): permanent representative
- International Aerospace Quality Group (IAQG): permanent representative
- Austrian Chinese Business Association (ACBA): representative
- Upper Austrian Chamber of Commerce: member of the Technology & Innovation Strategy Group

FROM SUSTAINABILITY STRATEGY TO SUSTAINABILITY REPORT

Like many other companies, FACC has taken advantage of the introduction of the Austrian Sustainability and Diversity Improvement Act (NaDiVeG) to deal with sustainability issues that are of relevance to its business model and its stakeholders even more comprehensively and in greater detail than before.

GRI
102-46, 102-47

In two workshops held in July 2017, all FACC department heads concerned analysed the company's value chain and examined its effects and potential risks for the environment, the economy and society with a special focus on the issues required by NaDiVeG.

In addition, the completeness and relevance of the topics covered were ensured on the basis of an examination of relevant standards and reports by suitable peer groups. The main issues were delimited by analysing their impact inside and/or outside the organisation. FACC's potential to shape the respective topics was also taken into account.

The resulting list of topics was prioritised following the two workshops: Firstly, the significance of the environmental, economic and social impacts of FACC's corporate activities was assessed by internal experts ("Impact"). In addition, around 600 internal and external stakeholders expressed their priorities in an online survey ("Relevance to stakeholders").

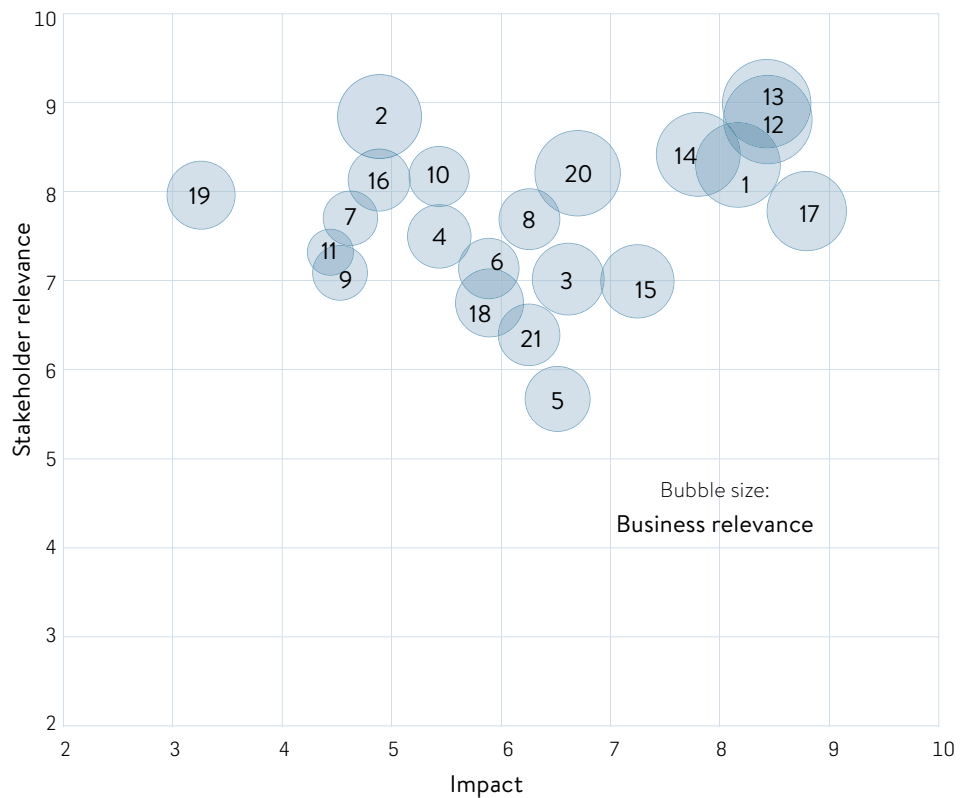
In the course of the evaluation of topics by internal experts, non-financial topics were also considered as a third dimension in terms of their business relevance for FACC in order to arrive at an all-embracing view within the scope of materiality analysis.

The materiality matrix of FACC

The outcome of the process described is a materiality matrix that summarises the impacts (abscissa), stakeholder relevance (ordinate) and business relevance (bubble size) of the various topics.

Topics

- 1 Fuel efficiency of aircraft
- 2 Flight safety
- 3 Reduction of aircraft noise emissions
- 4 Recyclability and durability of products
- 5 Mobility increase
- 6 Materials and chemicals used
- 7 Environmental impacts within the supply chain
- 8 Energy consumption and emissions in production
- 9 Emissions in transport and logistics
- 10 Waste
- 11 Water consumption
- 12 Secure and equitable workplaces
- 13 Occupational safety and health protection of employees
- 14 Employee training and further education
- 15 Employee diversity and anti-discrimination
- 16 Social impacts within the supply chain
- 17 Economic responsibility and effects in the region
- 18 Economic impact within the supply chain
- 19 Corruption and anti-competitive behaviour
- 20 Good Governance
- 21 Residents and local communities



In order to demarcate the main topics, priorities were set across all topics with regard to stakeholder interests, while the impacts were prioritised within each topic group (environment, employees and social concerns). In this way, due consideration has been given to all issues of concern.

The following list of topics resulting from this process has been included in this Report and is described in more detail on the following pages:

Environment	1	Fuel efficiency of aircraft	Significance of FACC products with regard to fuel consumption and aircraft emissions
	6	Materials and chemicals used	Volume and components of materials used for production and packaging, incl. chemicals
	8	Energy consumption and emissions in production	Consumption and emissions through in-house production (excl. supply chain), incl. CO ₂ -free energy generation
	10	Waste	Hazardous and non-hazardous waste from in-house production, waste avoidance and sorting
Employees	12	Secure and equitable workplaces	Fluctuations in staffing levels (fluctuation, shortage of skilled workers), fulfillment of collective agreements, allocation of working hours, fair remuneration schemes
	13	Occupational safety and health protection of employees	Accidents, sick leaves, mental and physical stress at the workplace (incl. hazardous vapours and substances in production)
	14	Employee training and further education	Employee qualification and promotion (FACC Academy)
Society	2	Flight safety	Through the prevention of use for military/terrorist purposes (export controls) and product quality (incl. product documentation and traceability)
	3	Reduction of aircraft noise emissions	Products which dampen and prevent noise
	5	Mobility increase	Contributing to increased mobility and globalisation, making air travel affordable for everyone by increasing efficiency
Economy	17	Economic responsibility and effects in the region	Jobs, appeal of the region, taxes, investments, spatial development, cooperating with training centres
	20	Good Governance	Transparency, external and internal communication, crisis management, active learning and further development within the organisation

Impacts and risks

With regard to **environmental concerns**, production is significantly affected by waste and energy consumption and the resulting emissions. The most relevant risks result from the use of chemicals and hazardous substances, but are kept to a minimum by giving consistent consideration to the REACH regulation. FACC products are used in aviation, an industry which is inherently affected by the generation of emissions. However, FACC lightweight components improve fuel efficiency and thus make a positive contribution to environmental protection.

With regard to **employee matters**, the main focus is on the health and safety of employees (this applies to both our own employees and the employees of our suppliers). As in most industrial companies, occupational accidents and damages to the health of employees can occur at FACC as potentially hazardous equipment, materials and substances are used in the company. Psychological pressure caused by stress and occasional overtime also figures among the risks employees are exposed to. Aiming to reduce these risks, FACC has embraced a number of preventive measures such as the "Zero Accident Gate" and "Healthy and Satisfied" initiatives (see page 58).

When it comes to **social concerns**, FACC focuses, among other things, on safety issues. The development of a faulty component could impair flight safety and lead to material and environmental damage as well as personal injuries. The potential use of certain components or products of the FACC supply chain for military or even terrorist purposes also poses a threat.

FACC's strict Quality Management prevents faulty components from being delivered. Dual-use goods are individually checked and, if necessary, blocked for delivery (see also page 43).

A further risk that is actively counteracted within the company is the potential use of conflict minerals and the associated potential effects on local communities. The positive contribution FACC products make to reducing noise emissions of aircraft and increasing the mobility of broad sections of society (in close connection with increased fuel efficiency) also deserves to be acknowledged. Furthermore, FACC contributes to the regional economy by, for example, creating and preserving jobs, through investment and spatial development and by improving existing infrastructure.

No relevant risks in terms of the respect of **human rights** were identified with regard to the business activities of FACC as the greater part of production takes place in Austria or in other EU countries and the USA. Similarly, in the course of the materiality analysis, no significant risks in terms of the respect of human rights were detected in the supply chain, and the issue was therefore classified as immaterial. The **risk of corruption** was also found to be insignificant. For this reason, both topics are only briefly alluded to in this Report (see page 62 ff.). The steering mechanisms and results for other impacts and risks mentioned here are presented below (see GRI index from page 75 for page references).

GIVE A SHARE, TAKE A SHARE

GRI
102-40, 102-42, 102-43,
102-44

Ambitious visions and goals, which should be sustainable even under difficult conditions, require the commitment of all stakeholders. Open dialogue, debates and cooperation offer (growth) potential in qualitative and quantitative terms. Consistent stakeholder management not only lays the foundation for the development and implementation of joint ideas and strategies, but also forms the basis for long-term and prosperous development. FACC therefore plans to expand and maintain professional stakeholder management with the following objectives in addition to existing platforms and mechanisms:

- Increasing the understanding of stakeholder management throughout the company
- Updating the "stakeholder map" on an ongoing basis
- Detailed analysis of mutual stakeholder expectations through regular surveys within the framework of ISO 9100 certification

The insights thus gained are intended to advance ideas and projects and facilitate necessary decisions. Similarly, the increase in confidence among stakeholders is expected to strengthen the entire company.

Overall, the following key stakeholder groups were identified (in alphabetical order):

Airlines, aviation authorities, certifying bodies, communities, customers, employees, investors, local authorities, logistics partners and forwarders, media, owners, residents, research and educational insti-

tutions, service providers, suppliers, testing institutes and Works Councils.

Whereas investors attach great importance to the topics "fuel efficiency of aircraft" and "staff training and further training", the stakeholder group "customers" primarily focuses on the topics "occupational safety and health protection of employees", "flight safety" and "secure and equitable workplaces". For employees, the topics "secure and equitable workplaces" and "occupational safety and health protection of employees" are of prime importance.

