

INTEGRATED SUSTAINABLE BUSINESS STRATEGY 2022–2030

Overview of missions, goals and KPIs in our four fields of action

Field of action

COMPANY MANAGEMENT & DIALOGUE

Vision

Always one step ahead. We live and safeguard values. Exemplary. Leading in our sector. Inspirational for all the people who work for and with us and wear our clothes.

| Mission | Target | Measured value/KPI | Target value | To be achieved by |
|--|--|--|------------------------------|--------------------------|
| We consistently align the leadership and management of our company with our corporate due diligence. | Our central controlling includes recording relevant KPIs, continuously comparing targets and analysing sector-, country-, raw material- and partner-specific risks in all our direct and indirect business activities. It acts as a central guiding tool for our integrated sustainable management, prioritising measures and projects and continuously steering and implementing our business strategy. | Achievement of objectives in all fields of action | 100% of the targets achieved | 2030 |
| | Every employee is familiar with the HAKRO integrated sustainable business strategy. | Corresponding result of the employee survey | 100% | 2023 |
| | The objectives of our Integrated Sustainable Business Strategy goals are broken down into objectives for each department within a values-based target agreement framework and are regularly defined and evaluated. | Target agreement with each department | At least 1 | 2022 |
| | There is at least one sustainability officer in each HAKRO department who acts as the interface to sustainability management. | Number of sustainability officers per department | At least 1 person | 2022 |
| | Regular employee training takes place on transformation, digitalisation and sustainability within the framework of the HAKRO Academy and on an as-needed basis. | Average training hours per employee per year on these topics | 4 | 2022 |
| | Our environmental management system is continuously certified in accordance with ISO 14001. | Audit result | Certification | 2022 |

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| | Our quality management system is continuously certified in accordance with ISO 9001. | Audit result | Certification | 2022 |
| | We expand our quality and environmental management system to include a comprehensive risk analysis for the Schrozberg site, which also includes all environmental aspects (e.g. biodiversity). | Audit result ISO 9001 or ISO 14001 | At least one annual evaluation of all site-related risks | 2023 |
| | We transfer our compliance requirements into a certified compliance management system. | Audit result ISO 37301 | Certification | 2023 |
| We ensure healthy and moderate growth and economic success. | Our turnover continuously increases. | Sales increase p. a. | > 5% | 2022 |
| | We work with ethical/sustainable external financial service providers. | Proportion of ethical/sustainable financial partners of HAKRO | 100% | 2030 |
| | We apply ethical/sustainable or social/ecological selection criteria to all our financial investments. | Proportion of sustainable financial investments | 100% | 2022 |
| | Constructive results of customer surveys help us to enter into dialogue about identifying their wishes and needs and how we can keep satisfaction at a very high level. | Continuous results of customer surveys | Graded "excellent" (1) | 2025 |
| | Every year, we host over 100 intensive and high-quality appointments with customers at our Schrozberg site as a substitute for participating in external trade fairs. | Number of customer appointments hosted at the Schrozberg site | > 100 | 2022 |

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| | We establish individual digital product presentations, in particular aimed at promoting closer contacts with industry and end customers. | Number of presentations made | 20 p.a. | 2023 |
| | Our authorised trade partners share and adopt our sustainability themes and values and are willing to incorporate these into their sales activities. | Proportion of customers who are committed to sustainability | 90% | 2030 |
| | We intensify our international sales activities outside the DACH region. | Proportion of turnover from non-DACH countries | 10% | 2025 |
| | Consistent use of high-quality initiatives such as shop fitting/POS material and presentation concepts (VM guidelines) means we improve the perception of our brand at the POS. | Proportion of customers with a turnover of > 100,000 EUR with at least one merchandise presenter | 100% | 2025 |
| | We conduct a potential analysis for developing new business fields. | Conducting a potential analysis | 1 | 2030 |
| | Our business activities are climate-neutral at the very least. | Climate footprint of the company | At least climate-neutral across Scopes 1-3 | 2022 |
| We work on (further) developments and promote innovation in all areas, also by engaging with specialist retailers, non-governmental organisations, service providers and market companions. | All employees are given the opportunity to actively shape innovations in all fields of action of our Integrated Sustainable Business Strategy. | Proportion of employees who have the opportunity to actively participate in innovation processes | 100% | 2023 |

