



hagergroup

70 years of expertise in the electrification of buildings

Hager Group
Annual and Sustainability Report
2024/25



E3 Ethics
Employees
Environment



Top view of the solar panels on the roof of the Hager's Blieskastel site.

Annual Report 2024/25

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Letter of the Chairman



70 Years of responsibility – thinking in generations

Seventy years is a proud milestone for any company. It is a moment for me to praise and give thanks for the journey behind us. It is also a time to look ahead with confidence. To me, Hager has always been more than a business – it has been a lifelong companion. I fondly remember our company's 25th anniversary in Ensheim as well as our celebration of the 50th anniversary two decades ago – those were moments of joy, paired with the reflection on how to prepare for the challenges ahead.

Our story began in 1955 when my father, Oswald, my uncle Hermann, and my grandfather, Peter, made the courageous decision to do their own thing and start their business. They did not envisage the scale that Hager would one day achieve. Yet they had a clear vision and the determination to make it happen. They strived for quality, perseverance, reliability, and responsibility towards customers, partners and employees. This spirit still defines us today.



Letter of the Chairman continued

From building our first distribution cabinet by hand in 1955, to expanding internationally into France, and by the way also into Germany, in 1959; establishing Blieskastel progressively as our headquarters and innovation hub in 1982, and making transformative acquisitions such as Tehalit in 1996, Berker in 2010 and E3/DC in 2017 – each milestone has shaped us into the company we are today.

These milestones are not only achievements, but also proof of our ability to adapt. The world has fundamentally changed over the past seven decades. From the reintegration of the Saarland into Germany, the opening of European borders, to German reunification, globalization and the current international uncertainties, every era has brought its challenges. And we have mastered them all.

Throughout all these changes, Hager has grown stronger. As the statesman Wilhelm von Humboldt once said: 'Only those who know the past have a future.' Our history gives us the perspective to understand today as well as the courage and determination to shape tomorrow. And this is what gives me great confidence when I look at our future.

Success is about people

Today, energy demands are growing fast, and digitalisation is all-encompassing. The future is electric.

I am convinced that at Hager we are well prepared for this future, with our values, a clear strategy, and, above all, a dedicated team. My father and uncle once said in an interview that they were 'driven by the idea of independence'. Also, they claimed that to succeed 'they invested in the best machines and the best people'. Quite so. Without people even the best ideas won't take off.

It is therefore with deep gratitude that I thank all our employees for their trust, dedication and passion. They have always been, and still are, the very best.

Today, our family is still driven by the idea and spirit of independence. My responsibility is to keep an eye on the big picture while preserving our values of courage, authenticity and integrity. What we have created should endure. As we have done for the last 70 years, we will continue to provide guidance in an ever-changing electrical world.

Thinking in generations

Thinking in generations also means looking ahead to the people who will carry Hager forward. Our task is to inspire the next generation, attract young talent, shape careers, and bring the skills and passion of young people into our company. At the same time, I have to ensure that the next generation of our family embraces the meaning of stewardship, and recognises that independence must be renewed with

each generation through responsibility and the will to live our values in an ever-changing world.

A shared journey

Seventy years ago, three men began a journey fueled by determination and an idea – to make electricity safe and simple to use. Today, thousands of employees worldwide continue this legacy. Together with our partners we will ensure that Hager remains a leader in electrification – shaping tomorrow's electrical world.

On this 70th anniversary, let us celebrate what has been achieved, face today's challenges with confidence and remain committed to building our future.

With thanks to customers, partners and all friends of Hager-worldwide.

Sincerely,

Daniel Hager
Chairman of the Supervisory Board

“Our family founded Hager in 1955. Since then, we have never lost sight of our goal to make buildings safer, smarter, and more efficient with technology that serves the people.”

[Daniel Hager](#)



Letter from the Chief Executive Officer

What's next? The future is electric!

We are living in a time of market reorganisation, changing customer needs, and geopolitical tensions influencing investment decisions in the building sector. This is leading Hager to drive the next stage of our transformation. We are preparing for the future!

We believe in electrification. Buildings are key to successfully implementing the energy transition, and we are a part of it. We provide products, services and solutions that are reliable, intelligent and easy to integrate, and which also sustainably reduce emissions.

In addition to our renowned portfolio for the electrification of buildings, now we are entering additional business areas with our digital offerings in the field of Energy Management. In both we see continued promising potential.

Our transformation as a company and everything we do is influenced and driven by three strategic levers: Customer focus, digitalisation and sustainability.

20%

reduction in GHG in
manufacturing operations
since 2021

29%

of our senior management
positions are filled by women



Letter from the Chief Executive Officer continued



A preferred partner for our customers, partners and employees – for 70 years

Our proximity and strong listening skills have brought us to our current position; a respected and close partner for our customers as well as our employees. We are celebrating these relationships with our 70th anniversary. This strength must be maintained. Every day we need to ask ourselves how we can improve for our customers, partners and employees. How can we create and maintain long-lasting relationships with our key stakeholders? Our ability to adapt their challenges into working solutions has been one of our strengths in the past and will make us successful in the future.

Technology with impact

Together we can make technology work. Our products, systems and solutions are becoming smarter, more connected and more efficient. This means technical advancement and concrete benefits for our customers. Energy efficiency, easy installation and transparent data analysis are no longer additional features, but central requirements.

By entering the digital energy management services market through our investments in the companies Eficia in 2023 and Advizeo in 2024, we are expanding and shaping our portfolio to include software solutions that create measurable added value.

Taking responsibility in changing circumstances

The future of energy presents not only technical challenges, but social ones too. The building sector is responsible for a large proportion of overall energy consumption, but also offers enormous potential.

We are part of the solution. This is why we consider sustainability in a systemic way. Being committed to significantly reducing waste and emissions, we focus on an environmentally friendly, circular approach and the durability and quality of our products. Constant improvement also means looking for more sustainable solutions in production and logistics. You can learn more about our 'Blue Planet Commitment' in the Sustainability Report which is part of this report. Having been awarded with Ecovadis Platinum in 2024 underlines that we are on the right path.

Our position in the markets, our close relationship with our customers and our strong team give us a stable foundation. Our 70 year history proves that we can rely on these strengths. However, our future success will depend on our ability to consistently embrace new ideas with courage, authenticity and integrity as a united team.

I would like to thank all our employees, customers and partners for their trust, commitment and dialogue, and I look forward to our future achievements together.

Sincerely,

Sabine Busse
Chief Executive Officer

Electrifying the world of tomorrow

Our purpose

Electrifying the world of tomorrow

Our mission

For and with our customers and partners, we deliver safe and simple electrical solutions for buildings

Grand Terra in Vietnam – The LEED Gold-certified, 14.847 sqm Grade A complex in Hanoi is inspired by Vietnam's terraced rice fields, blending tradition with modernity. Hager Group provided advanced and sustainable electrical solutions in this project, seamlessly integrating sustainability, safety, and elegance.



Electrifying the world of tomorrow continued

Electrifying the world of tomorrow

Driving transformation: A strategic outlook

In a world shaped by uncertainty, complexity and accelerating change, standing still is not an option. In 2024 and beyond, the Hager Group is moving forward with purpose, sharpening its strategic direction, strengthening its operational foundation and enabling a smarter, more efficient electric future.

Rooted in seven decades of courage and progress, our ambition is clear: to be a reliable, forward-looking partner for our customers and stakeholders, and to lead the way in electrification for all types of buildings.

A year of strategic focus

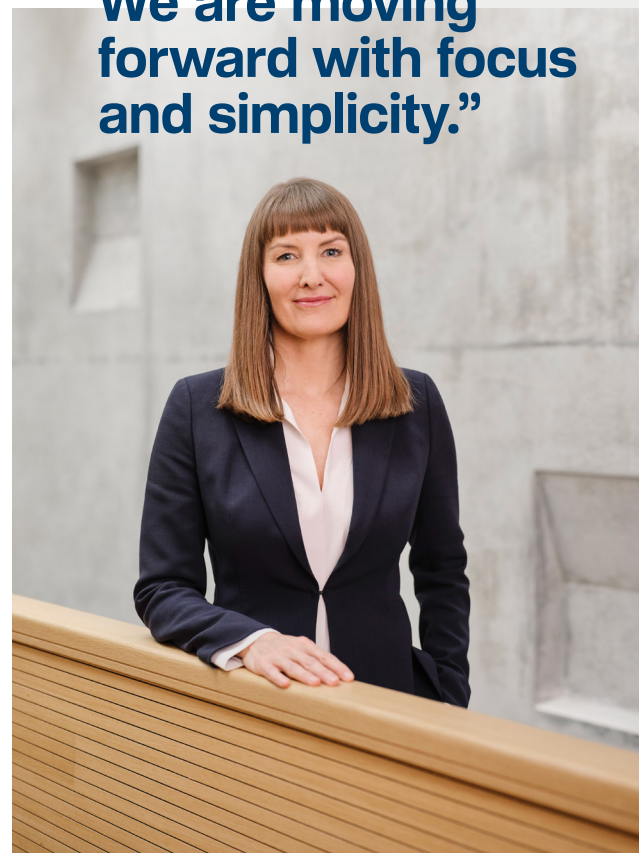
2024 has been a year of discipline and momentum. Market volatility, shifting regulations and growing customer expectations have made challenging the status quo essential. At Hager we have responded by focusing forward, not by scaling back.

Across our three business areas we are pursuing profitable growth through targeted action. For our well-established, broader market product ranges, we are enhancing availability and improving the reliability of our services. For complex customer projects we are improving team collaboration, reducing delivery times and tailoring our solutions more precisely to each market. In our emerging energy management segment we are establishing a strong foundation for leadership in this fast-growing field.

Efficiency, not complexity

Over the past year we have identified areas for improvement, including slower-than-expected processes, overlapping responsibilities and excessive internal interfaces. Our customers and our own teams have made it clear that we must operate faster, more efficiently and more transparently. That's why we are currently redesigning our core processes from start to finish.