Suppliers and service providers are interested in "flight safety", "secure and equitable workplaces" and "social impacts within the supply chain". The topics "flight safety" and "fuel efficiency of aircraft" are particularly relevant to residents and communities. "Occupational safety and health protection of employees" and "employee training and further education" are the top priorities of research and educational institutions. As no definite answers could be obtained from authorities and other parties, the topics of relevance were summarised as follows: "flight safety", "secure and equitable workplaces" and "occupational safety and health protection of employees" are considered to be of particular importance in this respect.





WE ARE REMINDED
EVERY TIME
WE LOOK OUT
OF AN AIRPLANE:

We are right to look
out for the world.
In everything that we do.

Specific success factors

RESPONSIBILITY THAT PAYS OFF

Four industry-specific, intrinsically sustainable success factors make a decisive contribution to FACC's long-term success.

GRI
103-1, 103-2, 103-3, 302-5

1. Fuel efficiency

The continuous further development of FACC products in terms of weight reduction and aerodynamic properties also ensures FACC's future fitness.

Fuel reduction is a strategic asset

Lower manufacturing tolerances with regard to the surface area result in higher efficiency and lower fuel consumption. The same applies to the weight of the components. Efficient and lightweight components not only reduce fuel consumption and average costs per revenue passenger kilometre, but also make a significant contribution to reducing CO₂ emissions in air traffic.

FACC takes responsibility for these fields of competence in the areas of development and production. Requirements either come from our customers or are defined and implemented in the course of our own development or optimisation projects.

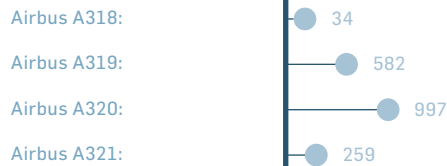
Fuel savings in the Cabin Interiors division

Weight and kerosene savings through further development of the Classic Cabin (CC) to the Enhanced Cabin (EC) (overhead stowage compartments).

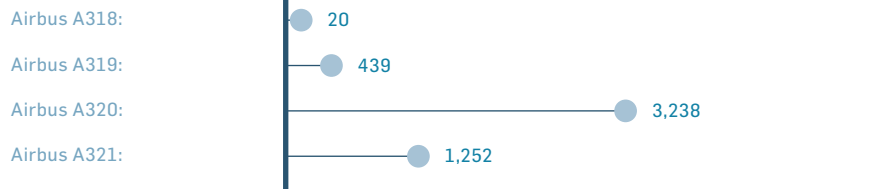
The further developments within the Cabin Interiors division clearly show that FACC product innovations not only increase comfort and safety for air passengers; they also make a significant contribution to reducing weight and thus fuel consumption.

Deliveries

Classic Cabin 1991–2012 Produced shipsets:



Enhanced Cabin 2006–2017 Produced shipsets:



Small calculation – big effect

- An amount of kerosene equal to 4.3% of the mass of an aircraft is needed for one hour of flight
- An Airbus A320 weighs around 73.5t (MTOW)
- Its operation therefore requires 3.2t of fuel per hour
- The average duration of the flight is 1.875 hours
- Flight hours per year: 2,920
- Standard fuel density: 0.796kg/l
- 1 kg of kerosene equals 3.15kg/CO₂

Weight savings per aircraft

Classic Cabin compared to Enhanced Cabin

Weight shipset	CC	EC	Weight savings
A319	466.0kg	421.2kg	9.61%
A320	562.7kg	491.0kg	12.74%
A321	715.4kg	641.0kg	10.40%

Weight/volume ratio

An increasingly lightweight and efficient design also improves the weight/volume ratio

Classic Cabin	0.069
Enhanced Cabin	0.053

Kerosene savings per aircraft

Kerosene consumption per year and aircraft; Classic Cabin equipment compared to Enhanced Cabin equipment

	CC	EC
A319	58,756.0kg	53,101.5kg
A320	70,943.4kg	61,900.0kg
A321	90,190.4kg	80,819.8kg

Kerosene savings per year and aircraft with Enhanced Cabin

A319	5,654.5 kg (5.6t) or 7,103.6l	Shipments 439 EC
A320	9,043.3 kg (9.0t) or 11,361.0l	Shipments 3,238 EC
A321	9,370.5 kg (9.3t) or 11,772.0l	Shipments 1,252 EC

Savings through the development of the Enhanced Cabin and production for all shipsets delivered (from 2006 to the end of 2017; A319/A320/A321)

Kerosene	43,497t
Kerosene	54,644,125l
CO ₂	137,015t

2. Reduction of aircraft noise emissions

GRI
103-1, 103-2, 103-3

The permissible level of aircraft noise emissions as specified by official regulations and customer requirements must be fully observed or, ideally, even under-shot. Many airports have already banned older-generation aircraft from taking off and landing if they do not comply with current noise limits. Aircraft noise emissions are a major concern, especially at airports such as Frankfurt/Main or Salzburg Airport, which is particularly close to the city centre.

FACC is continuously working on the further development of existing components in order to reduce the aircraft noise generated by engines.

Ongoing research projects in which new structures, materials and processes are being developed in order to further improve the properties of components are also contributing to this goal.

One of the most effective improvements is the application of special surfaces, e.g. perforated surfaces, onto FACC engine components and fan cowls to dampen the engine noise.

Products of the Engines & Nacelles division, in particular, have properties that can actively contribute to noise reduction.

Moreover, passive noise reduction is of particular importance. Compared to previous applications, all lightweight components developed by the FACC Engines & Nacelles division and produced in series make a positive contribution to reducing noise emissions. This is because less weight also requires less engine power.

The effectiveness of official regulations and customer requirements regarding aircraft noise reduction as well as the compliance with these specifications are continuously monitored:

The fulfillment of quality criteria is verified

- When a new product has been approved and
- During quality control before delivery of the product

3. Flight safety and export control

GRI
103-1, 103-2, 103-3, 416-2,
417-1

In order to fulfill the stringent aviation regulations, but above all in the interests of its customers and millions of air travellers, FACC is consistently geared towards the goal of 100 percent reliability.

Flight safety

FACC holds official approvals for the production and maintenance of aircraft components. Moreover, FACC is a certified development company which is authorised to develop and also approve repairs and modifications independently.

International aviation authorities initially guided FACC through more than just a demanding approval process. They also verify on an ongoing basis whether the agreed standards are being complied with in full. In order to maintain these approvals, FACC is externally audited eight times a year to obtain the coveted certificates. This means that FACC customers can rely on proven premium quality.

Export control

Due to its specific line of business, FACC is subject to international export control regulations. These ensure that we cooperate exclusively with permissible organisations and persons.

1. Sanctions: Business partners are screened on the basis of current sanctions lists.

2. Embargo check: If there is any indication that a particular destination is located in

a country under embargo, an automatically generated embargo block notice is sent, which is then checked manually.

3. Dual-use goods: If products are classified as dual-use goods under EU or US export law, i.e. they can be used for both civil and military purposes, blocking signals are also issued, which are specifically evaluated on a case-by-case basis.

4. ITAR goods: These are goods that are examined in great detail within the framework of export controls as they are subject to the International Traffic in Arms Regulations (ITAR), i.e. US regulations relating to military equipment.

Due to the stringent controls and the associated high penalties imposed by the relevant US authorities, we are faced with significant export compliance risks. FACC therefore takes care to ensure that ITAR goods are generally not purchased.

FACC pursues the strategy of not offering or handling military goods.

5. Export licenses: Export licenses are applied for from the competent authorities if required for the export of components or goods.

All these points are continuously monitored and optimally adapted to evolving international legislation.

FACC is both concerned with, and committed to, fulfilling contractual obligations, requirements, laws and regulations as well as customer specifications and standards without interruption and at all times. Legal conformity and contract compliance are just as important as the long-term safety of the components manufactured and delivered to customers.

FACC components should never be responsible for aviation safety incidents or accidents.

This ambitious goal has been achieved to date. Quality Management at FACC was, and still is, responsible for this achievement:

- The Quality Manager is the first point of contact for authorities in all matters relating to aviation safety.
- The Quality Manager is also responsible for export control. His team consists of two experts, who have been specially trained for this purpose. Any complaints or queries are addressed to, and dealt with, by these three individuals.

Evaluation of the effectiveness of all adopted measures is an integral part of FACC's strategy to implement flight safety and export control:

- In 120 internal audits covering all areas of the company (FACC Operations GmbH), Quality Management reviews the compliance with all applicable regulations and requirements at least once a year in order to establish conformity.
- Two Quality Management reviews, in which the findings of the internal audits are presented to the Management Board, also address high-level export control.

The evaluation of the past and current reporting years has revealed comprehensive conformity (according to the conformity with the requirements throughout the company). No necessary adjustments were reported in 2017/18, but there is a potential for further improvements.

Flight safety

KPI	Description	Unit	2016/17	2017/18	GRI
Health and safety incidents	Total number of violations of regulations and/or voluntary codes of conduct relating to the health and safety impacts of products and services in the reporting period	Number	0	0	416-2
... Financial penalties	Number of violations of regulations concerning the impact of products on the health and safety of customers that resulted in a fine or sanction	Number	0	0	416-2
... Financial penalties – value	Non-compliance with regulations concerning the impact of products on the health and safety of customers, including product labeling	EUR	0	0	416-2
... Non-monetary sanctions	Number of violations of regulations concerning the impact of products on the health and safety of customers that resulted in an official warning	Number	0	0	416-2
... Breaches of voluntary rules of conduct	Total number of violations of voluntary codes of conduct	Number	0	0	416-2
Product categories	Number of main product categories	Number	3	3	417-1
... Designated origin	Number of main categories of products which include a manufacturer's certificate	Number	3	3	417-1
... Designated substances (e.g. REACH chemicals)	Number of main categories of products which include a description of the substances used	Number	0	0	417-1
... Prescribed disposal	Number of main categories of products which include disposal instructions	Number	0	0	417-1
... Export certificates	Number of main categories of products for which export certificates are (have to be) created	Number	3	3	417-1

4. Increasing dynamism within mobility

GRI
103-1, 103-2, 103-3

Affordable air tickets have not only made worldwide air traffic more “democratic”, but have also created a new dimension of human interaction and communication.

FACC components make aircraft lighter, quieter and more efficient. Airlines can pass on generated savings to their passengers and thus win new customers. With its innovations and the continuous further development of its products and their (environmental) quality, FACC makes an important role in ensuring that the world continues to become “smaller” in the future whilst contributing to the mitigation of the negative environmental impact of this development.

Once again, the global aviation industry revised its medium-term growth forecasts upwards in 2017. This growth trend presents FACC with great opportunities. The Group is strongly positioned in all major markets.

According to current forecasts, 34,900 new commercial aircraft with more than 100 seats and 8,000 new business jets will be required by 2036 and over the next ten years, respectively, to cope with the growing number of passengers worldwide.