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| | We integrate innovation management into the organisation. | Expansion of the organisational chart to include the topic of innovation management | | 2025 |
| | We promote co-creation by involving external participants and stakeholders in developing joint projects in a spirit of partnership. | Ongoing joint projects/initiatives p.a. | 2 p.a. | 2022 |
| | We promote exchange and cooperation with market companions through co-opetition, especially with regard to sector-specific risks. | Ongoing joint projects/initiatives p.a. | at least 1 p.a. | 2024 |
| Our digital transformation triggers processes and structures that improve our efficiency and help us remain competitive in the long term. | We record the HAKRO degree of digitalisation as it currently stands and define the maximum practical degree of digitalisation. | Target/actual analysis by department | 1 | 2022 |
| | | Disruption rate of defined processes | 100% compared to base year 2022 | 2030 |
| | We achieve the maximum practical level of digitalisation. | Target values achieved in all departments | 100% | 2030 |
| | We introduce a company-wide document management system (DMS). | Integration and use of the DMS in all departments | 1 | 2025 |
| | Services for digital networking with our customers will be intensified. | Proportion of TOP 200 customers who use the offer | 100% | 2025 |

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| Our continuous authentic, honest, transparent and increasingly digitalised communication inspires enthusiasm for the sustainable HAKRO brand on target group-specific, contemporary and attention-grabbing channels, both internally and externally, and promotes stakeholder dialogue. | We promote dialogue on sustainability by holding and participating in panel discussions, webinars, training and other events for and with our stakeholders. | Participation in events per year | 12 | 2023 |
| | We also open our HAKRO Academy to external stakeholders and people from the region. | Proportion of Academy offers open to external stakeholders | 10% | 2026 |
| | We establish our own HAKRO sustainability award together with our specialist retailers in order to breathe life into the topic of sustainability and showcase it. | Presentation of the HAKRO Sustainability Award to authorised retailers | 1 p.a. | 2023 |
| | Our annual report is based on the latest GRI standard and carries an auditor's certificate. | Publication of an updated report no later than 31/12 of the following year | | 2023 |
| | We consistently integrate the topic of sustainability into HAKRO brand communication on all channels. | Proportion of sustainability content in total content on all communication channels used by HAKRO | 100% | 2022 |
| | Our specialist retailers naturally associate the HAKRO brand with sustainability. | Result of customer survey | 100% | 2022 |

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| | We publish our textile supply chains in a step-by-step, demand-driven way. | Proportion of published supply chains on tier 1 | 100% | 2023 | |
| | | Proportion of published supply chains (tier 1 to tier 4) | 100% | 2030 | |
| | The HAKRO Intranet provides our team with up-to-date information from the entire company on an ongoing basis, as well as our HAKRO Wiki reference guide. | Introduction of the Intranet, continuous editorial support and barrier-free use for all employees. | | | 2022 |
| | We offer our retailers and end customers the opportunity to trace the journey of their HAKRO textiles right back to their origin. | Proportion of traceable HAKRO models | 100% | | 2030 |
| Beyond our business activities, we are committed to charitable causes locally, regionally and globally. | We increase the amount of our donation to Harry Kroll-Foundation (HKF), our corporate foundation. | Donations from HAKRO to HKF | +100% compared to base year 2022 | 2027 | |
| | We strongly engage our trade partners – and potentially their end customers as well – in the activities of the Harry Kroll-Foundation through targeted communication. | Proportion of cooperation with and donations from trade partners and their end/industrial customers in HKF’s totals | 33% | 2027 | |
| | We double our other donations (in kind and cash). | Donations from HAKRO to other projects | + 100% compared to base year 2022 | 2027 | |

Field of action

SUPPLY CHAINS & PRODUCTS

Vision

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| We know all of our direct and indirect production partners and all of our suppliers, as well as any human rights and environmental risks in our entire supply chain. | We ensure the traceability of our supply chains, including all upstream operations along the direct production stages – from manufacture to raw material extraction. | Proportion of known establishments involved in upstream production processes | 100% | 2025 |
| | We ensure the traceability of all suppliers in the supply chain. | Proportion of known suppliers of ingredients, materials or services | 100% | 2027 |
| | The HAKRO risk analysis is the central control tool for HAKRO's sustainability management in the supply chains. We regularly update these and use them to derive appropriate measures and projects in the supply chain. | HAKRO risk analysis, which follows the structure of the OECD Due Diligence Guidance and is regularly reviewed by external third parties as part of various memberships and certifications | At least one annual evaluation and prioritisation of all sector-, country-, supplier- and raw material-specific potential and actual risks based on the OECD Due Diligence Guidance for the Garment and Footwear Sector | 2022 |
| | We evaluate all our direct production partners (tier 1) annually based on criteria such as quality, delivery reliability, communication, cooperation and sustainability management. This assessment forms the basis of our cooperation. | Proportion of production partners with a current evaluation form | 100% | 2022 |