“2024/25 is a time of transformation. We are moving forward with focus and simplicity.”



Sabine Busse, CEO



Electrifying the world of tomorrow continued

Energy management: Built for a dynamic future

If there is one area where change presents both challenges and opportunities, it's energy management. In the face of rising energy costs, sustainability goals and new regulations, customers need intelligent, integrated systems. At Hager we are responding with solutions that connect energy storage, electric vehicle charging, building control and data-driven optimisation.

Our offering is built on three pillars: trusted hardware, intelligent software and seamless integration. Recent development cycles have proven that speed and scale can go hand-in-hand. We have introduced new generations of charging infrastructure in record time, built on a common platform that allows us to serve multiple markets efficiently.

More importantly, we are connecting the dots across our business. Whether we're monitoring energy use across thousands of buildings or supporting multi-site installations with real-time data, our solutions are designed to help customers reduce consumption, cut emissions and ensure their operations are fit for the future.

A transformational shift, not a cosmetic change

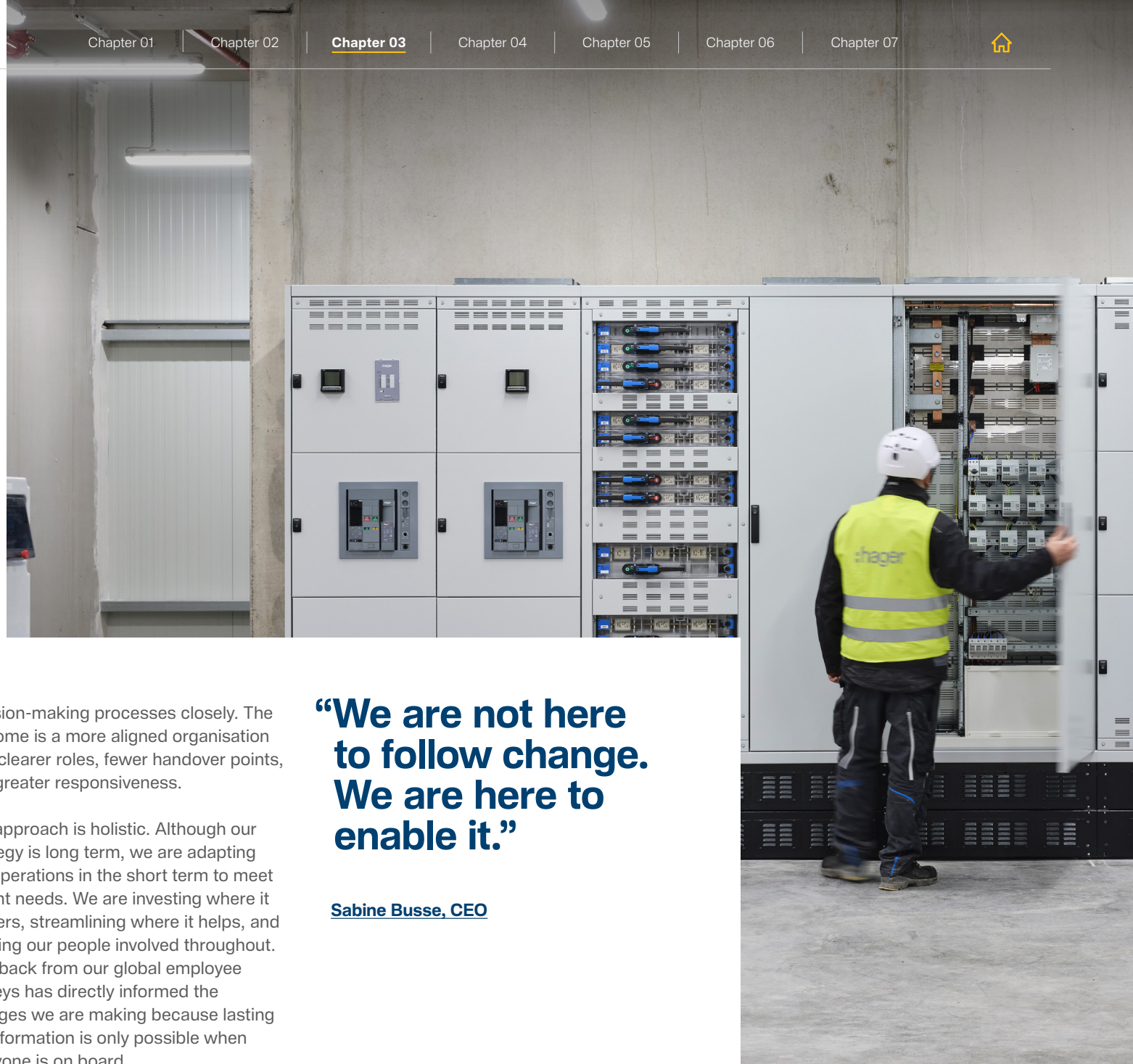
Transformation at Hager goes beyond process improvement. It is a cultural evolution based on accountability, agility and a shared purpose. We have examined our structures, collaboration models and

decision-making processes closely. The outcome is a more aligned organisation with clearer roles, fewer handover points, and greater responsiveness.

Our approach is holistic. Although our strategy is long term, we are adapting our operations in the short term to meet urgent needs. We are investing where it matters, streamlining where it helps, and keeping our people involved throughout. Feedback from our global employee surveys has directly informed the changes we are making because lasting transformation is only possible when everyone is on board.

**“We are not here
to follow change.
We are here to
enable it.”**

Sabine Busse, CEO



Electrifying the world of tomorrow continued

Three questions for... Mike Elbers, Chief Marketing Officer



Mike Elbers is responsible for developing and marketing Hager's portfolio of solutions. He ensures that our innovations meet the changing needs of our customers, both now and in the future.

How has Hager evolved in recent years?

The fundamentals haven't changed: we remain customer-focused and grounded with a practical approach. However, some things have evolved. For a long time, the focus of our product development has been on increasing safety while offering simple-to-install solutions. With more services and digitalisation integrated, the emphasis is shifting towards ensuring that energy consumption in buildings is both safe and efficient. This also helps to reduce buildings' carbon footprint.

What capabilities will be needed in the electric world of tomorrow?

We need systems that can intelligently manage energy across different sources and uses. This requires the seamless integration of hardware, software and data. Everything should work quietly in the background to deliver a simple, reliable user experience.

What excites you most right now?

Honestly, the momentum. Electrification is accelerating, and the technology is ready. We just need to connect our solutions faster and support our customers in doing so. The potential impact is huge, not only for our industry, but also for the planet. This is where Hager can play an important role.

Electrifying the world of tomorrow continued

Leadership that drives transformation



The transformation of Hager is guided by our five-member Executive Board.

This team is united by shared goals and complementary expertise. Their leadership reflects our belief that strategy and execution must go hand-in-hand, and that meaningful change starts with a common purpose.

Michael Flieger (CFO),
Dr Ralph Fürderer (CTO),
Sabine Busse (CEO),
Mike Elbers (CMO),
and Franck Houdebert
(CHRO). Together, they
lead with clarity, cohesion
and a commitment to
long-term value.



Electrifying the world of tomorrow continued

Looking forward, powered by experience

2025 marks 70 years since Hager started out as a small, family-run company with a bold vision to make electricity safer, more accessible and simpler to use. That original spark of courage still drives us.

Today, we are applying it to the questions of our time: How can we support sustainable cities? How can we help our customers to navigate the complexities of energy consumption in buildings? How can we help to create a more intelligent and sustainable electric future?

We enable change by bringing ideas to market faster, helping professionals work more efficiently and building solutions ready for the future. We are proud of our history, but we are even more determined to shape the future.

Because courage alone is not enough. It must be paired with progress. That is precisely what Hager delivers for our customers, our partners and the electric world of tomorrow.



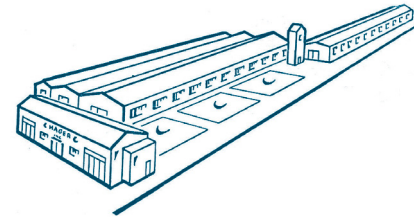


Celebrating 70 years of Hager

Leaders in the Electrification of Buildings for 70 years

In 2025 Hager celebrates a significant milestone: 70 years of innovation, growth and collaboration. Since 1955 we have helped to shape the evolution of electrical infrastructure across the globe. What began as a bold idea in a workshop in Ensheim has grown into an international enterprise, and a trusted partner in the electrification of buildings around the world, from homes to high-rise commercial developments.

At the beginning our mission was very clear: to make electricity safer, simpler and easier to install. While still adhering to these principles, we now connect electricity to make buildings more intelligent and less energy-consuming. For seven decades, our commitment to continuously develop the usage of electricity in buildings has guided our actions, through changes in technology, markets and society, over multiple generations. Today, we look back with pride – and forward with purpose.



Foundations of a vision (1955–1970)

In 1955 Hermann and Dr Oswald Hager founded the company in Ensheim, Saarland. At the time, the electrical infrastructure in homes was basic and often dangerous. The Hager brothers had the vision and technical ingenuity to change that. Their first innovation, a safer, modular fuse system, would lay the groundwork for modern domestic electrical installations.

From the very beginning, our closeness to our customers has defined Hager's growth. In 1959 Hermann Hager launched operations in France, creating products adapted to local standards. At the Hanover fair in Germany, on a booth that was only 12 m², the small team thought of ways to stand out and demonstrated Hager's unparalleled hospitality. By 1966, training programmes for electrical installers had become a core part of Hager's strategy, reinforcing a collaborative approach to innovation that still shapes the business today.



“Without courage we would not have achieved the results we have today.”