Today, FACC lightweight technologies are on board almost every modern jet. Figuratively speaking, an aircraft with FACC components takes off or lands somewhere on this planet every second.

34,900 new aircraft will be needed over the next 20 years.

The growth trend in the industry is being driven by steadily increasing passenger volumes, measured in so-called passenger-kilometres. Experts expect an annual global increase of 4.4 percent up to 2036. Growth markets are predicted to grow at an above-average rate of 5.8 percent per

year, while growth of 3.2 percent per year is projected in highly developed countries.

This also means that a larger number of aircraft will be required: While the global fleet of commercial aircraft stood at a total of 20,500 in 2017, this figure is expected to increase to 42,530 by 2036. By then, 12,870 existing aircraft will have reached the end of their service life and have been replaced by new aircraft.

All signs are pointing to growth in mobility.

The high accuracy of previous market analyses allows us to conclude that future projections are also highly reliable. When comparing the 1997 market forecast for 2017 with the actual outcomes, the plan data deviate by only 2 percent. In addition, the market has even developed slightly better than expected:

In its 1997 market forecast, Airbus predicted that the global fleet would grow from 9,677 to 17,920 aircraft in the following 20 years to cope with the increasing air traffic. In 2017, 18,315 aircraft were in service worldwide, thus even exceeding Airbus' predictions.

Growth of the aircraft industry is currently at an historical high.

This development was triggered, amongst other things, by socio-economic factors, in particular the rising standard of living in growth markets. In conjunction with increasing globalisation, this creates an ideal market environment for the entire aviation industry.

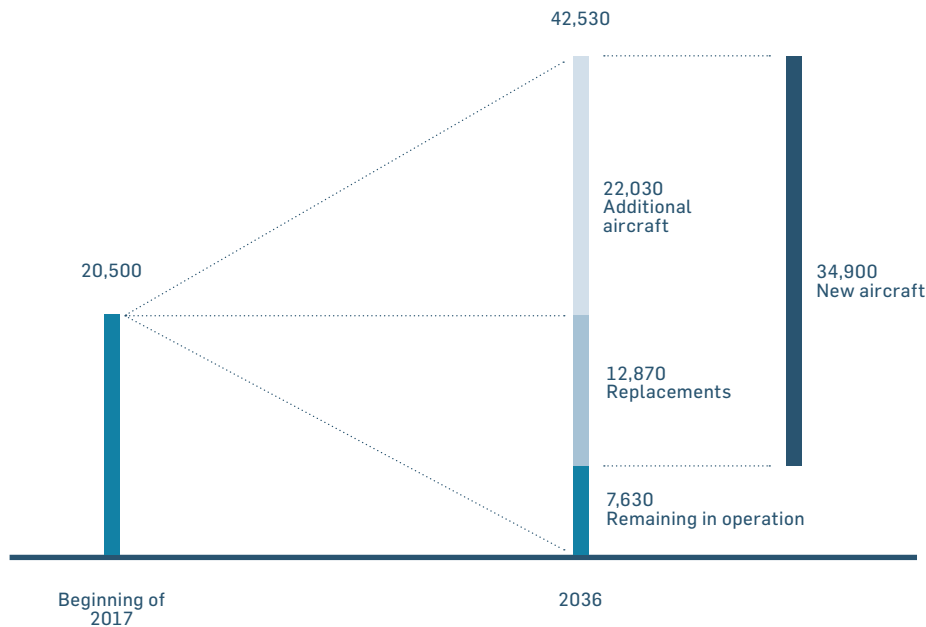
Infrastructure is currently also recording considerable growth alongside the dynamic development of passenger volumes

and fleet sizes. By 2021 alone, almost USD 1 trillion will be invested worldwide in the construction of new airports and the expansion of existing ones, around 40 percent of which will be spent in the Asia-Pacific region.

Thanks to its ownership structure FACC is well positioned to profit from the strong momentum in the Chinese Asian market in particular.

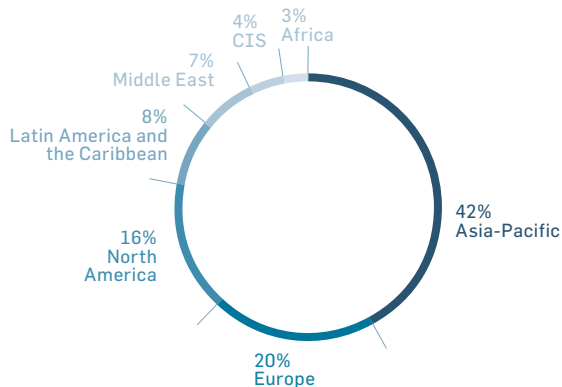
Demand for around 34,900 new aircraft

Aircraft in operation:
Development from 2017 to 2036
Source: Airbus



More than 40 percent of all new aircraft are delivered to the Asia-Pacific region

Demand for passenger aircraft:
Forecast 2017 to 2036 by region
Source: Airbus

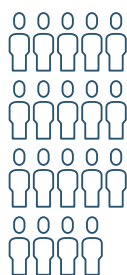


Growth markets contribute more than proportionately to the increase in air traffic

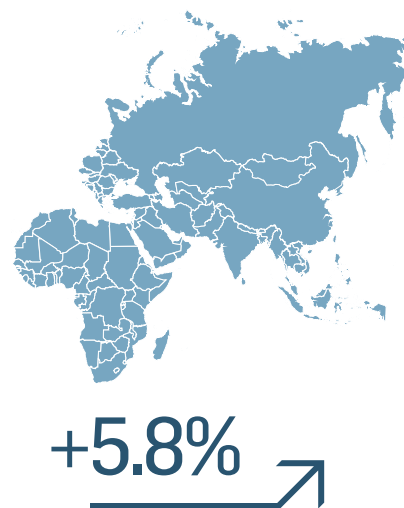
Passenger kilometres:
Expected average growth
in % per year

Growth markets

- China
- India
- Middle East
- Other Asia
- Africa
- CIS
- Latin America
- Central Europe

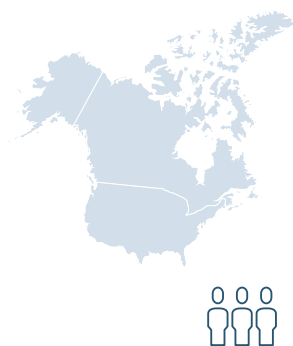


6.4
billion people in 2016

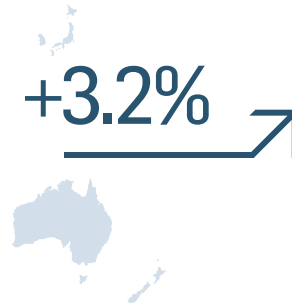


Advanced countries

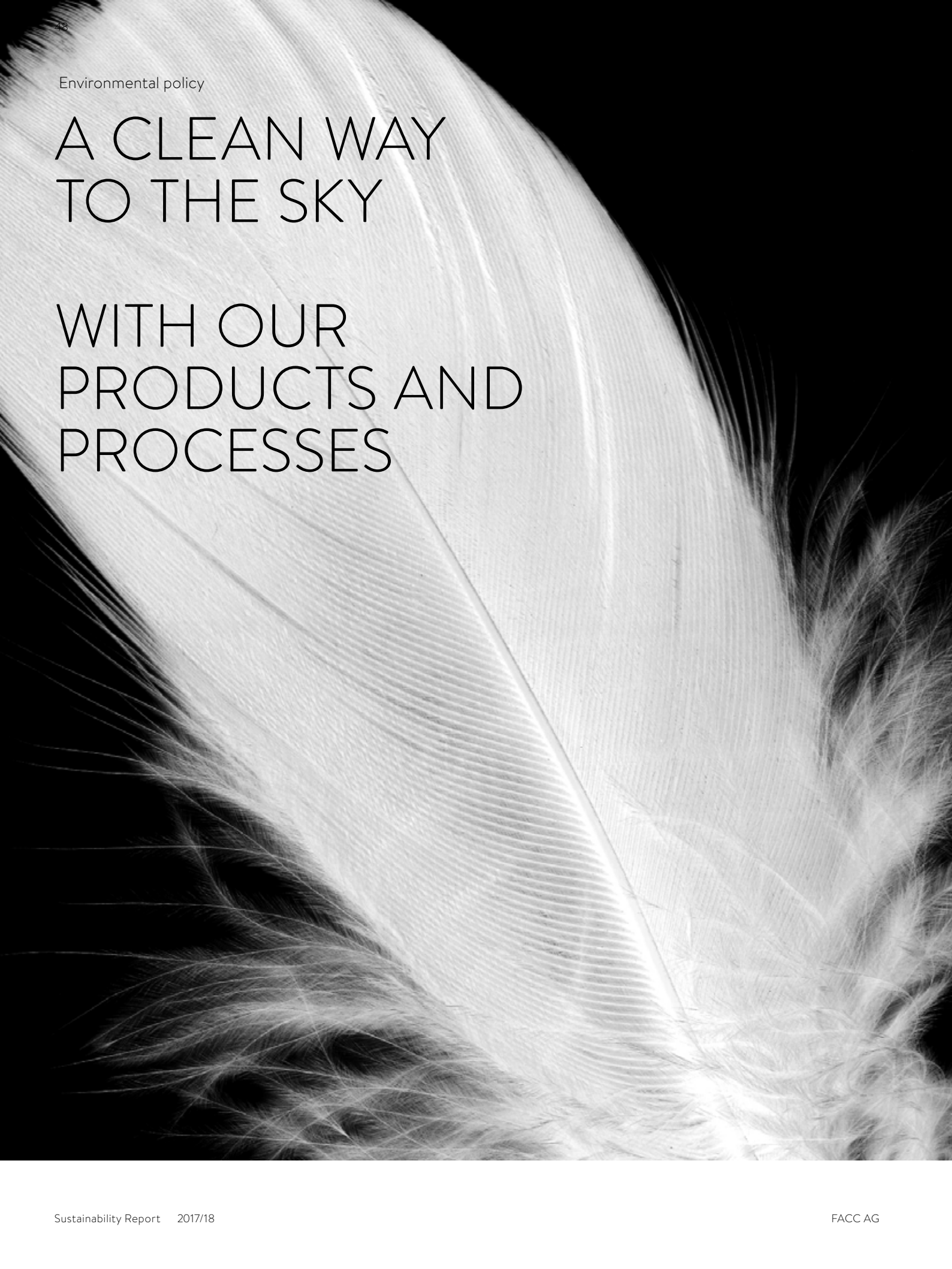
- Western Europe
- Israel
- North America
- Japan
- Singapore
- South Korea
- Australia and New Zealand



1
billion people in 2016



Source: Airbus



Environmental policy

A CLEAN WAY TO THE SKY

WITH OUR PRODUCTS AND PROCESSES

Our environmental policy

Innovations often take their origins from nature. The development of the FACC winglets – which are produced in large quantities – is based on scientific studies of the aerodynamics of bird flight. Even the composite material itself is copied from nature. No other material occurs more frequently in nature than fibre composites, which are based on load-bearing carbon, glass or aramid fibres embedded in a supporting and protective coating of epoxy or phenolic resin.