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| | We present the HAKRO Supplier of the Year Award to one of our partner production sites (tier 1) every three years based on the evaluation of our production partners. | HAKRO Supplier of the Year Award | Every 3 years | 2024 |
| | We invite our production partners (tier 1) to evaluate HAKRO's purchasing practices, cooperation, communication and integrated sustainable management on an annual basis. | Send evaluation form to our production partners | Annually | 2022 |
| | All our direct production partners (tier 1) are familiar with the HAKRO Corporate Compass and have signed the Fair Wear Foundation Code of Labour Practices. | Proportion of our direct production partners with signed FWF questionnaire | 100% | 2022 |
| | All of HAKRO's direct production partners (tier 1) are audited at least every 3 years according to the iMPACT Program criteria. | Percentage of direct production partners with iMPACT Program audit reports | 100% | 2022 |
| | All upstream wet process operations undergo an audit at least every three years to analyse actual ecological and human rights risks. | Proportion of upstream wet process operations with audit reports | 100% | 2025 |
| | All processing operations in our upstream production processes at least every three years undergo an audit to analyse actual ecological and human rights risks. | Proportion of indirect production partners (all upstream manufacturing processes) with audit reports | 100% | 2030 |

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| We accept social responsibility for all employees who work in the companies upstream from us. | Our tier 1 supply chain management meets the criteria of the Fair Wear Foundation in the “Leader Status” category . | Result of the HAKRO Brand Performance Check | Leader status | 2024 |
| | We offer support to all companies which have been audited according to the iMPACT Program in selecting needs-based and suitable training programmes as part of their remediation processes. | Production plants undergoing needs-based and appropriate training programmes | 100% | 2022 |
| | Together with our direct production partners (tier 1), we support all political, systemic and individual measures that have the goal of promoting living wages in the medium and long term. | Projects per production partner | > 1 | 2022 |
| | Based on political, systemic and individual measures, we ensure payment of living wages for workers of all our direct production partners (tier 1). | Proportion of workers of tier 1 production partners who are paid living wages according to the Anker method | 100% | 2030 |
| | We regularly review and adapt our HAKRO purchasing practices to create the ideal basic conditions for fair cooperation with our production partners and the mitigation of human rights risks in the supply chain. | FWF Brand Performance Check (benchmarking score in %) | at least 75% | 2024 |
| We pursue sustainable climate management in the supply chain. | We account for all Scope 1 and Scope 2 emissions of our direct production partners (tier 1). | Balanced CO2e emissions according to GHG Protocol | 100% | 2025 |

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| | We reduce existing CO ₂ e emissions in textile processing and in the upstream transport of goods (long distance) by at least 30% in relation to the total quantity produced in units. | CO ₂ e emissions based on GHG Protocol | - 30% in relation to the total quantity produced in units compared to the base year 2022 | 2030 |
| | We offset all CO ₂ e emissions in textile processing and upstream goods transport (long distance) that cannot (yet) be avoided or reduced via certified climate protection projects. | Compensated CO ₂ e emissions according to GHG Protocol | 100% | 2022 |
| | In order to contribute to achieving the Paris Climate Agreement (global warming of a maximum of 1.5°C), we are gradually expanding our climate protection strategy to include science based targets (SBTs). | SBT commitment | Submission and integration of SBTs into the HAKRO climate management system | 2024 |
| | We continue to use 100% climate-neutral transport for shipping goods to our retailers. | Climate neutrality in shipping | Annual listing and compensation declaration by shipping service providers | 2022 |
| We are gradually reducing and substituting dangerous chemicals in the upstream production processes through comprehensive pollutant and waste water management. | All our upstream wet process operations prepare an annual chemical inventory. | Proportion of wet process operations with an inventory list available | 100% | 2023 |

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| | Safe handling and proper storage of chemicals (good housekeeping) as well as implementation of corresponding training and awareness-raising measures are checked every three years within the scope of audits at all upstream wet-process operations and, if necessary, adjusted by means of corresponding measures. | Positive audit results and remediation processes within the framework of audit processes such as GOTS, GRS or iMPACT Program | 100% | 2025 |
| | All upstream wet process operations have signed the ZDHC MRSL and recognise this as authoritative. | ZDHC MRSL | 100% of upstream wet process operations | 2025 |
| | All upstream wet process operations measure and document their raw and waste water as well as sewage sludge values. | ZDHC Wastewater Guidelines | 100% of upstream wet process operations | 2025 |
| | All HAKRO textiles comply with REACH regulations currently in force to ensure the highest customer safety. | OEKO-TEX Standard 100, Appendix 4 | 100% of all products | 2022 |
| We reduce the need for resources and think in innovative materials and solutions thanks to our sustainable packaging strategy. | We create a comprehensive sustainable packaging strategy. | HAKRO packaging strategy | 1 | 2023 |
| | All non-avoidable outer packaging used by HAKRO is made of sustainable material. | Proportion of outer packaging made from recycled post-consumer material or alternative material innovations | 100% | 2025 |