Dr Oswald Hager,
Co-founder



Celebrating 70 years of Hager continued

Expanding horizons (1970–1990)

As European households embraced modern appliances, the demand for safe and reliable electrical systems increased rapidly. Hager responded with the revolutionary T-System, which allowed for the seamless integration of meter panels and installation devices, saving space, time and materials.

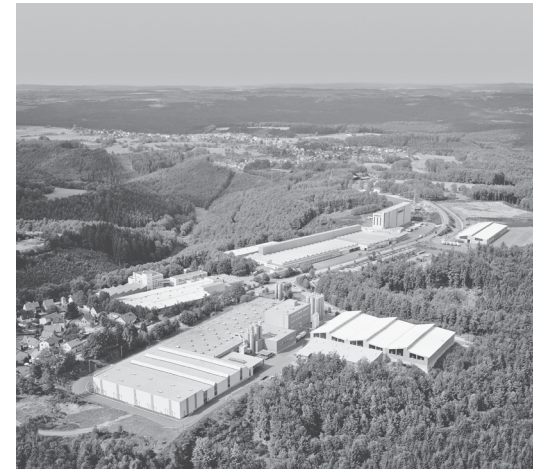
The company also became an early player in smart building control, joining the KNX initiative in the 1980s and developing intelligent systems that helped to shape the future of building automation.

By the end of the 1980s, Hager had outgrown its roots. The opening of a new production site in Blieskastel with advanced logistics and automation marked the beginning of its transformation from a family business into a European industry leader.

Becoming a full-solution provider (1990–2010)

The 1990s were a period of accelerated growth and transformation for Hager as the business rapidly expanded into the UK, Austria, Sweden and post-reunification East Germany. The company also made significant investments in R&D and product innovation, replacing 80% of its product portfolio in just five years while allocating over 10% of its turnover to development.

A pivotal acquisition came in 1996: Tehalit Systems, the European leader in cable trunking. This move extended Hager's presence from technical rooms into modern living and workspaces. By 2000, Hager had evolved into a one-stop shop for small residential buildings, multi-family housing, and commercial projects, offering its own miniature circuit breakers (MCBs) and residual current devices (RCCBs).



In 1996, Hager Group acquired Tehalit, the inventor of cable trunking and European market leader in this field. This allows Hager to strengthen its position in the commercial installations sector considerably.

“Quality is non-negotiable. Every product must meet the highest standards, and a flawless launch reinforces our commitment as a trusted partner.”

Rémy Becher, HR Business Office
Senior Director and former SVP Group
Product Manager, Obernai





Celebrating 70 years of Hager continued

The Shift to Sustainability and Digitalisation (2011–2020)

During the 2010s, Hager made a decisive move into large-scale project solutions. The development of MCCBs and ACBs established the company as a comprehensive protection device provider, serving everything from family homes to industrial-scale facilities.

Meanwhile, the rise of smart homes, the Internet of Things (IoT), and renewable energy created new demands. In response, Hager acquired E3/DC, a leader in energy storage and e-mobility systems. This acquisition catalysed Hager's entry into energy management, laying the foundation for integrated solutions across solar storage, grid interaction and electric vehicle charging.

During this period the Witty charging station family was born, signalling Hager's early investment in sustainable mobility – an area that has since become integral to residential and commercial planning.



“Since our founding, Hager has been at the forefront of providing safe and efficient electrical solutions. Over the decades, we have expanded our expertise by investing in forward-looking sectors.”

Sabine Busse, CEO

Leading into the future (2021–present)

The pandemic years accelerated changes in how energy is consumed, managed and valued. Remote working and rising electricity costs have led to an increased demand for smart, self-sufficient energy solutions.

Hager's recent acquisitions of Eficia, Advizeo and Pmflex highlight our commitment to sustainable digitalisation. These companies enhance Hager's

capabilities in building energy monitoring, intelligent software, and pre-wired installation systems.

In 2023 Sabine Busse succeeded Daniel Hager as CEO, with him becoming chair of the Supervisory Board. This leadership transition reflects the company's dual commitment to remaining rooted in its values while further transforming into a digital, customer-focused future.





Celebrating 70 years of Hager continued

A constant drive: Our customer-centric approach

For decades, Hager's greatest strength has been its close relationship with customers – including electricians, installers, planners, developers and building owners. This connection is not just a service mindset. It is a deeply-rooted strategic asset. By listening closely and adapting quickly, Hager has continuously transformed user insights into real-world innovations.

Whether it's developing faster installation technologies like QuickConnect or equipping buildings with real-time monitoring tools to promote energy efficiency, Hager consistently links technical evolution with human benefit.



“Hager stands firm beside our customers – today and in the future – driving quality, innovation, and long-term partnerships.”

Leon Günther, District Sales Manager, Blieskastel

Looking ahead: Building the future

Hager has grown from a small family business to an international leader in the fields of electrification, energy management and building automation. From our first Bakelite meter panels to today's AI-powered building software, we have spent 70 years at the heart of electrification, adapting, expanding and transforming. What has united us on this journey is our unwavering focus on quality, innovation, and customer partnership.

As we celebrate, we honour the past and we renew our commitment to build upon it. The foundations we laid in 1955 continue to support a future powered by sustainable energy, digital intelligence, and human ingenuity. Our values of authenticity, integrity and courage have guided us this far and will lead us in the future. This year's anniversary is a celebration of what has been achieved and a reaffirmation of our purpose and our promise.



Hager at a glance

Hager at a glance

Hager has been shaping the electrical world as a family-owned business for 70 years, delivering products, solutions and services that make life safer, cleaner and more enjoyable. Even in a challenging global environment, our strategy remains focused and our foundation stays strong.

Hager Group is a leading supplier of solutions and services for electrical installations in residential, commercial and industrial buildings. Our offer includes safe and simple products, comprehensive building electrification solutions, ranging from distribution boards and wiring systems to smart switches. We continue to evolve with innovations in energy management, including energy storage solutions and electric vehicle charging solutions for residential and commercial markets, as well as energy performance software services – all designed to deliver greater comfort, safety and sustainability.

Facts and figures as of 31 December 2024

Revenue

€3 bn

(including acquisitions)

Employees

13.000

Approximately

40%of employees work
in production

Gender ratio:

60% 40%

male

female

Our Brand Portfolio

:hager**advizeo****B.**
Berker**eficia**
smart building**ELCOM.****E3/DC**
ENERGY STORAGE**B. BOCCHIOTTI****B. IBOCO****Pmflex™**

Recognition and Awards

In 2024–2025, Hager Group and its brands earned numerous accolades:

- **Ecovadis Platinum** – for outstanding performance in sustainability
- **iF Design Award Gold 2025** – for the Hager Charge EV station and mobile app
- **German Innovation Award Gold 2025** – for E3/DC's bidirectional charging system
- **SolarProsumerAward 2024/2025** – honouring E3/DC's product quality and customer satisfaction
- **Trophées des CoDir 2024** – awarded to the Hager Executive Board for leadership excellence



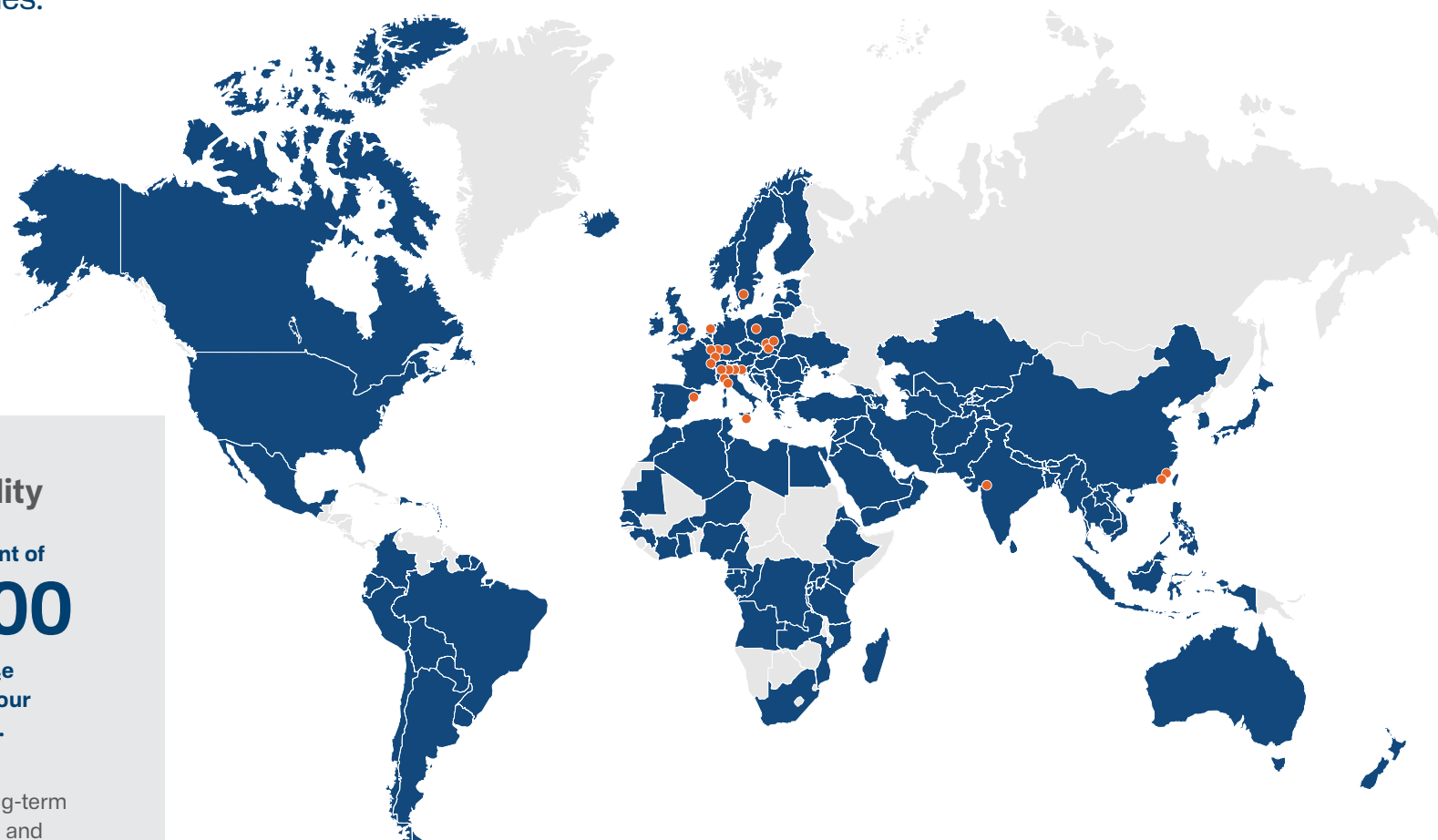
Hager at a glance continued

Global presence

Hager Group is active in over 100 countries, with 23 production facilities across 10 countries.