In aviation, composite components offer significant weight savings while maintaining or improving the performance of the aircraft. This enables airlines to significantly reduce fuel consumption and thus reduce emissions.

The environmental policy of FACC lays out the company's (self-)commitment to preserve the environment and natural resources. In practical terms, this means that the managers act as role models and help to create an environmental awareness among all employees. On the one hand, FACC prod-

ucts are intended to make a valuable contribution to the careful management of the environment; on the other hand, all internal processes are expected to meet the highest standards.

FACC attaches great importance to the careful handling of raw materials. Our judicious use of all resources – from electricity to water and heating – as well as a sophisticated waste management system and full compliance with legal obligations all contribute to implementing this objective. In order to increase recycling rates and avoid the final disposal of residues, FACC continuously evaluates and optimises its material cycles – from production to disposal.

HEALTHY ENVIRONMENT, HEALTHY FUTURE

FACC has set itself ambitious (environmental) targets

- FACC aims to make the best possible use of the energy required to operate the company.
- FACC wishes to avoid any kind of wastefulness.
- FACC wishes to reduce emissions.
- FACC wishes to convert waste into recyclable materials.
- FACC continues to refrain from using water in production.



What this means in practice: general improvement of energy efficiency through a more efficient use of existing possibilities and the development of new potentials.

- Avoiding emissions in production
- Avoiding waste where possible
- Converting waste into recyclable materials

FACC relies on an ISO 14001 certified environmental management system as well as on processes and procedures as specified in the new ISO 45000 standard for health and safety management systems at all Upper Austrian locations.

A separate legal management has been established in order to oversee, interpret and demonstrably fulfill the requirements of both systems: more than 80 binding laws and regulations must be observed and fulfilled.

For this purpose, manuals and follow-up procedural instructions were prepared in order to communicate the daily processes resulting from the requirements to the entire organisation and to ensure legal compliance.

The main requirements relate to the Energy Efficiency Act, the Immission Protection Act and the Waste Management Act.

For this purpose, concepts were developed to describe the current and future strategy of the company. They also contain concrete action plans describing, for example, the immediate measures to be taken in the case of environmentally relevant events.

Energy efficiency

For 2018/19, FACC aims to improve energy efficiency in relation to operating performance by 7 percent compared to the previous year. This will be made possible, above all, by further optimising capacity utilisation and switching to energy-optimised plants and equipment. Since 2010, the company achieved an average improvement of 8 percent per year by converting to new heating and energy supply systems and optimising plant capacity utilisation.

Keeping problem substances to a minimum

FACC relies on solvents for its manufacturing processes. Up to 80 percent of these solvents are now recycled as a result of appropriate measures. The remainder is disposed of by qualified specialist companies in an environmentally friendly way.

Waste avoidance

FACC has successfully implemented a wide range of measures to avoid general waste. Where this is not possible, the company relies on extensive recycling or professional waste disposal services provided by qualified companies.

Turning waste into recyclable materials

Through various measures, FACC has succeeded in increasing the proportion of waste converted into recyclable materials to more than 50 percent. As a consequence, these materials do not have to be disposed of at great expense, but can be used for other useful purposes.

The most recent example is blasting sand: Originally classified as "hazardous waste" (and therefore expensive to dispose of), extensive research and analyses have now shown that it is actually harmless. As a result, this property can now be classified as construction waste and sold as such.

FACC plans to convert a further 5 percent of its waste into recyclable materials through various measures in 2018/19.

According to ISO 14001, the environmental manager or environmental coordinator is responsible for the relevant measures and initiatives.

Complaints concerning energy, emissions and waste can be addressed directly to FACC's Environmental Manager through the FACC corporate website, via email to umwelt@facc.com, by phone or in person. No complaints were raised in 2017/18.

Professional evaluations are of key importance

The measures described above are evaluated on an ongoing basis and formally discussed with management twice a year as part of the Management Reviews.

The entire environmental management system of FACC is subject to internal audits, which take place at least once a year. Moreover, an external audit is conducted in accordance with ISO 14001 at all production sites of the Group.

Separate meetings are held, if and when required, to review and assess compliance with all legal requirements for the legal management system.

Full compliance from both an internal and external perspective was established during the most recent evaluation in 2017. No necessary adjustments were reported, but further potential for continuous improvement was identified and is now being implemented.

GRI
103-1, 103-2, 103-3, 302-1,
305-2, 306-2

Energy consumption and emissions in production

KPI	Description	Unit	2016/17	2017/18	GRI
Energy and emissions					
Total energy consumption		kWh	85,806,580	83,878,033	302-1
Energy consumption/operating performance		%	15.1%	14.1%	302-1
Indirect GHG emissions (scope 2)	GHG emissions in CO ₂ equivalents from (purchased) electricity, heating and cooling	t	No data	15,378	305-2
Emissions / operating performance		%	0	0.003%	305-2
Waste (according to type)					
Waste (total)		kg	3,859,000	4,447,839	306-2
Non-hazardous waste (total)	"Non-hazardous" according to the legal definition	kg	3,800,570	3,331,525	306-2
Hazardous waste (total)	"Hazardous" according to the legal definition	kg	58,430	1,116,314	306-2
Waste (accord. to GRI – by disposal method)					
Non-hazardous waste (total)	"Non-hazardous" according to legal definition. Total weight (in tons of wet matter) of non-hazardous waste (excl. non-hazardous waste water)	kg	3,800,570	3,331,525	306-2
Hazardous waste (total)	"Hazardous" according to the legal definition	kg	58,430	1,116,314	306-2

REACH increases product and production safety

Safe and conscientious handling of materials and chemicals within the company is essential to ensure the long-term protection and health of FACC employees. Occupational safety experts, a REACH coordinator and environmental officers make a significant contribution in this regard through evaluations, instructions and advice, and are happy to address any queries you may have.

REACH is a chemicals regulation of the European Union and stands for "Registration, Evaluation, Authorisation and Restriction of Chemicals". Compliance with REACH ensures that the use of hazardous materials and chemicals is reduced or even completely avoided. Companies producing or importing substances in quantities exceeding one tonne per year are obliged to gather information on their properties and use.

In all discussions with its suppliers, FACC addresses the EU regulation REACH and expressly points out that the consumption of substances which may no longer be used (e.g. strontium chromate from 2019 onwards) is to be reduced or completely avoided.

The goal: compliance with official regulations and customer requirements

FACC selects materials in the fields of engineering and design. A safety expert and the REACH coordinator check that each material complies with occupational safety regulations and REACH before being included in the material master plant.

When new materials are introduced, a classification is carried out (e.g. with regard to the question whether it is a carcinogenic substance). In addition, there is a safety sheet which must be approved by the safety expert, the REACH coordinator and the waste officer.

Be proactive and think of alternatives

In the past financial year, tests were carried out in which semi-finished textile fibre matrix products were pre-impregnated with resins inspired by nature (biopregs).

If a customer such as the Canadian aircraft manufacturer Bombardier requires a mercury-free product, the respective FACC components are immediately checked for mercury.

The evaluation

- In the case of new materials, the safety data sheets are checked for REACH conformity.
- Continuous updating/review of the Hazardous Substance Database in view of the REACH regulation
- Legal conformity is checked in the course of internal environmental audits.
- In the case of inquiries: evaluation within the scope of day-to-day business
- The topic is dealt with twice a year within the framework of Management Reviews.

Reporting to the FACC medical officer in the event of medical complaints ensures a swift and expert response.

GRI
103-1, 103-2, 103-3, 301-1

Materials and chemicals used

KPI	Description	Unit	2017/18	Dangerous goods share	GRI
Materials used					
Non-renewable materials	Total quantity of non-renewable materials used by FACC	EUR	410,828,596	3%	301-1
Purchased part marking	Parts by marking – mainly out of metal or plastic	EUR	151,151,809	0%	301-1
Composite materials	Impregnated and dry tissues and honeycomb core materials	EUR	92,685,860	0%	301-1
Precast	Precast	EUR	82,547,755	0%	301-1
Standard parts	Parts by specification, e.g. screws, rivets, bolts, etc.	EUR	21,739,248	0%	301-1
Catalogue parts	Parts by manufacturer definition	EUR	20,184,535	0%	301-1
Paint, adhesive	Paint, adhesive	EUR	17,817,089	27%	301-1
Sealing and fillers	Sealing and fillers	EUR	12,628,593	49%	301-1
Tools, indirect material	Drills, cutters, masking tapes, gloves, etc.	EUR	6,491,266	1%	301-1
Miscellaneous	Decorative materials, raw materials, bagging materials	EUR	5,582,440	1%	301-1
Packaging material – non-renewable	Non-renewable materials for packaging products (metal crates, foil, etc.)	t	109	0%	301-1
Styrofoam/Styrodur	Styrofoam/Styrodur	t	4	0%	301-1
Foam/foil	Foam/foil	t	105	0%	301-1
Packaging material – renewable	Renewable materials for the packaging of products	t	1,000	0%	301-1
Cardboard packaging	Cardboard packaging	t	170	0%	301-1
Wood	Wood	t	830	0%	301-1

Since materials are expressed in different units, it is not possible to consistently report in terms of volume or weight.



Human Resources

THE SUSTAINABLE STRENGTH OF EXPERTISE

Advanced technology and intense human-to-human interaction – this “megatrend” by futurologist John Naisbitt perfectly illustrates FACC’s Human Relations strategy. Reliability, creative potential and productivity can only develop to the fullest when personal closeness and mutual trust accompany and strengthen cooperation. This is when the spirit which shapes FACC and makes it future-proof emerges.

GRI
102-8, 102-41

All employees at the Austrian FACC sites, which account for around 90 percent of the Group's total workforce, are subject to collective bargaining agreements. The corresponding collective agreement was concluded between the Association of the

Austrian Wood Industries and the Union of Building and Wood Workers of the Austrian Trade Union Federation. Austrian regulations do not apply to subsidiaries in other countries.