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| | We reduce the amount of polybags used in the outer packaging of our goods. | Weight of all polybags in outer packaging based on incoming goods p. a. | -50% compared to base year 2022 | 2027 |
| | We are reducing the amount of new shipping boxes. | Weight of all new boxes in relation to the number of units shipped | - 20% compared to base year 2022 | 2025 |
| | Our new shipping boxes are made from sustainable material. | Material composition of the new cardboard | At least FSC mix | 2022 |
| Our core business – the HAKRO product range – is constantly expanded with innovations made from sustainable raw materials certified to the most demanding international standards. | 100% of the cotton used in HAKRO products is certified sustainable. | Consumption of cotton | 100% sustainable certified (as of 2022: GOTS, CmiA, Fairtrade cotton, recycled cotton) | 2030 |
| | 100% of synthetic materials used in HAKRO products are certified recycled. | Consumption of synthetic materials | 100% certified recycled (as of 2022: GRS) | 2030 |
| | 100% of animal fibres used in HAKRO products are certified sustainable and mulesing-free. | Consumption of animal fibres | 100% certified sustainable (as of 2022: RWS) | 2023 |
| | 100% of viscose fibres used in HAKRO products are certified sustainable. | Consumption of viscose fibres | 100% certified sustainable (as of 2022: Lenzing profiles) | 2024 |

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| | 100% of the textile finishing of HAKRO products is free of PFC (per- and polyfluorinated chemicals). | Textile finishing | 100% PFC-free | 2025 |
| | We measure and record the microplastic pollution of our textiles that contain PET (polyethylene terephthalate). | Balancing the microplastic pollution | 100% of all textiles that contain PET | 2025 |
| | We constantly monitor the market for innovative materials, smart textile solutions and fibres and test their use in terms of sustainability, quality and suitability for industrial laundry. | Testing of innovative materials for sustainability according to recognised evaluation standards (e.g. HIGG index) and for suitability for industrial laundry according to ISO 15797 / ISO 30023 | At least one innovative material per year | 2023 |
| We integrate circular thinking into our product management and include the downstream distribution stages up to the end of the product life cycle. | We test all our products and materials for recyclability. | Proportion of products and materials tested for recyclability | 100% | 2023 |
| | All of our newly developed products are recyclable. | Certified recyclability of new products (as of 2022, e.g. according to Cradle to Cradle or circular.fashion) | 100% | 2023 |
| | We expand our network of recyclers and collaborations with service providers. | Existing collaborations | At least 1 recycler for all material compositions | 2025 |

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| | We integrate textile recycling into the service offers for our retailers and end customers. | Service offer | Available for all specialist dealers and end customers | 2025 |
| | We conduct a life cycle analysis in accordance with ISO 14040 and ISO 14044 for all products. | LCA in accordance with ISO 14044 and ISO 14044 | 100% of our models | 2026 |

Field of action

TEAM & DIVERSITY

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| We accept social responsibility for all employees. HAKRO is valued as a safe, sustainable and outstanding employer. | At least 80% of our employees take part in our regular and comprehensive satisfaction survey. | Participation rate | At least 80% | 2023 |
| | Our employees are very satisfied with HAKRO as an employer. | Satisfaction graded | < = 1.5 | 2022 |
| | All employees have the opportunity to organise their working hours flexibly. | Proportion of employees with flexible working hours | 100% | 2025 |
| | Our salary structure exceeds the collective wage agreement for wholesale and foreign trade. | Proportion of salary groups that exceed the collective agreement currently in force for wholesale and foreign trade | 100% | 2024 |
| | Our salary structure in wage and salary groups is transparent and comprehensible for all employees. | Proportion of salary groups that are transparent | 100% | 2026 |
| | Our staff turnover rate is constantly at a maximum of 3%. | Staff turnover rate (employee resignations) | < 3% | 2022 |
| | We support childcare services for our employees' children (3 months to 7 years old). | Proportion of parents among employees who receive an offer | 100% | 2027 |
| | We offer holiday programmes for our employees' children (5 to 15 years old). | Proportion of parents among employees who receive an offer | 100% | 2025 |