Key

- Production sites
- Sales distribution



Progress in sustainability

We achieved

20%

reduction in
Scope 1 and 2
emissions...

...the equivalent of

12.600

tonnes of CO₂e
compared to our
2021 baseline.

This marks a key milestone in our long-term commitment to climate responsibility and energy transition.



Market review

Opportunities and challenges in a dynamic environment

2024 was marked by economic challenges that affected the energy and construction industries in particular. Energy prices remain volatile due to geopolitical events, and growth in our core European residential markets is slowing down.

In the construction industry, rising costs, higher interest rates, general inflation and a decline in new residential construction activity have led to a slight market slowdown. Hager responded to these developments with strategic measures.

The energy transition has also presented challenges to the building sector. Following a boom in photovoltaics, heat pumps and electric vehicle charging solutions in previous years, growth slowed in 2024.

For the building sector, achieving climate targets remains a top priority. It must now undergo a profound transformation by using green energies, promoting electrification, and improving energy efficiency. The ongoing digitalisation trend also creates new growth opportunities for Hager – like data centre development. With our comprehensive offerings in project business and energy management, Hager has taken a decisive step toward

entering these markets. Our goal is clear: to intelligently electrify all types of buildings and thereby reduce their CO₂ emissions.

Sharpening our customer focus

We have set clear priorities for our business activities: enhancing customer-centricity, advancing digitalisation, and investing in new technologies and areas of expertise.

Because customer satisfaction is part of our DNA, we wanted to know where we stood in 2024. To this end, we measured customer satisfaction and undertook surveys with electrical installers, panel builders, planners, and electrical wholesalers internationally. This enabled us to identify areas for improvement. As a result we refined the content of our personal visits and digital applications; our customers also benefit from new and improved tools, such as online configurators, HagerCad and HagerReady planning software, and an expanded digital training offer.

Our three business areas

In our core Diffuse Business we provide electricians and electrical wholesalers with safe, easy-to-install, high-performance products and systems. Our goal is to expand and consolidate our leading position in residential and commercial construction in our core markets. To this end, we have invested heavily in providing digital product information and integrated e-commerce solutions to accommodate the electrical trade and wholesale sector's new procurement habits. Additionally, we are modernising our end-to-end digital demand and production planning to increase product availability, strengthen the supply chain, and improve delivery accuracy.

In our Project Business we design custom solutions with our customers based on our standardised portfolio. We aim to establish ourselves as a leading supplier of power electrical distribution solutions from mid-sized commercial and industrial to large and critical buildings. Milestones include

introducing the new generation of open circuit breakers up to 6.300 amps, revising the main distribution systems – Unimes H and Quadro Evo – and commissioning our new high-performance testing laboratory, Taranis, in Obernai, France.

In 2024 we increased our Project Business expertise, enlarged our team, and strengthened our range of systems and solutions for selected building segments, taking advantage of our growth opportunities.

We significantly expanded our digital service portfolio in the field of energy management with the acquisition of Advizeo, further consolidating our strong position in energy management services. Advizeo is a leading company in the collection and analysis of energy consumption data, and consults on the optimisation of energy flows in buildings to meet regulatory requirements, improve energy efficiency and reduce CO₂ footprints.



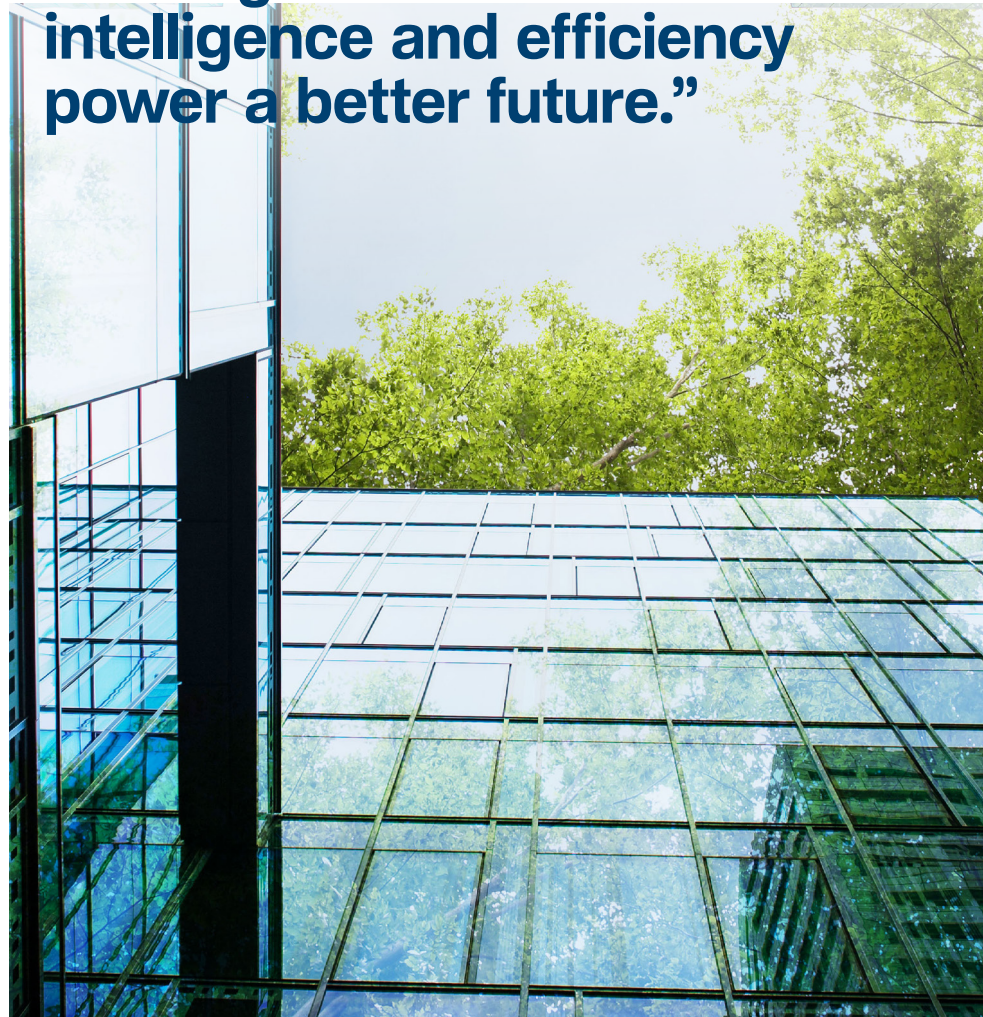
Market review continued

Bidirectional charging is a forward-looking field. Our experts expect a relevant market for it to develop by 2028. We are preparing for this, both as a solutions manufacturer and as a system integrator that intelligently connects energy usage for mobility and buildings.

Together with Audi we conducted a three-year field trial that ended in July 2025 and we are currently analysing the results. The goal here is to integrate electric vehicles into the energy ecosystem as storage solutions, electricity suppliers, and flexible links between the grid and buildings.

Sabine Busse,
CEO, Hager Group

**“Digitalisation is the key
to unlocking sustainable
buildings – where
intelligence and efficiency
power a better future.”**



Acquisition of Advizeo in October 2024

Advizeo is a recognised market leader in energy management services and building monitoring software. Its main customers are public and commercial building owners and operators. Following our acquisition of efficiency software company Efcia in 2023, the takeover of Advizeo has accelerated our expansion into the energy services sector in response to growing challenges in the energy and environmental fields.

Growth around the world

Supply and energy crises in Europe, as well as the war in Ukraine, have impacted our residential business in Europe. However, Southeast Asia, Australia, the Middle East, and the US have recorded significant revenue growth. Electrification is gaining momentum worldwide. Hager is very well positioned due to our comprehensive portfolio and strong partner network to address these opportunities.

Outlook:

Despite the challenges, 2024 was a year of important strategic decisions aimed at making the electrical world safer, more efficient, and smarter – and at actively shaping key industry trends. Demand for smart, sustainable electrification, energy management, and flexible building solutions will continue to grow.



Our business – How we want to grow

Driving the future of energy together

Electricity is not just the backbone of modern life – it is one of the driving forces of the global transformation towards a smarter, more sustainable world. With our expertise in electrifying buildings and managing energy, Hager plays an essential role in this transformation.

We are a leading supplier of solutions and services for electrical installations in residential, commercial and industrial buildings.

At Hager we aim to empower homes, buildings and infrastructure to become safer, smarter and more efficient in a fast-changing energy landscape. Every kilowatt-hour must flow reliably, be intelligently managed, and generate measurable value.

To meet these challenges we are evolving from a product manufacturer into a solution and service provider for our customers and partners. Our three strategic growth areas are geared to the needs of today's and tomorrow's electrical world.

01 Diffuse Business

Delivering products and systems that make electrical installations in residential and commercial buildings safe, simple and intelligent.

