

# 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 p.a.	2022 + ongoing
	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 + ongoing
	Our environmental management system is continuously certified in accordance with ISO 14001.	Audit result	Certification	2022 + ongoing

## COMPANY MANAGEMENT &amp; DIALOGUE

## Vision

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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	2025
We ensure healthy and moderate growth and economic success.	Our turnover continuously increases.	Sales increase p. a.	> 5%	2022 + ongoing
	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 p.a.	2022 + ongoing

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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 + ongoing
	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 + ongoing
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 + ongoing
	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 + ongoing
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	Evaluation 1 x p.a.	2022 + ongoing
		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	2024 (originally 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 p.a.	2023 + ongoing
	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.	2025
	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 + ongoing
	Our specialist retailers naturally associate the HAKRO brand with sustainability.	Result of customer survey	~100%	2022
	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

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	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

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**SUPPLY CHAINS & PRODUCTS**

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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 + ongoing
	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 + ongoing



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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	Start in 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 + ongoing
	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.	Assessment Fair Wear Brand Performance Check / chapter “Responsible purchasing practices” in percentage points	at least 80%	2024 + ongoing
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 CO <sub>2</sub> e emissions according to GHG Protocol	100%	2025

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	We reduce existing CO <sub>2</sub> 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 <sub>2</sub> 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 <sub>2</sub> 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 <sub>2</sub> e emissions according to GHG Protocol	100%	2022 + ongoing
	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 + ongoing
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 + ongoing

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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 + ongoing
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)	postboned for the time being (originally 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 + ongoing
	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%	2030 (originally 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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Mission	Target	Measured value/KPI	Target value	To be achieved by
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 + ongoing
	Our employees are very satisfied with HAKRO as an employer.	Satisfaction graded	< = 1.5	2022 + ongoing
	All employees have the opportunity to organise their working hours flexibly.	Proportion of employees with flexible working hours	100%	2023 (originally 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 + ongoing
	We promote childcare services for our employees' children who are not of school age.	Proportion of parents among employees who receive an offer	100%	2027
	We offer holiday programmes for our employees' children (6 to 14 years old).	Proportion of parents among employees who receive an offer	100%	2025



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We live diversity and equal opportunities and see a diverse team as an enrichment for HAKRO.	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 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 + ongoing
	Equal opportunities and diversity are lived by the entire HAKRO team.	Discrimination cases p.a.	0	2022 + ongoing
	All HAKRO employees in permanent employment with a monetary benefit from the company pension scheme make use of this pension plan.	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	2025 (originally 2024)
	We promote the health of our employees.	Health rate	At least 95%	2022 + ongoing

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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 + ongoing
	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

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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 + ongoing
	We fully recycle our cardboard and film waste.	Recycling rate of cardboard and film waste	100%	2022 + ongoing
	We continue to record, balance and publish all energy and resource consumption at the site.	Recording of electricity, gas and water consumption	100%	2022 + ongoing
The Schrozberg site remains climate-neutral.	We record and balance all CO <sub>2</sub> e emissions attributable directly or indirectly to the HAKRO site in Schrozberg.	CO <sub>2</sub> e emissions based on GHG Protocol	Complete coverage of all Scope 1 and 2 emissions	2022 + ongoing
	We reduce the emissions attributable to our employees' drives (Scope 3).	CO <sub>2</sub> 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 <sub>2</sub> e emissions.	Mapping of digitisation effects in the HAKRO carbon footprint		2023 + ongoing

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	All direct and indirect CO <sub>2</sub> e emissions at the site (Scopes 1+2) that cannot (yet) be avoided or reduced are offset through certified climate protection projects.	Compensated CO <sub>2</sub> e emissions according to GHG Protocol	100%	2022 + ongoing
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 + ongoing
	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 + ongoing
	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 + ongoing

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