Different areas of work for different people: Diversity of strengths and competencies

As of 28 February 2018, the FACC Group employed 3,402 full-time equivalents (FTE; previous year: 3,393 FTE). Of these, 3,099 were employed at FACC Operations GmbH, 263 at other subsidiaries and 40 at FACC AG. The majority of FACC employees work in Austria, with around 230 working abroad.

28 February 2018 (in FTE)	Blue-collar workers	White-collar workers	Total
Central Services	131	320	451
Aerostructures	842	245	1,087
Engines & Nacelles	479	125	604
Cabin Interiors	724	234	958
Subsidiaries	74	189	263
FACC AG	–	40	40
Total	2,249	1,153	3,402

Development of leased personnel

		28 February 2017	28 February 2018
Number of leased employees	FTE	123	62
Share of the total workforce	%	3.62	1.82

International diversity within the company and worldwide success

FACC employs staff from 38 nations. More than 75 percent are from Austria and Germany, 4 percent from Turkey.

As of 28 February 2018, FACC sites in Austria (CoLT Prüf und Test GmbH, FACC Operations GmbH and FACC AG) had

- 114 fixed-term employment contracts
- 227 part-time employees (49 of whom are men)
- 73.64% men, 26.36% women
- 41 apprentices (40 at FACC Operations GmbH, 1 at CoLT Prüf und Test GmbH)

FACC as a premium employer brand

Finding the right employees, bringing them on board, empowering, motivating and supporting them to attain the company's goals and fostering their diversity: FACC's Human Resources Management not only fulfills important administrative tasks, but also plays a decisive role in shaping the company's culture. Coaching processes encourage personal, long-lasting and mutually beneficial relationships between employees and FACC.

The Human Resources department is responsible for:

- Personnel administration and accounting
- Consulting and coaching to help managers fulfill their managerial tasks
- Recruiting and personnel marketing
- Hiring holiday trainees and students preparing their diploma thesis
- Providing structures and conditions which support personnel development
- Designing communication with existing and future employees
- Contributing to the development of the company

Recruiting: positioning FACC as the best address for the best people

Human Resources management at FACC works closely with schools, universities and universities of applied sciences, both in the region and throughout Austria and in neighbouring EU countries.

Due to the large number of specialist departments with varying requirements, FACC personnel must possess a wide range of knowledge and skills. In addition, highly qualified personnel are essential to meet the high quality demands of the aviation industry at all levels.

The fact that FACC currently employs staff from 38 countries constitutes impressive evidence that legal requirements and anti-discrimination law are being fulfilled. The FACC Group's Code of Conduct also contains specific guidelines for dealing with diversity. Intercultural training contributes to learning to deal with different ways of thinking and working in a delicate and appreciative manner. This creates the dynamism that ensures the internal growth of FACC.

Jobs with a future

Employees build careers within the company

Most job vacancies at FACC are also advertised on the internal job market. Current employees can develop further and move up the career ladder to management positions. FACC also takes care to offer applicants other vacant positions in the event that they do not meet the requirements for the initially advertised position or if it has already been filled.

A representative of the respective department regularly attends job interviews. Applicants are provided with in-depth, practical and up-to-date information on FACC and the area of responsibility in question.

In addition, a standardised personality test (profiling values) is conducted when assigning management positions.

Employee training and further education

Continuous investment in human capital is a key factor contributing to the success of FACC. The Group is committed to lifelong learning and, for this purpose, offers its employees a wide range of extra-occupational education and further training opportunities.

The FACC Academy, which serves as the central hub for all training activities, organised 495 internal training sessions with a total of 6,550 participants in the 2017/18 financial year alone. The average duration of internal training measures was 6.09 hours per employee (previous year: 480 internal training sessions for 5,026 employees; on average 8.61 training hours per employee).

In addition, 145 external training sessions attended by 930 employees were held. The main focus was on communication, role clarity and burnout prevention (leadership trainings) as well as conflict management,

GRI
103-1, 103-2, 103-3, 401-1,
404-1

time management and communication behaviour in production-related areas. Language courses were also offered to all employees. The average duration of external training measures was 21.5 hours per employee (previous year: 193 internal trainings for 838 employees; on average 23.6 training hours per employee).

Seminars are also organised to raise awareness of "women in management positions" and cultural differences among people with an immigration background. Intercultural training courses focusing on countries such as China and India were attended by 27 members of staff.

Special attention was also paid to leadership training in the past financial year. The main topics covered were equal treatment of employees, burnout prevention and situational management.

In total, 65 employees completed FACC leadership training in the 2017/18 financial year.

Personnel development at FACC is part of the Human Resources department in the Training & Development sector, and is regulated in a qualification system. The process description includes internal and external training measures as well as e-learning offers.

Evaluation of the management approach

The KPIs defined for Human Resources are reviewed every six months at FACC and discussed in the team. In the course of a management review, which takes place twice a year, HR issues are a topic for discussion by the Management Board. Due to personnel changes, no evaluation process took place in the year under review, and no such process is currently planned.

Secure and equitable workplaces and staff training and professional development

KPI	Description	Unit	2016 ¹⁾	2017 ¹⁾	GRI
Employees and diversity					
Employees leaving – male	Number of male employees who have left the company (voluntarily), were laid off, retired or have died	Headcount	400	406	401-1
Employees leaving – female	Number of female employees who have left the company (voluntarily), were laid off, retired or have died	Headcount	149	146	401-1
Employees leaving – white-collar workers	Number of white-collar workers who have left the company (voluntarily), were laid off, retired or have died	Headcount	227	189	401-1
Employees leaving – blue-collar workers	Number of blue-collar workers who have left the company (voluntarily), were laid off, retired or have died	Headcount	322	363	401-1
New hires – white-collar workers	Number of newly hired white-collar workers	Headcount	221	217	401-1
New hires – blue-collar workers	Number of newly hired blue-collar workers	Headcount	673	307	401-1
Training and development					
Training hours – internal training	Average number per employee	Hours	8.61	6.09	404-1
Training hours – external training	Average number per employee	Hours	23.6	21.5	404-1

¹⁾ Data relate to the reference calendar year.

Focus on health & safety

FACC is legally obliged to make every effort to protect the life and health of its employees. Responsibility for this lies with management and ultimately with the relevant member of the Management Board.

FACC fully complies with these commitments and even exceeds these in important areas. Stress and risk potentials for employees are continuously reduced within the scope of a comprehensive programme, while at the same time the work processes are continuously optimised.

FACC has developed a so-called "Zero Accident Gate" (ZAG) to permanently increase occupational safety. In monthly coordinated meetings between management and preventive staff, risks are specifically detected and appropriate remedial measures initiated. In addition, topics such as chemical and machine safety as well as workplace design are discussed with those responsible for production at the ZAG meetings. The near-accident reports, which point out dangerous situations preemptively and make early countermeasures possible, are of great benefit here.

Since its establishment at the beginning of 2017, the ZAG has already contributed to a 20 percent reduction in work-related accidents, with a continuing downward trend.

FACC also offers complete networking and integration of all levels in the area of occupational safety and health outside the ZAG. Problems are discussed in regular occupational safety meetings, possible solutions are worked out and appropriate measures taken. During regular workplace inspections, safety is examined and any defects are pointed out.

In view of the size of the company and its continuous growth, FACC has implemented group-wide standardisation in recent years in all areas of occupational safety. Since then, uniform binding standards and specifications have existed in all plants of the company. In many areas of health protection and occupational safety, FACC thus takes measures that significantly exceed the legally prescribed level. Examples include consistently documenting near-accidents or equipping all production sites with medical emergency equipment that can be used by the company physician in an emergency. In addition, the equipment of all first aid stations far surpasses minimum requirements.

The concrete goal: Lost Time Case Rate (LTCR) <3

Measures in the year under review

- Various activities within the scope of the "Healthy and Satisfied" (G'sund und zufrieden) project (adventure hiking day, various sports programmes and a blood donation campaign, etc.)
- An ongoing evaluation of mental stress and stress relief at the workplace: The initial survey was carried out in 2013 using an IMPULS test across all Group divisions. Now the ongoing follow-up or re-evaluation is being carried out with the help of the EPSENT test (evaluation of psychological stress and stress relief) developed by the industrial psychologists at FACC. In the 2017/18 fiscal year, follow-up evaluations took place at the Reichersberg (Plant 4) and Ried im Innkreis (Plant 1) sites.
- Technical and organisational measures to reduce notifiable work accidents and cuts – here, workplace safety is continuously monitored within the course of so-called "safety walks".

The **evaluation** for the previous calendar year has shown that the number of notifiable accidents at work has been reduced by 20 percent and the number of cuts by 62 percent.

Measures to reduce injuries caused by contusions and falls are planned for the coming fiscal year. An additional safety expert has been hired to implement these measures. In addition, a stronger focus will be placed on occupational safety and work-related and mental illnesses in the future.

Occupational safety and health protection of employees

GRI
103-1, 103-2, 103-3, 403-2

KPI	Description	Unit	2016 ¹⁾	2017 ¹⁾	GRI
Health and safety					
Occupational injuries – male employees	Reportable work-related accidents per AUVA (General Accident Insurance Institution) (from 3 days of absence)	Number	102	85	403-2
Occupational injuries – female employees	Reportable work-related accidents per AUVA (General Accident Insurance Institution) (from 3 days of absence)	Number	41	31	403-2
Occupational diseases – male employees	Illnesses due to work circumstances or activities of male employees, e.g. stress, musculoskeletal disorders, skin diseases, lung diseases, hearing loss, cancer etc., which are work related	Number	No data	34	403-2
Occupational diseases – female employees	Illnesses due to work circumstances or activities of female employees, e.g. stress, musculoskeletal disorders, skin diseases, lung diseases, hearing loss, cancer etc., which are work related	Number	No data	14	403-2
Occupational injuries – male non-employees	Number of work-related fatalities within 30 days of the accident, including accidents to or from work involving male employees	Number	0	0	403-2
Occupational injuries – female non-employees	Number of work-related fatalities within 30 days of the accident, including accidents to or from work involving female employees	Number	0	0	403-2
Injury rate	Lost time case rate: number of reportable occupational accidents with days off work x 200,000 / number of hours actually worked	Value	8.3	6.5	403-2

Occupational diseases only include skin diseases and have only been recorded since the previous financial year.

¹⁾ Data relate to the reference calendar year.