Here, Hager covers the core product offer for electrical installers. We are modernising our portfolio with modular, connected final distribution systems, next-generation wiring accessories, sustainable cable management solutions, and updated building automation using protocols like KNX-secure and Matter. This product renewal is paired with digital supply chain planning and better system integration with wholesalers – ensuring we stay relevant, responsive, and efficient.

02 Project Business

Bringing multi-market expertise for safe, reliable, efficient and scalable energy distribution for construction and renovation projects through tailored solutions and services.

Our know-how in energy distribution, EV charging, storage and energy management make us a trusted partner for engineers and developers. We continuously strengthen our value proposition per type of market, expanding our digital toolkit for planning and execution

03 Energy Management

Developing innovative solutions and services, managing load and sources to improve energy and operational efficiency as well as sustainability.

Energy is no longer just consumed, it's produced, stored and fed back into the grid. This complexity is driving demand for solutions that are safe, simple to install, use and maintain. That's why energy management is one of the most powerful levers of transformation for Hager Group. We are scaling our presence in energy storage solutions (ESS) and electric vehicle charging solutions (EVCS), offering tailored experiences for both residential and commercial markets. Our acquisitions Advizeo and Eficia enable 24/7 energy performance optimisation, extending our value proposition from solutions to services.

Our business – How we want to grow continued

These three strategic growth areas respond to the changing world in electrical energy management: the way it is produced, distributed and used is being redefined. Across all three business areas our goal is to offer complete, integrated and scalable solutions that deliver on three promises: efficiency, reliability and simplicity. Whether we are enabling grid resilience with smart storage or reducing energy bills through better automation, the value we provide is measurable.

Innovation as a cornerstone for future development

Innovation at Hager Group is not confined to R&D. It's how we solve problems, co-create with customers and partners, and unlock new business models. We continue to invest around five per cent of our annual revenue into R&D, with a focus on electrification and energy management.



A new test centre for high-power solutions

Hager Group has invested **€16 million** in the new Taranis high-power laboratory at its Obernai site, now one of Europe's most powerful electrical testing facilities. Equipped with a custom generator producing up to **150.000 amps**, the lab enables the development and validation of circuit breakers and electrical distribution systems, strengthening the group's expertise in the **commercial and industrial building sector**.



Our business – How we want to grow continued

To succeed, innovation must be embedded across the organisation. That's why we are strengthening our culture of experimentation and learning. We are also growing through strategic partnerships and targeted acquisitions that reinforce our customer proposition, adding new capabilities and market access

A business model built on partnership and impact

To remain at the forefront of the transformation, we strongly focus on customer-centricity, digitalisation, and sustainability as major strategic levers for further growth.

Customer proximity for more than 70 years

In all our activities we aim to be the first choice for our customers. This is one of the cornerstones of Hager Group's success since the early days, and throughout the past 70 years. Being close to our customers means listening first, acting reliably, and designing every touchpoint, digital or physical, to be easy, intuitive and enjoyable. Building customer relationships is part of our DNA and goes beyond any KPI.

Our sustainability journey

Equally, we take responsibility for the impact of our operations and solutions. Through our Blue Planet Commitment we aim to reduce emissions, extend product lifecycles, and advance circularity. Increased use of digital solutions supports this journey, whether through better energy management, smarter logistics or transparent product data.

We realise that every action has consequences. That is why – as the following sustainability report indicates – we are working in many areas to analyse the consequences of our work. We want to help save resources, including energy

in the production and use of our products, and also packaging materials and building materials. Our commitment to sustainability fulfils regulatory requirements and meets the expectations of our customers.

Digitalisation with courage and vision

Digitalisation is crucial for three areas of our growth strategy; customer-centricity, partner relationships, and internal transformation.

Digitalisation is essential for the efficient management of electricity demand – especially in view of the global transition to renewable, decentralised and volatile energy sources. Intelligent systems with advanced monitoring and predictive maintenance ensure efficient operation of the energy infrastructure, minimise downtime and reduce unnecessary consumption.

Furthermore, e-commerce solutions that provide comprehensive data and enable frictionless interaction are important for our relationships with our partners. We made good progress here in 2024, in part thanks to a new SAP system that has significantly increased data connectivity and quality.

For example, installers can now find a complete overview of our product range in Hager Ready. And with Hagercad customers can plan the electrical equipment they need for large construction projects. We want to transform our project business with innovative technologies such

as building information modelling (BIM), so our partners can plan more easily for large construction projects.

By digitalising internal processes for supply chain management, production, finance and HR, we have increased our productivity and reduced running costs.

Fundamentally, digitalisation is an important factor for sustainability and efficiency for our own operations, but also for our customers and partners. This applies to energy efficiency, CO₂ reduction, waste management, and so on.

Resilience: Staying strong and adaptable

Sustainable thinking is always a force that makes a company more resilient. Hager promotes a culture that accepts challenges, reacts quickly to disruptions, overcomes them and learns from them. This culture also lays the foundation for continuous growth and innovation.

As we enter our eighth decade, Hager Group remains a family-owned company with a long-term vision. We think in generations. And we act today to shape a resilient, electrified and sustainable tomorrow.





Our business – How we want to grow continued



Marie Ziegler, Strategy and Innovation Vice President, places particular emphasis on her favourite topic, innovation.

“We’re developing the solutions that make buildings intelligent.”

Marie Ziegler,
Strategy and Innovation Vice President

What matters most for the electrical world of tomorrow?

The transition towards more sustainable energy usage is not a distant vision, it’s happening right now, and it’s happening everywhere: in homes, schools, factories and offices. At Hager, we know best how to use and manage energy in buildings. We develop the solutions that make the transition work. From decentralised energy production to smart usage and storage, we enable our customers to navigate this complexity with confidence. Our role is to connect the dots between market stakes, technologies, and people. It’s no longer just about products. It’s about creating safe, interoperable, future-ready solutions.

Why is the shift to solutions and energy management so important?

Because buildings are at the heart of the energy transition. They consume 38% of global energy. And mostly they’re also full of untapped potential. By combining our know-how in electrification products with intelligent services we can help customers and partners save energy, lower costs and improve operational efficiency, increase resilience and sustainability. Energy management turns electricity from a commodity into a strong asset, one that customers can control, optimise and even monetise.

What role does innovation play in all of this?

Innovation is a key enabler. It turns strategy into reality. That’s why we invest in R&D, and also in partnerships, platforms and people. Whether it’s embedding AI in our solutions, developing digital tools for partners, or using data to improve sustainability performance, we see innovation as a way of working. We are a learning organisation, continuously adapting ourselves to market evolution. That mindset is essential if we want to stay ahead and shape the future of electrification and energy management.



hagergroup

70 years of electrification for a sustainable future

Hager Group
Sustainability Report
2024/25

E3 Ethics
Employees
Environment



01

Introduction

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Celebrating 70 years

Hager is proud to be celebrating our 70th anniversary in 2025. We are a family-owned business whose purpose is to help shape the electrical world of tomorrow, by offering solutions that combine safety, intelligence, and sustainability.

Sustainability is at the heart of all we do, and its importance for our business is equal only to our embrace of digital technology, and our absolute focus on superlative customer service. These three things are the foundations of our Project 2030 strategy.

Our approach to sustainability has been to gradually build a reference framework which is as comprehensive as possible. Our Blue Planet Commitment (BPC) initiative has enabled us to establish fundamentals related to our environmental impact and, over the past few years, to make effective and transparent progress in this field.

Now, in line with our commitment to responsible growth, our approach to sustainability is expanding in scope and strategic importance. At Hager we view sustainability as a collective effort, and to make the broadest impact will require collaboration across our entire value chain.

As a result we are working more closely than ever with stakeholders to foster shared progress. By deepening our partnerships with suppliers, customers and partners we co-develop solutions that are both competitive

and environmentally responsible. This is reflected in the development of responsible sourcing, the promotion of circularity and support for innovative solutions.

Furthermore, as part of Project 2030, a new dimension has been introduced to complement the existing BPC environmental sustainability measures. We call this Human Sustainability.

Our new Human Sustainability programme reflects the values that Hager has lived and worked by since the business began 70 years ago. We believe that people – colleagues, suppliers, and business partners – are the key to sustainable transformation, and that their development contributes to sustainable growth.

This programme builds on the many initiatives already underway within our organisation, and draws on best practice for developing a working environment that empowers teams to create meaningful value. It puts health and safety, diversity and inclusion, development opportunities and continuous learning at the forefront.

“Hager’s Human Sustainability prioritises employee health and safety, diversity, inclusion, development opportunities, and continuous learning.”

This approach underscores that a sustainable future depends on both a healthy planet and thriving communities.”

**Franck Houdebert
Chief Human Resources Officer
and Sustainability Sponsor**

Most of all, Human Sustainability underlines our belief that a sustainable future depends not only on the planet’s health, but also on healthy and fulfilling working environments, and on communities that bring these values to life in a spirit of daily collaboration.

We learn and grow, move forward and prosper together – always.





01.1

Driving decarbonisation beyond our footprint

Hager is one of the world's leading manufacturers and suppliers in the energy and electrical sectors. That puts us in an important position: we recognise the pivotal role we have to play in ensuring a sustainable future for our people, our communities and our planet; and we understand that we have a responsibility to use our knowledge, expertise and influence to contribute to positive change.

In addition to this, we are also able to use our commercial acumen in the interests of sustainability. For example, in 2024 Hager acquired Advizeo, a leader in building energy management services and monitoring software. This is a strategic move to expand our energy efficiency offer to customers, which at the same time strengthens our commitment to innovative sustainability solutions.

We are also committed to achieving long-term climate goals through the development of strategies and products that promote zero-emissions buildings, elevated energy standards and a phased transition away from fossil fuel vehicles. Central to this is the implementation of digital and smart solutions that will contribute to a cleaner, safer and more sustainable economy and society.