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| | We pay attention to our applicants' commitment to sustainability company-wide right from the application process. | Integration of sustainability in the guideline for job interviews | 1 | 2023 |
| | We increase our employees' commitment to the TeamShare project by 50%. | Special leave days taken for TeamShare | + 50% from the base year 2022 | 2030 |
| We live diversity and equal opportunities and see a diverse team as an enrichment for HAKRO. | We inspire our team about all dimensions of diversity and equal opportunities through events, training and other formats. | Participation in awareness-raising measures per employee per year | 1 | 2023 |
| | Equal opportunities and diversity are lived by the entire HAKRO team. | Discrimination cases | 0 | 2022 |
| | All permanent HAKRO employees benefit from a company pension scheme. | Proportion of HAKRO employees in permanent employment who benefit from a pension scheme | 100% | 2030 |
| | We offer a range of employment opportunities for people with handicaps. | Proportion of people with handicaps in the HAKRO team | 15% | 2030 |
| | We increase opportunities offered for our employees to participate in joint projects with people with disabilities. | Projects offered outside the working day | + 100% from the 2022 base | 2025 |
| Our commitment to the health of our employees results in a comprehensive occupational health management system. | We transform our existing health programme for employees into a holistic and structured occupational health management system. | Central occupational health management system | 1 | 2024 |
| | We promote the health of our employees. | Health rate | At least 95% | 2022 |

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| We support our junior staff, train them in an appreciative way and offer our employees a comprehensive development and training programme. | We encourage our employees to participate in the HAKRO Academy programme and increase the average number of training hours to develop personal, professional and methodical skills, abilities and knowledge. | Training hours within the framework of the HAKRO Academy per employee per year | 10 hrs. | 2023 |
| | We increasingly expand the range of our HAKRO Academy with e-learning. | Proportion of e-learning in the total range of courses offered by the HAKRO Academy | 20% | 2024 |
| | We develop a programme to promote internal young executives. | Advancement programme for young executives | 1 | 2023 |
| | The HAKRO training programme includes work shadowing in social projects. | Number of visits per trainee | 1 | 2023 |
| | We offer the possibility of educational scholarships and other external opportunities for our employees' development. | Proportion of employees who take advantage of external training opportunities | 15% | 2030 |
| | Permanent employees have the option of taking a sabbatical. | Sabbatical offer | For the entire target group | 2024 |
| | The onboarding of all new colleagues includes an insight into each department. | Proportion of new colleagues who participated in the HAKRO onboarding programme | 100% | 2022 |

SITE & RESOURCES

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| We conserve resources and rely on a consistent waste management system. | We ensure that our company waste is completely recycled. | Recycling rate of company waste | 100% | 2022 |
| | We fully recycle our cardboard and film waste. | Recycling rate of cardboard and film waste | 100% | 2022 |
| | We continue to record, balance and publish all energy and resource consumption at the site. | Recording of electricity, gas and water consumption | 100% | 2022 |
| The Schrozberg site remains climate-neutral. | We record and balance all CO ₂ e emissions attributable directly or indirectly to the HAKRO site in Schrozberg. | CO ₂ e emissions based on GHG Protocol | Complete coverage of all Scope 1 and 2 emissions | 2022 |
| | We reduce the emissions attributable to our employees' drives (Scope 3). | CO ₂ e of our employees' drives | -20% compared to base year 2022 | 2026 |
| | All new HAKRO buildings and conversions are based on the criteria of the DGNB. | Proportion of new buildings and conversions that undergo an audit according to DGNB criteria | 100% | 2023 |
| | The HAKRO fleet does not have any vehicles with combustion engines. | Proportion of vehicles with combustion engines in the HAKRO fleet | 0% | 2030 |
| | We take stock of the impact of digitalisation on CO ₂ e emissions. | Mapping of digitalisation effects in the HAKRO carbon footprint | | 2023 |

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| | All direct and indirect CO ₂ e emissions at the site (Scopes 1+2) that cannot (yet) be avoided or reduced are offset through certified climate protection projects. | Compensated CO ₂ e emissions according to GHG Protocol | 100% | 2022 |
| We are committed to protecting ecosystems and biodiversity at the Schrozberg site. | We house our own bee colonies on the insect-friendly HAKRO wild-flower meadow and produce HAKRO honey. | Number of HAKRO's own bee colonies | At least 1 | 2022 |
| | We do not use herbicides and pesticides in the large-scale maintenance of our green spaces. | Herbicides and pesticides used in the large-scale maintenance of our green spaces | 0 | 2022 |
| | We sensitise our employees to the ecosystems at our site and the topic of biodiversity in general. | Proportion of employees participating in awareness-raising activities per year | At least 10% | 2023 |

HAKRO[®]
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