Contributions to location quality

GRI
103-1, 103-2, 103-3, 201-1

EMPLOYER, SPONSOR, PARTNER

FACC's clear commitment to its production sites in Upper Austria has generated diverse added value for the region. FACC thus pursues a clear goal: the company's appeal to skilled workers and high potentials and their families should enjoy further growth. Similarly, the region and their economies should also benefit from the upturn induced by FACC jobs, investments and purchasing activities. This will further improve the quality of life of the inhabitants and future generations living there.

The Upper Austrian town of Reichersberg is not only the site of FACC's Plant 4, but currently also the municipality with the highest creditworthiness in Austria.¹⁾ The municipality of St. Martin is also doing well economically – additional schools and kindergartens are being constructed, thereby creating an ideal environment for families. Thanks to FACC's stable and sustainable growth, the entire region is also growing constantly. Supply companies are flourishing parallel to the positive development of FACC. Services and products are created which are purchased nationwide and go beyond the needs of FACC – a win-win situation for everyone.

FACC promotes site quality by:

- Cross-border job creation (FACC currently employs 800 members of staff from neighbouring Bavaria)
- Strategic regional and thematic development ("Composite Valley" in Ried and the Innviertel region)

- Site investments: FACC has invested a total of EUR 450 million in its Upper Austrian sites since 2010. This led to the creation of 1,800 jobs. A further EUR 100 million are to be invested in the domestic plants in the coming years.
- Project-specific investments: the purchase of tools amongst others from regional manufacturers, who thus benefit from local added value.

Support for regional training opportunities

FACC also wants to motivate young people to a career in technology and give their interest a home to flourish. Until eleven years ago, Ried im Innkreis did not have a higher technical college (HTL); for six years now there have been HTL graduates, of whom about 50 percent continue to study while the other 50 percent find a job in regional industry. FACC has supported the HTL Ried project from the very beginning and is still represented on the Board of the association today.

Intensive co-operation with training institutions:

- Technical co-operation with training institutions (e.g. HTL Ried) and universities (e.g. the University of Applied Sciences in Wels and the Johannes Kepler University in Linz)
- Support of endowment professorships
- Funding for research units (2017/18 financial year: EUR 700,000)

Decisions regarding cooperation with training institutions are taken by the Management Board together with the Human Resources Manager.

¹⁾ Study by the magazine "public"; annual evaluation of the creditworthiness of all Austrian municipalities by the KDZ Centre for Management Research (Zentrum für Verwaltungsforschung); in the last published study covering the years 2013 to 2015, Reichersberg headed the ranking.

Direct economic value generated and distributed

KPI	Description	Unit	2016/17	2017/18	GRI
Economic responsibility and effects in the region					
Revenue	Direct economic value: net sales plus income from financial investments and the sale of assets	EUR'000	706,347	750,805	201-1
Operating expenses	Distributed economic value: cash payments to third parties for materials, product components, facilities and externally sourced services	EUR'000	443,027	450,595	201-1
Wages and company social benefits for employees	Distributed economic value: total payroll plus the total company benefits	EUR'000	173,236	184,426	201-1
Payments to lenders	Distributed economic value: dividends to all shareholders plus interest payments to lenders	EUR'000	10,865	10,069	201-1
Payments to the government	Distributed economic value: all taxes paid by the organisation at the international, national and local level plus the associated fines	EUR'000	173	301	201-1
Investment in the community	Distributed economic value: actual expenses during the reporting period excluding requirements, including voluntary donations and investments in the broader community, such as: donations to charities, non-governmental organisations and research organisations (not related to the commercial R&D of the organisation); funds to support community infrastructure (e.g. recreational facilities); direct costs for social programmes (including cultural and educational events)	EUR'000	4	5	201-1

PRACTISED VALUES

FACC commits all people and organisations who work for the company to adhere to certain values and principles of conduct. This is because FACC acknowledges its responsibility to society and the environment in so far as it is within its sphere of decision-making and influence. An essential instrument for this is the Code of Conduct.

In addition to the issues of corruption and bribery, and human rights (fair working conditions), the Code of Conduct includes the following topics: general conduct, safety and health protection, company property, conflicts of interest, prohibition of cartels, insider information, export control, environmental protection and quality policy. The Code of Conduct is available to all employees on FACC's intranet in German and English.

In the year under review, a communication initiative was launched to raise awareness of the Code of Conduct and its regulations. As part of this initiative, the Code of Conduct was adapted and brought to the attention of all employees of the Group in a separate communication by the Management Board. Employees of the internal management team were instructed on the superordinate topics of compliance, anti-corruption and data protection as part of a special training course.

At FACC, constant work on good governance is an interdisciplinary field in which the department of Organisational Development and new organisational units such as Communication, Legal, Compliance, Business Strategy, Internal Audits and in future also Digitisation are involved. The Legal department is chiefly responsible for the actual Code of Conduct.

As part of the revision of the Code of Conduct in 2017/18, a whistleblower system was also set up as a **complaint mechanism** to report complaints and offences.

The **evaluation** is carried out twice a year during the FACC Management Days, whose programme also includes "Continuous Improvement". If necessary, specific tasks to improve compliance are distributed here and their completion is regularly monitored at divisional level. Furthermore, the establishment of an in-house compliance system is planned with audits, evaluations and management reviews.

Other initiatives to be implemented in the coming years include mandatory self-disclosure by suppliers or a comparison of the purchasing volume per country with the corruption index. A further update of the Code of Conduct is also planned.

GRI
102-16, 103-1, 103-2, 103-3,
205-1, 206-2

Good Governance including anti-corruption, bribery and human rights

KPI	Description	Unit	2016/17	2017/18	GRI
Anti-corruption and anticompetitive behaviour					
Corruption cases	Total number of confirmed cases of corruption (including cases where employees have been dismissed or disciplined for corruption, and cases where contracts with business partners have been terminated/not extended due to corruption)	Number	No data	0	205-2
Claims due to anticompetitive behaviour	Number of pending or completed claims in the period under review for anticompetitive behaviour or anti-trust and monopoly violations in which the company was identified as a party	Number	No data	0	206-1

Excerpts from the Code of Conduct for FACC employees

Dear employees,

Customers choose us as a strong partner because they value our experience and innovative strength. We are able to convince our applicants by offering them an interesting range of tasks, numerous opportunities for personal development and the renowned strong sense of solidarity between our co-workers.

Each and every employee – whether male or female, worker or salaried employee, Austrian or foreign – makes a significant contribution to our company's success and justifies the trust that is placed in us in his or her respective field of work. In order to sustainably secure and strengthen this solid foundation, we have prepared the present Code of Conduct as a binding behavioural guideline for the entire Group.

This Code reflects our corporate culture and lays down the rules and basic principles which govern the way we work together. In addition to offering us support in our day-to-day work, it also aims at making us aware that our actions directly reflect on our department, our division and our company.

Let us implement the values embodied in this Code of Conduct in our daily work so that FACC continues on its road to success.

Robert Machtlinger, CEO
Andreas Ockel, COO
Aleš Stárek, CFO
Yongsheng Wang, CCO

Guidelines

The following guidelines supplement and substantiate our values and guiding principles. They are intended to offer support to all employees and facilitate compliance with legal and corporate provisions and guidelines in their day-to-day work.

In many areas, they are supplemented with detailed regulations specific to certain topics or locations.

GRI
102-12

Fair working conditions

Labour law and all provisions deriving therefrom must be complied with in full. No person is to be unfairly disadvantaged, favoured, harassed or ostracised because of his or her race, ethnic origin, gender, religion or political views, handicaps, age or sexual identity. Mobbing and sexual harassment of any kind is strictly forbidden.

The regulations specified in the ILO Conventions on child labour must be observed by both FACC and partner companies. Each employee has the right to be protected from discrimination and harassment.

Every employee who is either involved in or witness to a conflict must report this to a competent supervisor or the Human Resources department. This can be done informally, in person, via telephone, email or in writing.

Corruption

FACC has a zero tolerance policy towards corruption or business transactions connected with prohibited gifts and benefits. With this in mind, any type of gift which could wrongfully influence the decisions or actions of involved persons, especially public officials, is to be refrained from.

Please bear in mind that any semblance of such behaviour must be systematically avoided. Please always consult the Vice President Legal if you have any questions or doubts.

APPENDIX

[Key figures](#)

[GRI index](#)

[Glossary](#)

[Service/imprint](#)

KEY FIGURES

Products

KPI	Description	Unit	2016/17	2017/18	GRI
Flight safety					
Incidents in the health and safety area	Total number of violations of regulations and/or voluntary codes relating to the health and safety impacts of products and services during the reporting period	Number	0	0	416-2
... Fines	Number of violations of regulations regarding the impact of products on the health and safety of customers resulting in a fine or sanction	Number	0	0	416-2
... Fines – value	Violations of regulations regarding the impact of products on the health and safety of customers, including product labeling	EUR	0	0	416-2
... Non-monetary sanctions	Number of violations of regulations regarding the impact of products on the health and safety of customers resulting in a warning notice	Number	0	0	416-2
... Violations of voluntary codes	Total number of violations of voluntary codes	Number	0	0	416-2
Purchasing categories	Number of key purchasing categories	Number	24	24	417-1
Certified purchasing categories	Number of key purchasing categories with which a manufacturer's certificate / indication of origin is supplied	Number	17	17	417-1
Product categories	Number of key product categories	Number	3	3	417-1
... Proven origin	Number of key product categories, to which a manufacturer's certificate is attached	Number	3	3	417-1
... Proven contents (e.g. chemicals from REACH)	Number of key product categories, to which a description of the contents is attached	Number	0	0	417-1
... Required disposal	Number of key product categories, to which a description of disposal is attached	Number	0	0	417-1
... Export certificates	Number of key product categories for which export certificates are (must be) created	Number	3	3	417-1

Environment

KPI	Description	Unit	2016/17	2017/18	GRI
Energy and emissions					
Total energy consumption		kWh	85,806,580	83,878,033	302-1
Non-renewable fuels (total)	Total fuel consumption from non-renewable sources	kWh	21,297,247	21,622,505	302-1
... Natural gas, incl. LNG	Incl. fuel for company-owned vehicles	kWh	13,005,209	13,103,470	302-1
... Gasoline, diesel	Consumption for vehicle fleet	kWh	55,038	646,135	302-1
... Heat-transfer oil		kWh	8,237,000	7,872,900	302-2
Renewable fuels (total)	Total fuel consumption from renewable sources	kWh	No data	52,045,577	302-1
Electricity purchased for consumption (total)	Total electricity purchased for consumption (renewable and non-renewable); excluding self-generated electricity (for example from fuels) to avoid double counting with fuels	kWh	44,483,199	43,438,097	302-1
Geothermal		kWh	7,028,000	8,607,480	302-1
Indirect GHG emissions (Scope 2)	Greenhouse gas emissions in CO ₂ equivalents of (purchased) electricity, heating and cooling	t	No data	15,378	305-2
Operating performance	Operating performance in the reporting period	EUR	567,105,498	594,382,689	302-3 305-4