The Hager collaborative value chain model uses a threefold approach to drive climate action, as illustrated in the diagram.

This integrated model aligns internal transformation with external value creation, activating climate mitigation across the entire ecosystem, from operations to partners and end-users.

Hager is also accelerating the decarbonisation of the built environment through strategic investments in digital energy management. By equipping buildings with intelligent software platforms we enable real-time monitoring, control, and optimisation of energy use, directly contributing to avoided emissions and more sustainable operations.

In 2024 Hager energy management systems enabled a total of 1,4 TWh of avoided energy consumption, equivalent to the annual electricity use of over 350.000¹ European households and 378² ktCO₂ in avoided emissions. These results have been achieved through the deployment of smart monitoring, automation, and optimisation technologies in thousands of buildings across Europe.

Hager's threefold approach to drive climate action:

01



First, we lead by example, committing to science-based targets to decarbonise our own operations, thereby setting a benchmark for industrial climate responsibility.

02



Second, we leverage our own energy management solutions, developed in-house, to optimise energy use and reduce emissions across our facilities.

03



Third, Hager scales its impact through our growing energy management business, offering smart, efficient solutions that enable customers to decarbonise buildings and accelerate the energy transition.

¹ According to the International Energy Agency (IEA) the average annual electricity consumption per household in Europe is approximately 3.500 to 4.000 kWh, depending on country and household size.

² The Net Zero Initiative (NZI) is used to frame and quantify avoided emissions, ensuring alignment with science-based climate goals and distinguishing between direct reductions, avoided emissions, and contributions to global decarbonisation.

“In our industry, the greatest climate impact we can make lies in enabling our stakeholders to reduce their own carbon footprint.

That’s why leveraging avoided emissions – those we help our customers to avoid – is more critical than ever.

With our growing portfolio of energy management solutions, Hager is uniquely positioned to drive systemic decarbonisation. By embedding intelligence and efficiency into the built environment we’re delivering progress through technology, and we’re delivering measurable climate value too.”

Ralph Fürderer
Chief Technical Officer



01.2

Sustainability achievements in 2024

As we aspire to shape the electrical world of tomorrow, Hager consistently prioritises excellence in sustainable practices. In 2024 we have accelerated the integration of efficient energy solutions, both for our customers and in our production processes, and also reinforced a strong commitment to ethical business standards.

These achievements highlight our efforts to reduce our environmental impact, and our ambition to show leadership in sustainability. The highlights of our sustainability year are presented here.



“At Hager, celebrating 70 years means more than honouring our past, it means reaffirming our commitment to shaping a sustainable future.

Every innovation, every partnership and every milestone builds a legacy of sustainable development, weaving the Hager story together.”

Matthieu Alexandropoulos
Senior Director,
Corporate Social Responsibility



Environment Actions for climate change, educating our people and offering sustainable products to our customers.	20% reduction in Scope 1 and 2 emissions from the 2021 baseline (location-based). 5 GWh of our energy demand achieved from solar photovoltaic plants and biomass energy.	Over 90% of engineers from Engineering and Industrialisation are trained in eco-design. Bi-directional charging by E3/DC launched into the market. Recycled PVC integrated into the Tehalit SK skirting trunking system, to produce Eco Skirting Trunking.	1,4 TWh in energy savings from our solutions and energy management business equivalent to the annual electricity use of over 350.000 European households. Equivalent to 378 ktCO ₂ e in avoided emissions.
Ethics Operating true to our values – transparency, accountability and respect.	Comprehensive ethics programme in place; alert system, Ethics Charter, training, ambassador network.	22 Ethics Ambassadors in ten major countries of operation.	3.000+ colleagues trained via our bespoke programme "Let's practice!" 80% of connected employees undergo ethics training.
Employees Creating a safe and empowering environment for our workforce.	Human Sustainability programme launched as part of our Project 2030 strategy. Early Careers and Eureka programmes to support long-term succession planning and developing expert talent.	Declaration of Principles on Respect for Human Rights launched. Diversity Charter signed with Charte de la diversité, a French initiative to encourage companies to embrace diversity and inclusion in the workplace.	Lost Time Accident Rate (LTAR) down 33% after the launch of Mission Zero Programme. 30% of open positions filled through internal mobility.
Sustainable procurement Promoting sustainable practices and protecting human rights across the value chain.	Sustainable procurement policy rolled out; commitment to derisk supply chain from high sustainability risk suppliers by 2030.	12 suppliers onboarded in our sustainable sourcing pilot programme with EcoVadis.	



01.3

Sustainability reporting excellence

01.3.1

Commitment and approach

ESRS 2 GOV-5 §36 General disclosures GRI 2-14 General disclosures

Reporting corporate sustainability in the most open and transparent way possible is fundamental to achieving our shared sustainability goals. Only through an honest assessment of our performance in this area can we hope to understand how far we have come, and how much more there is still to achieve.

We are fully committed to reporting diligently. We are accountable for our endeavours and seek to identify and address the risks and opportunities inherent in our business operations across both the financial and non-financial domains.

Over a three-year period we have implemented a structured sustainability reporting excellence roadmap that has significantly enhanced our environmental, social and governance (ESG) reporting performance and transparency. We have focused on establishing a firm foundation

by pioneering a double materiality assessment, benchmarking against EcoVadis and CDP criteria, and identifying any gaps in our sustainability practices.

This has enabled a strategic approach to sustainability, aligning internal stakeholders and setting clear improvement targets.

The result has been two major achievements in 2024:

- EcoVadis Platinum Medal
- CDP B-Score in Climate Change

Two game-changers have been instrumental in elevating our reporting capability: the Data Governance 2.0 model, and our Sustainability Digital Backbone.

Data Governance 2.0 has enabled us to establish a robust, standardised framework for collecting, verifying, and validating sustainability data across the organisation. In the Hager Data Governance 2.0 framework every material sustainability datapoint is assigned both a Data Owner and a Data Specialist to ensure accountability and data integrity.

The Data Owner is responsible for the strategic relevance, compliance, and overall quality of data, typically holding a leadership role within the business function. The Data Specialist manages the

technical accuracy and day-to-day handling of the data, ensuring it is collected, validated, and maintained correctly. This clear role definition strengthens the reliability of sustainability reporting and supports alignment with rigorous standards like CSRD and GRI.

The Sustainability Digital Backbone provides the technological infrastructure to automate data flows, integrate multiple reporting standards, and deliver real-time insights. This transforms reporting from a compliance exercise into a strategic asset.

The Hager Sustainability Digital Backbone is designed as an end-to-end system that supports the full data lifecycle, ensuring that sustainability data is not only collected and reported, but also actively used by all stakeholders to drive decision-making and continuous improvement.

This lifecycle model is designed to begin with data capture from diverse sources, such as energy meters, procurement systems and HR platforms. The data then flows through data validation, standardisation and integration, into a centralised platform.

From there the data is made accessible to a wide range of users, including operational

teams, sustainability managers, finance, and executive leadership, each having access to bespoke dashboards and analytics tools. This ensures that data is not siloed but shared across functions, enabling real-time insights, scenario modelling and strategic planning.

The insights that the overall reporting process yields have value far beyond transparency itself. The better we understand the effectiveness of our decision-making around sustainability, the better equipped we are as a business to shape our vision, formulate strategic approaches and prioritise ever-more effective sustainability initiatives.

To ensure credibility, transparency and alignment with our corporate strategy, sustainability reporting at Hager is overseen by the Sustainability Council, with direct involvement from the Chief Executive Officer (CEO), Chief Human Resource Officer (CHRO), and Chief Technical Officer (CTO). These senior executives review and approve the content of the sustainability report, reinforcing accountability at the highest governance level and ensuring that disclosures reflect both regulatory expectations and the company's strategic direction.



01.3.2

Scope and external assurance

[ESRS 2 BP-1 §5 General disclosures](#)

[GRI 2-2 and 2-5 General disclosures](#)

This report provides data on sustainability performance for financial year 2024. Data is prepared using an operational consolidation approach consistent with the scope of Hager annual financial statements.

The report covers our own operations as well as significant upstream and downstream activities in our value chain where material impacts, risks and opportunities occur. Upstream includes our direct and indirect suppliers, covering procurement of raw material, components and services. Downstream, includes the distribution, installation, use phase and end-of-life management of our products.

As part of our commitment to transparency and stakeholder engagement, all relevant standards referenced within this report are clearly indicated in the reporting text. A consolidation of these standards and disclosure topics is highlighted in the content index.

This year we have also engaged Forvis Mazars, an independent external auditor, to conduct a limited assurance engagement of our carbon footprint for the baseline year 2021 and reporting year 2024.

The limited assurance engagement with Forvis Mazars is an important step towards enhancing the credibility and transparency of our sustainability disclosures. This also ensures the progressive alignment of our sustainability reporting practice with CSRD and ESRS requirements. The results of this assurance engagement are included on the next page of this report.

01.3.3

Frameworks and standards

[ESRS 2 BP-2 §15 General disclosures](#)

This year Hager is reporting in accordance with Global Reporting Initiative (GRI) standards and with reference to European Sustainability Reporting Standards (ESRS). Hager has reported in accordance with GRI standards since our 2023 reporting cycle.

By applying the GRI standards we ensure that our disclosures are consistent, transparent, and comparable year-on-year. The GRI methodology requires us to identify and prioritise material topics through a structured process involving stakeholder engagement and double materiality assessment.

This results in reporting that better addresses the expectations of our stakeholders and the requirements of emerging regulations, including the CSRD.

In February 2025 the European Commission introduced an Omnibus Simplification Package aimed at reducing regulatory burdens, including easing certain sustainability reporting requirements. One important element is the “stop-the-clock” mechanism, which postpones CSRD reporting deadlines for the second and third wave of companies by two years.

This measure was approved by the European Parliament in April 2025 and subsequently by the Council.

According to the previous CSRD timeline, Hager would have been required to begin reporting for the 2025 financial year, with disclosures published in 2026. Due to the postponement this obligation is now potentially delayed by two years.

Nevertheless, we reaffirm our commitment to excellence by reporting according to the highest standards available to us on a voluntary basis, thereby ensuring continuous progress towards, and readiness for, enhanced sustainability disclosures.



Independent practitioner's report on a limited assurance engagement on greenhouse gas emissions

To Hager SE, Blieskastel

Assurance conclusion

We have performed a limited assurance engagement on the performance indicators for greenhouse gas emissions (Scope 1, Scope 2 and Scope 3) of Hager SE, Blieskastel (hereinafter the "Company") for the period from 1 January 2024 to 31 December 2024 and for the baseline period from 1 January 2021 to 31 December 2021, included in the Hager Group Sustainability Report 2024/25 in section 06.2.4 "Our carbon footprint" (hereinafter the "greenhouse gas emissions").

Other than as described in the preceding paragraph, which sets out the scope of our engagement, we did not perform assurance procedures on the remaining information included in the Hager Group Sustainability Report 2024/25 as well as on disclosures for fiscal years 2022 and 2023, and accordingly, we do not express a conclusion on this information.

Based on the assurance procedures performed and the evidence obtained, nothing has come to our attention that causes us to believe that the greenhouse gas emissions (Scope 1, Scope 2 and Scope 3) of the Company for the period from 1 January 2024 to 31 December 2024 and for the baseline period from 1 January 2021 to 31 December 2021 are not prepared, in all material respects, in accordance with the "A Corporate Accounting and Reporting Standard –

Revised Edition" and the "Corporate Value Chain (Scope 3) Accounting and Reporting Standard" of the Greenhouse Gas Protocol Initiative (hereinafter the "GHG Protocol").

Basis for the conclusion

We conducted our assurance engagement in accordance with the International Standard on Assurance Engagements (ISAE) 3410: "Assurance Engagements on Greenhouse Gas Statements", issued by the International Auditing and Assurance Standards Board (IAASB). Our responsibility is further described in the section "Practitioner's responsibility for the limited assurance engagement on greenhouse gas emissions".

We have complied with the German professional requirements on independence as well as other professional conduct requirements. Our audit firm applies the national legal requirements and professional pronouncements - in particular the BS WP/vBP "Berufssatzung für Wirtschaftsprüfer/vereidigte Buchprüfer": Professional Charter for German Public Accountants/German Sworn Auditors in the exercise of their Profession and the IDW Standard on Quality Management issued by the Institute of Public Auditors in Germany (IDW): Requirements for Quality Management in the Audit Firm (IDW QMS 1 (09.2022) and accordingly maintains a comprehensive quality management system that includes documented policies and procedures with regard to compliance with professional ethical requirements,

professional standards as well as relevant statutory and other legal requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our assurance conclusion.

Responsibilities of the legal representatives for greenhouse gas emissions

The legal representatives are responsible for the preparation of the greenhouse gas emissions in accordance with the GHG Protocol, applied as explained in section 06.2.4.1 "Methodology", as well as for such internal control as the legal representatives consider necessary to enable the preparation of greenhouse gas emissions that are free from material misstatement, whether due to fraud (manipulation of the greenhouse gas emissions) or error.

These responsibility of the legal representatives includes the selection and application of appropriate methods to prepare the greenhouse gas emissions as well as making assumptions and estimates about individual disclosures that are reasonable under the given circumstances.

As discussed in section 06.2.4.1 "Methodology", the quantification of greenhouse gases is subject to inherent uncertainties because the scientific knowledge needed to determine the emission factors and the values required to combine the emissions of different gases

is incomplete. In addition, greenhouse gas processes are subject to uncertainties in estimation and/or measurement, resulting from the measurement and calculation processes used to quantify emissions within the existing scientific knowledge.

Practitioner's responsibility for the limited assurance engagement on greenhouse gas emissions

Our objective is to express a conclusion with limited assurance, based on our limited assurance engagement performed, as to whether any matters have come to our attention that cause us to believe that the greenhouse gas emissions have not been prepared, in all material respects, in accordance with the GHG Protocol.

The nature, timing and extent of the procedures selected depend on our professional judgement, including an assessment of the risk of material misstatement whether due to fraud or error, responding the assessed risks as necessary in the circumstances, and evaluating the overall presentation. A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks.

**Independent practitioner's report on a limited assurance engagement on greenhouse gas emissions** continued

Within the scope of our limited assurance engagement, we performed the following assurance procedures and other activities, among others:

- Inquiries of the legal representatives and relevant personnel involved in the preparation of the performance indicators for greenhouse gas emissions to gain an understanding of the preparation process, the internal controls related to that process and the disclosures on the performance indicators for greenhouse gas emissions,
- Identifying and assessing the risk of material misstatements in the greenhouse gas emissions,
- Evaluating the reasonableness of estimates made by the legal representatives and the related explanations,
- Inspection of the relevant documentation of the systems and processes for collecting, aggregating and validating data in the reporting period,
- Performing analytical assurance procedures on selected disclosures,
- Assessment of the overall presentation of the performance indicators on greenhouse gas emissions in the Sustainability Report.

Restriction of use

We draw attention to the fact that the assurance engagement was conducted for the Company's purposes and that the report is intended solely to inform the Company about the result of the assurance engagement. Consequently, it is not suitable for any other purpose than the aforementioned. Thus, the report is not intended to be used by third parties for making (financial) decisions based on it. Our responsibility is to the Company alone. We do not accept any responsibility towards third parties.

General engagement terms and liability

The enclosed General Engagement Terms for Wirtschaftsprüferinnen, Wirtschaftsprüfer and Wirtschaftsprüfungsgesellschaften German Public Auditors and Public Audit Firms dated 1 January 2024 (<https://www.forvismazars.com/de/de/services/audit-assurance/auftragsbedingungen>) apply to this engagement, including in relation to third parties. In addition, please refer to the liability provisions contained in no. 9 and to the exclusion of liability towards third parties. We do not accept any responsibility, liability or other obligations towards third parties, unless we have concluded a written agreement to the contrary with the respective third party or liability cannot effectively be precluded.

We expressly state that we will not update this assurance report to reflect events or circumstances arising after it was issued, unless required to do so by law. It is the sole responsibility of anyone taking note of the summarized result of our work contained in this report to decide whether and in what way this information is useful or suitable for their purposes and to supplement, verify or update it by means of their own review procedures.

Frankfurt am Main, 11 September 2025

Forvis Mazars GmbH & Co. KG
Wirtschaftsprüfungsgesellschaft
Steuerberatungsgesellschaft

Yvonne Meyer

Wirtschaftsprüferin
German Public Auditor

Annette Johnne

Wirtschaftsprüferin
German Public Auditor



01.4

Sustainability memberships and ratings

Sustainability is a critical enabler of future prosperity for both Hager and our customers. But achieving excellence in sustainability is more than simply a strategy – it is our passion. This is reflected in our relationships with leading international sustainability organisations. The selection of ratings and endorsements is guided by our materiality assessment and sector-specific considerations, ensuring alignment and value creation for our different stakeholders.

01.4.1

Sustainability memberships

Our sustainability performance is benchmarked by a variety of recognised certification and regulatory bodies, of which Hager is a member. Hager welcomes these assessments; they enable our stakeholders to evaluate our commitment to sustainability and make comparisons with industry peers. They also enable us to demonstrate that our business exceeds regulatory and market expectations.



PEP Ecopassport Association

Our membership of the PEP Ecopassport Association (for electrical, electronic and HVAC products) has resulted in methodological changes and improved data quality in our reporting, due to updated product-specific rules provided by the association, triggering a recalculation of our emissions baseline (for more information please refer to the Environment section of this report).



Global Reporting Initiative (GRI)

Since 2022 Hager has reported in accordance with GRI standards. This methodology has yielded more transparent and credible reporting outcomes and represents a significant advance in our reporting performance.



Klimaschutz Unternehmen

Hager achieved membership of the German Climate Protection Network in 2022. This has enabled us to align with Germany's robust environmental standards and leadership in climate protection.

Building on this commitment, in 2025 Hager has organised the inaugural Franco-German Climate Action Day (Klimaschutztag) in collaboration with the Klimaschutz Unternehmen. This event brought together close to 200 experts and decision-makers from the worlds of business, politics and science.



Science Based Targets initiative (SBTi)

The SBTi validation team has assessed Hager Scope 1, 2 and 3 target ambitions, verified that these are aligned with a 1,5°C and 2°C trajectories respectively, and has commended our business on this basis.



UN Global Compact

Hager became a signatory to the voluntary United Nations Global Compact initiative to promote corporate social responsibility in 2010. We renew our commitment annually and publish a separate Communication on Progress.



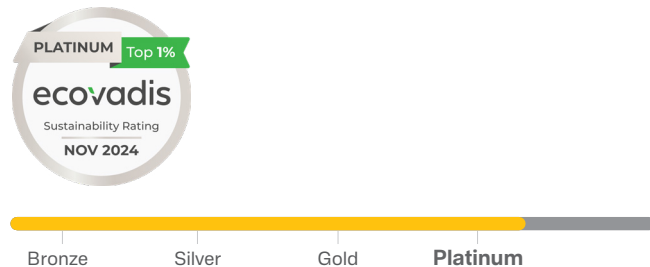
Brand of the Century

E3/DC, a Hager brand specialising in photovoltaic (PV) systems and independent home power stations, was recognised in 2024 for the fourth consecutive year as a "Marke des Jahrhunderts" (Brand of the Century) by Deutsche Standards. This distinction underscores the company's exemplary status in that product category.



01.4.2

2024 Sustainability ratings



EcoVadis

Leading business sustainability rating platform EcoVadis has evaluated Hager ESG performance and rated our business very highly. Having improved our scores in 2023 and 2024, Hager is now Platinum certified, positioning us in the top one percent of all rated companies.