Environment

KPI	Description	Unit	2016/17	2017/18	GRI
Waste (by type)					
Waste (total)		kg	3,859,000	4,447,839	306-2
Non-hazardous waste (total)	"Non-hazardous" according to legal definition	kg	3,800,570	3,331,525	306-2
... Commercial waste	Stone dusts, polishing dusts, blasting agent residues with application-specific non-harmful admixtures, phenolic and melanin resin, other cured plastic waste, videocassettes, magnetic tapes, tapes, ribbons (carbon ribbons), toner cartridges without hazardous ingredients, municipal and similar commercial waste, residues from mechanical waste treatment	kg	No data	1,274,573	306-2
... Metals	Non-ferrous metal scrap, non-ferrous metal packaging, nickel and nickel-containing wastes, copper, ferrous and steel waste (contaminated), aluminum, aluminum foil	kg	No data	164,470	306-2
... Paper and packaging materials	Waste paper, paper and paperboard (coated and uncoated)	kg	No data	638,092	306-2
... Plastics	Plastic films, polyurethane	kg	No data	283,610	306-2
Hazardous waste (total)	"Hazardous" per legal definition	kg	58,430	1,116,314	306-2
... Liquid hazardous waste	Solvents, acids, bases, oil-water mixtures, coolants and lubricants	kg	No data	7,110	306-2
... Solid/pasty hazardous waste	Used oil binder materials, solvent-containing sludge/production materials, paint and paint sludge	kg	No data	650,565	306-2
... Containers with hazardous residual contents	Iron metal packaging, compressed gas packages	kg	No data	10,460	306-2
Waste (per GRI index – by disposal method)					
Non-hazardous waste (total)	"Non-hazardous" according to legal definition: total weight (tonne wet mass) of non-hazardous waste (excluding non-hazardous wastewater), split into the following disposal methods where applicable	kg	3,800,570	3,331,525	306-2
... Recovery	Incl. energy recovery (e.g. combustion with energy recovery)	kg	No data	1,274,573	306-2
... Landfill	Disposal of the waste in a landfill	kg	No data	553,080	306-2
Hazardous waste (total)	"Hazardous" per legal definition	kg	58,430	1,116,314	306-2
... Recovery	Incl. energy recovery (e.g. combustion with energy recovery)	kg	No data	394,091	306-2

Materials

KPI	Description	Unit	2017/18	Dangerous goods share	GRI
Cost of material					
Non-renewable materials	Total quantity of non-renewable materials used by FACC	EUR	410,828,596	3%	301-1
Purchased part marking	Parts by marking – mainly out of metal or plastic	EUR	151,151,809	0%	301-1
Composite materials	Impregnated and dry tissues and honeycomb core materials	EUR	92,685,860	0%	301-1
Precast	Precast	EUR	82,547,755	0%	301-1
Standard parts	Parts by specification, e.g. screws, rivets, bolts, etc.	EUR	21,739,248	0%	301-1
Catalogue parts	Parts by manufacturer definition	EUR	20,184,535	0%	301-1
Paint, adhesive	Paint, adhesive	EUR	17,817,089	27%	301-1
Sealing and fillers	Sealing and fillers	EUR	12,628,593	49%	301-1
Tools, indirect material	Drills, cutters, masking tapes, gloves, etc.	EUR	6,491,266	1%	301-1
Miscellaneous	Decorative materials, raw materials, bagging materials	EUR	5,582,440	1%	301-1
Renewable materials	Total quantity of renewable materials used by FACC (excl. packaging material)	EUR	0	No data	301-1
Packaging material – non-renewable	Non-renewable materials for packaging products (metal crates, foil, etc.)	t	109	0%	301-1
Styrofoam/Styrodur	Styrofoam/Styrodur	t	4	0%	301-1
Foam/foil	Foam/foil	t	105	0%	301-1
Packaging material – renewable	Renewable materials for the packaging of products	t	1,000	0%	301-1
Cardboard packaging	Cardboard packaging	t	170	0%	301-1
Wood	Wood	t	830	0%	301-1

Since materials are expressed in different units, it is not possible to consistently report in terms of volume or weight.

Economic, Compliance

KPI	Description	Unit	2016/17	2017/18	GRI
Economic responsibility and effects in the region					
Revenue	Direct economic value: net sales plus income from financial investments and the sale of assets	EUR'000	706,347	750,805	201-1
Operating expenses	Distributed economic value: cash payments to third parties for materials, product components, facilities and externally sourced services	EUR'000	443,027	450,595	201-1
Wages and company social benefits for employees	Distributed economic value: total payroll plus the total company benefits	EUR'000	173,236	184,426	201-1
Payments to lenders	Distributed economic value: dividends to all shareholders plus interest payments to lenders	EUR'000	10,865	10,069	201-1
Payments to the government	Distributed economic value: all taxes paid by the organisation at the international, national and local level plus the associated fines	EUR'000	173	301	201-1
Investment in the community	Distributed economic value: actual expenses during the reporting period excluding requirements, including voluntary donations and investments in the broader community, such as: donations to charities, non-governmental organisations and research organisations (not related to the commercial R&D of the organisation); funds to support community infrastructure (e.g. recreational facilities); direct costs for social programmes (including cultural and educational events)	EUR'000	4	5	201-1
Anti-corruption and anticompetitive behaviour					
Employees informed about anti-corruption	Number of company personnel who have been notified of company policies regarding anti-corruption (total), e.g. via the Code of Conduct (CoC)	Headcount	No data	3,298	205-2
... Informed board members	Number of board members who have been notified of company policies regarding anti-corruption, e.g. via the CoC	Headcount	No data	4	205-2
... Informed white-collar workers	Number of white-collar workers (incl. management) who have been informed of company policies regarding anti-corruption, e.g. via the CoC	Headcount	No data	1,109	205-2
... Informed blue-collar workers	Number of blue-collar workers who have been informed of company policies regarding anti-corruption, e.g. via the CoC	Headcount	No data	2,189	205-2
Employees trained in anti-corruption	Number of company personnel trained in anti-corruption (total)	Headcount	No data	3,298	205-2
... Trained board members	Number of board members trained in anti-corruption	Headcount	No data	4	205-2
... Trained white-collar workers	Number of white-collar workers (incl. management) trained in anti-corruption	Headcount	No data	1,109	205-2
... Trained blue-collar workers	Number of blue-collar workers trained in anti-corruption	Headcount	No data	2,189	205-2
Corruption cases	Total number of confirmed cases of corruption (including cases where employees have been dismissed or disciplined for corruption, and cases where contracts with business partners have been terminated/ not extended due to corruption)	Number	No data	0	205-2
Claims due to anticompetitive behaviour	Number of pending or completed claims in the period under review for anticompetitive behaviour or anti-trust and monopoly violations in which the company was identified as a party	Number	No data	0	206-1

Compliance

KPI	Description	Unit	2016/17	2017/18	GRI
Human rights					
Employees informed about human rights	Number of company personnel who have been notified of company policies regarding human rights (total), e.g. via the CoC	Headcount	No data	3,298	408-1 409-1
... Informed board members	Number of board members who have been notified of company policies regarding human rights, e.g. via the CoC	Headcount	No data	4	408-1 409-1
... Informed white-collar workers	Number of white-collar workers (incl. management) who have been informed of company policies regarding human rights, e.g. via the CoC	Headcount	No data	1,109	408-1 409-1
... Informed blue-collar workers	Number of blue-collar workers who have been notified of company policies regarding human rights, e.g. via the CoC	Headcount	No data	2,189	408-1 409-1
Sites with significant risk of incidents of (a) child labour and/or (b) young employees who are exposed to dangerous work and/or (c) forced or compulsory labour	Sites of significant risk, e.g. due to operating mode (e.g. manufacturing) or country/region	Description	0	0	408-1 409-1
Countries of the top 5 suppliers	Country of manufacture of materials of the top 5 suppliers (based on purchase value)	Description	Germany, USA, Austria, United Arab Emirates, France	Germany, USA, Austria, United Arab Emirates, France	408-1 409-1
Suppliers with significant risk of incidents of (a) child labour and/or (b) young employees who are exposed to dangerous work and/or (c) forced or compulsory labour	Names of suppliers with significant risk, e.g. due to operating mode (e.g. manufacturing) or country/region	Description	0	0	408-1 409-1

Human Resources

KPI	Description	Unit	2016 ¹⁾	2017 ¹⁾	GRI
Employees and diversity					
Total employees – male	Number of male employees, incl. board members and Management, excl. non-employees (employee leasing)	Headcount	2,470	2,452	102-8
Total employees – female	Number of female employees, incl. board members and Management, excl. non-employees (employee leasing)	Headcount	868	874	102-8
Temporary employees – male	Number of male employees with fixed-term contracts	Headcount	578	314	102-8
Temporary employees – female	Number of female employees with fixed-term contracts	Headcount	257	125	102-8
Part-time employees – male	Number of male part-time employees as defined by national law	Headcount	40	44	102-8
Part-time employees – female	Number of female part-time employees as defined by national law	Headcount	151	169	102-8
Full-time employees – male	Number of male full-time employees	Headcount	2,430	2,408	102-8
Full-time employees – female	Number of female full-time employees	Headcount	717	705	102-8
Management – male	Number of male employees in management functions/positions (incl. board members and department heads)	Headcount	180	191	404-1
Management – female	Number of female employees in management functions/positions (incl. board members and department heads)	Headcount	19	21	404-1
Non-management – male	Number of male employees without management function	Headcount	2,290	2,261	404-1
Non-management – female	Number of female employees without management function	Headcount	849	853	404-1
White-collar workers – male	Number of male white-collar workers (incl. management and board members)	Headcount	712	748	404-1
White-collar workers – female	Number of female white-collar workers (incl. management and board members)	Headcount	289	313	404-1
Blue-collar workers – male	Number of male blue-collar workers	Headcount	1,758	1,704	404-1
Blue-collar workers – female	Number of female blue-collar workers	Headcount	579	561	404-1
Non-employees (employee leasing)	Blue-collar workers who are not in a direct contractual relationship with FACC but contracted through a third party (temporary workers)	Headcount	178	47	102-8
Employees under collective agreements	Number of employees, who are under collective agreements	Headcount	3,338	3,326	102-41
Employees < 30 – male	Number of male employees under 30 years of age	Headcount	881	763	401-1
Employees < 30 – female	Number of female employees under 30 years of age	Headcount	375	342	401-1
Employees 30–50 – male	Number of male employees, 30–50 years of age	Headcount	1,327	1,376	401-1
Employees 30–50 – female	Number of female employees, 30–50 years of age	Headcount	425	447	401-1
Employees > 50 – male	Number of male employees over 50 years of age	Headcount	262	313	401-1
Employees > 50 – female	Number of female employees over 50 years of age	Headcount	68	85	401-1
Employees leaving – male	Number of male employees who have left the company (voluntarily), were laid off, retired or have died	Headcount	400	406	401-1
Employees leaving – female	Number of female employees who have left the company (voluntarily), were laid off, retired or have died	Headcount	149	146	401-1
Employees leaving – white-collar workers	Number of white-collar workers who have left the company (voluntarily), were laid off, retired or have died	Headcount	227	189	401-1
Employees leaving – blue-collar workers	Number of blue-collar workers who have left the company (voluntarily), were laid off, retired or have died	Headcount	322	363	401-1
New hires < 30 – male	Number of newly hired male employees, under 30 years of age	Headcount	364	208	401-1
New hires < 30 – female	Number of newly hired female employees, under 30 years of age	Headcount	165	98	401-1

¹⁾ Data relate to the reference calendar year.

Human Resources

KPI	Description	Unit	2016 ¹⁾	2017 ¹⁾	GRI
Employees and diversity					
New hires 30–50 – male	Number of newly hired male employees, 30–50 years of age	Headcount	236	144	401-1
New hires 30–50 – female	Number of newly hired female employees, 30–50 years of age	Headcount	95	52	401-1
New hires > 50 – male	Number of newly hired male employees, over 50 years of age	Headcount	22	19	401-1
New hires > 50 – female	Number of newly hired female employees, over 50 years of age	Headcount	12	3	401-1
New hires – white-collar workers	Number of newly hired white-collar workers	Headcount	221	217	401-1
New hires – blue-collar workers	Number of newly hired blue-collar workers	Headcount	673	307	401-1
Training and development					
Training hours	Total number of training hours for all employees, incl. internal and external training and development; personal training and e-learning	Hours	7,600	8,917	404-1
Training hours – management	Total number of training hours for all management functions (board members and department heads)	Hours	614	414	404-1
Training hours – non-management	Total number of training hours for all other employees	Hours	6,986	8,503	404-1
Training hours – internal training	Average number per employee	Hours	8.61	6.09	404-1
Training hours – external training	Average number per employee	Hours	23.6	21.5	404-1
Health and safety					
Occupational injuries – male employees	Reportable work-related accidents per AUVA (General Accident Insurance Institution) (from 3 days of absence)	Number	102	85	403-2
Occupational injuries – female employees	Reportable work-related accidents per AUVA (General Accident Insurance Institution) (from 3 days of absence)	Number	41	31	403-2
Occupational injuries – types	Types of injuries occurred most frequently	Description	Cutting damages, crushings	Cutting damages, crushings	403-2
Downtime due to such injuries – male employees	Calendar days, from the third day of absence	Days	1,806	1,505	403-2
Downtime due to such injuries – female employees	Calendar days, from the first day of absence	Days	342	352	403-2
Occupational injuries – male non-employees	Number of injuries per legal definition for male non-employees (employee leasing)	Number	No data	No data	403-2
Occupational injuries – female non-employees	Number of injuries per legal definition for female non-employees (employee leasing)	Number	No data	No data	403-2
Occupational diseases – male employees	Illnesses due to work circumstances or activities of male employees, e.g. stress, musculoskeletal disorders, skin diseases, lung diseases, hearing loss, cancer etc., which are work related	Number	No data	34	403-2
Occupational diseases – female employees	Illnesses due to work circumstances or activities of female employees, e.g. stress, musculoskeletal disorders, skin diseases, lung diseases, hearing loss, cancer etc., which are work related	Number	No data	14	403-2
... Downtime due to such diseases – male employees	Calendar days, from the first day of absence	Days	No data	No data	403-2
... Downtime due to such diseases – female employees	Calendar days, from the first day of absence	Days	No data	No data	403-2
Injury rate	Lost time case rate: number of reportable occupational accidents with days off work x 200,000 / number of hours actually worked	Value	8.3	6.5	403-2

¹⁾ Data relate to the reference calendar year.

Human Resources

KPI	Description	Unit	2016 ¹⁾	2017 ¹⁾	GRI
Health and safety					
Occupational deaths – male employees	Number of work-related deaths within 30 days of the accident, incl. road accidents for male employees	Number	0	0	403-2
Occupational deaths – female employees	Number of work-related deaths within 30 days of the accident, incl. road accidents for female employees	Number	0	0	403-2
Occupational deaths – male non-employees	Number of work-related deaths within 30 days of the accident, incl. road accidents for male non-employees	Number	0	0	403-2
Occupational deaths – female non-employees	Number of work-related deaths within 30 days of the accident, incl. road accidents for female non-employees	Number	0	0	403-2
Hours worked, male employees	Total number of hours worked by all male employees. Calculation: average FTE x normal working hours per week x 52, minus planned absences (e.g. holidays, study leave, parental leave) plus overtime actually incurred	Hours	4,135,277.95	4,068,986.22	403-2
Hours worked, female employees	Total number of hours worked by all female employees. Calculation: average FTE x normal working hours per week x 52, minus planned absences (e.g. holidays, study leave, parental leave) plus overtime actually incurred	Hours	1,147,823.99	1,162,205.85	403-2
Hours worked, male non-employees	Total number of hours worked by all male non-employees. Calculation: average FTE x normal working hours per week x 52, minus planned absences (e.g. holidays, study leave, parental leave) plus overtime actually incurred	Hours	388,687.77	122,226.28	403-2
Hours worked, female non-employees	Total number of hours worked by all female non-employees. Calculation: average FTE x normal working hours per week x 52, minus planned absences (e.g. holidays, study leave, parental leave) plus overtime actually incurred	Hours	66,972.90	19,670.66	403-2
Absences – male employees	Number of days of absence, regardless of the cause, of male employees (incl. planned absences such as holidays, study leave, parental leave, sick leave, occupational and non-occupational illness and injury)	Hours	1,026,295.26	1,115,367.24	403-2
Absences – female employees	Number of days lost, regardless of the cause, of female employees (incl. planned absences such as holidays, study leave, parental leave, sick leave, occupational and non-occupational illness and injury)	Hours	401,900.85	473,268.10	403-2

¹⁾ Data relate to the reference calendar year.

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GLOSSARY

ATL (Automated Tape Layer)	Device which uses computer-guided robotics to lay layers of material
Autoclave	A gas-tight sealable pressure chamber for the thermal treatment of substances in the overpressure range
Biopregs	Semi-finished fibre matrix products pre-impregnated with natural resins instead of chemical resins
CAMO (Continuing Airworthiness Management Organisation)	Organisation responsible for maintaining aircraft airworthiness
Cleanroom	Space in which the concentration of airborne particles can be kept very low
CNC-controlled machines (Computerised Numerical Control)	Machine tools which, thanks to modern control technology, can produce workpieces automatically and with high precision, even for complex shapes
Composite	Composite material made up of two or more constituent materials with significantly different properties than its individual components
Conflict minerals	Mineral resources, raw materials and other natural resources extracted in conflict or high risk areas. These substances are produced or mined illegally and beyond state control. Extraction of these substances involves systematic violations of human rights and international law.
Dual-use goods	Components, machines, technical documents or software which can be used for both civil and military purposes
EASA Part 21J	EASA approval for design organisations, which are authorised to develop and modify aeronautical products, components or equipment
Embargo check	Selling sensitive goods (dual-use goods) to countries, organisations, companies or individuals against whom sanctions apply is prohibited by law. These sanctions are imposed by the state (embargoes), which prevent trade in goods with a particular state.
Export control	Cross-border trade and data exchange are subject to legal requirements – also known as export controls
ITAR goods	Goods that are examined in great detail within the framework of export controls as they are subject to the International Traffic in Arms Regulations (ITAR), i.e. US regulations relating to military equipment. Due to the stringent controls and the associated high penalties imposed by the relevant US authorities, we are faced with significant export compliance risks. FACC therefore takes care to ensure that ITAR goods are generally not purchased.
Manufacturing tolerance	Permissible level of deviation of a quantity from the standard state in production
Mercury-free	Mercury and its compounds are highly toxic for humans, ecosystems and wildlife. This is why the REACH regulation aims to reduce the use of products containing mercury as quickly and as far as possible wherever reasonable alternatives are available.
MTOW	Maximum Take Off Weight
OEM (Original Equipment Manufacturer)	Companies that manufacture components, but do not sell them to end users
Prepreg	Material made of e.g. carbon or glass fibres and pre-impregnated with resin
Reaction resins	Liquid or liquefiable synthetic resins which cure in a relatively short amount of time through a chemical reaction
RIFT (Resin Infusion under Flexible Tooling)	Flexible tool for the efficient production of complex moulded parts
RTM (Resin Transfer Moulding)	Process for the efficient production of complex moulded parts
Semi-finished fibre matrix products	Semi-finished products made of reinforcing fibres impregnated with a plastic matrix (e.g. prepreg)
Shipset	Delivery unit, complete package per aircraft
Turnkey solutions	Tailor-made individual solutions that can be used immediately and integrated into aircraft or aircraft engines without any further preparatory work

Contact
Contact

Manuel Taverne
 Director Investor Relations
 m.taverne@facc.com
 Telephone +43 59 616 2819
 Fax +43 59 616 82819
 www.facc.com

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Note

This Sustainability Report was prepared and the data contained therein verified with the utmost care. However, rounding and typesetting errors as well as misprints cannot be entirely ruled out. Where rounded amounts and percentages are aggregated, rounding differences may occur due to the use of automated calculation aids. This Sustainability Report contains forward-looking assessments and statements, which were compiled on the basis of information available to the Group at the time the report was prepared. Such forward-looking statements are usually introduced with terms such as "expect", "plan", "anticipate", "estimate" etc. We would draw your attention to the fact that various factors could cause actual conditions and results to deviate from the expectations outlined in this report. This Report is also available in German. In cases of doubt, the German version shall prevail.

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FACC AG, Fischerstrasse 9, 4910 Ried im Innkreis/Austria

Project team: Manuel Taverne, Kristina Erlinger, Eduard Biller

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When you raise your eyes,
you see no limits

[Japan]