Carbon Disclosure Project (CDP)

Hager has achieved a B rating in our latest CDP assessment, highlighting significant progress since our previous evaluation (C rating, in 2023). This improvement demonstrates our ongoing commitment to environmental transparency and performance, and positions us above the global and European average.



“The key to the success of our collaborative value chain lies in building trust, sharing responsibility, and aligning sustainability goals with business value –

because real progress happens when every partner sees sustainability not as a cost, but as a shared opportunity.”

Marie Ziegler
Vice-President, Strategy and Innovation

01.5

Collaborative value chain for sustainability

ESRS 2 BP-1 §5 and SBM-1 §42 – General disclosures

In 2024 we deepened our partnerships with a range of important stakeholders in the Hager value chain, as we work towards achieving our ambitious Project 2030 growth and sustainability objectives. At the core of this approach is engagement with suppliers, business partners and customers.

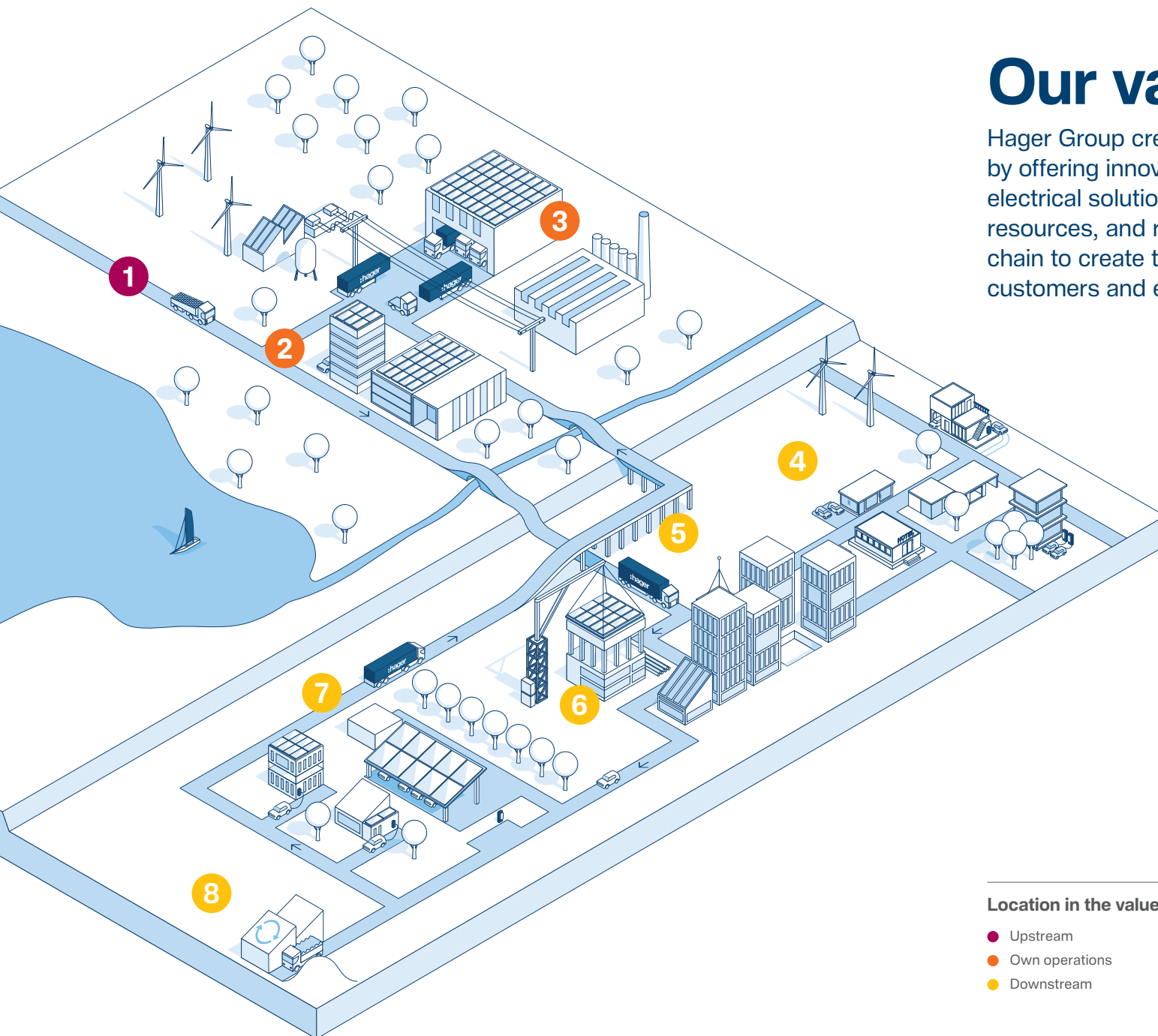
We conduct detailed analyses of our supply chain to identify opportunities for decarbonisation, resource efficiency and ethical sourcing. Insights from our analysis are used to co-create solutions with suppliers – ranging from low-carbon materials to circular economy practices – ensuring that sustainability is a shared objective.

This collaborative model extends to customers, where Hager delivers integrated digital and energy management solutions that help them meet their own sustainability goals. By aligning the entire value chain around a common purpose Hager enhances its organisational resilience, drives innovation and creates long-term value for all our stakeholders.



Our value chain

Hager Group creates value for its business partners by offering innovative, high-quality, and sustainable electrical solutions. We rely on a network of activities, resources, and relationships within our complex value chain to create the solutions that we deliver to our customers and end-users.

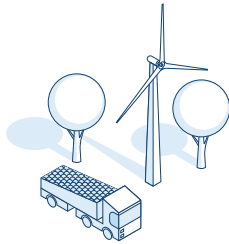


Location in the value chain

- Upstream
- Own operations
- Downstream



1 Upstream



Direct and indirect suppliers

Description

The foundation of our value chain is the procurement of goods and services from both direct and indirect suppliers. Direct suppliers provide raw materials, components and finished goods that are integral to our manufacturing operations, such as electronic parts, metals, plastics, and packaging materials.

Indirect suppliers support our operations through the provision of goods and services not directly incorporated into our products, including machinery, IT systems, facilities management, logistics and professional services.

Our supplier network is global, reflecting the scale and complexity of our operations. We source from a broad range of suppliers located across Europe and globally, ensuring access to quality, innovation, and cost-competitiveness.

Rigorous supplier selection, onboarding, and monitoring processes are in place to ensure all partners adhere to Hager

standards for quality, safety, environmental responsibility, and ethical conduct.

Actors

The main stakeholders in this step of the value chain include our direct and indirect suppliers, procurement teams, and risk management specialists. Our Procurement function collaborates closely with strategic suppliers to ensure alignment with Hager policies and expectations regarding quality, sustainability and ethical business conduct.

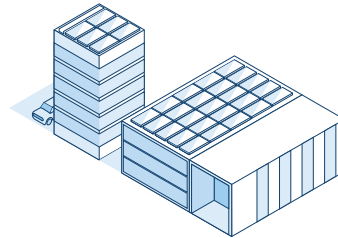
Our supplier engagement programme supports ongoing dialogue and capacity-building, ensuring transparency and continuous improvement throughout our supply chain. This approach enables us to identify and address risks proactively, foster long-term partnerships, and support the achievement of our sustainability and business objectives.

Sustainability impact



SDG 13: Reducing absolute Scope 3 GHG emissions

2 Own operations



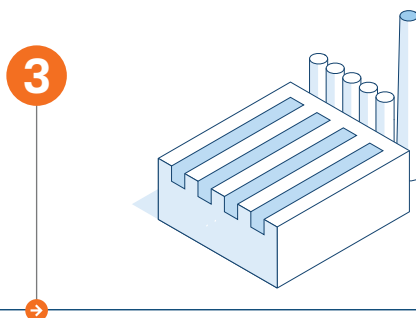
Development and product design

Description

Development and product design are central to value creation at Hager, ensuring our portfolio meets the evolving needs of customers while upholding the highest standards of quality, safety, innovation, and sustainability. This process encompasses a wide range of activities, from conceptualising new products and solutions to enhancing existing ones. It integrates technical expertise, market insights, regulatory compliance and sustainability considerations.

Our commitment to innovation extends beyond hardware products. Software development is a key pillar of our product strategy, enabling us to deliver intelligent, connected solutions that enhance energy efficiency and user experience. Our software teams design and implement advanced energy management systems for residential, commercial, and industrial buildings, broadening our value proposition well beyond the factory floor.

Our product development process is designed to foster innovation, accelerate time-to-market, and embed eco-design principles from the earliest stages. This involves lifecycle analysis, materials selection with a focus on resource efficiency and circularity, and the integration of digitalisation and smart technologies. The design phase considers functional and aesthetic requirements, as well as compliance with international standards, customer expectations, and minimisation of environmental and social impacts across any given product lifecycle.



Production and manufacturing

Actors

The main stakeholders involved in this step are our innovation and engineering teams, product managers, designers, sustainability specialists and compliance officers. Cross-functional collaboration is essential for success, with input from marketing, sales, quality management, procurement and legal teams to ensure that product concepts are market-relevant, technically feasible, and compliant with applicable standards.

External stakeholders, such as customers, technology partners, academic institutions and regulatory bodies may also be engaged during the development phase to gather insights, pilot innovative solutions, and ensure product designs reflect the latest advancements and requirements. The sustainability team plays a vital role in integrating sustainability criteria and lifecycle considerations into every stage of product development.

Sustainability impact



SDG 17: Engaging in effective collaboration

Description

Our production and manufacturing teams transform carefully sourced raw materials and components into finished products through controlled and efficient processes. Our manufacturing operations are located across multiple sites globally, reflecting our commitment to quality, operational excellence, and responsiveness to customer needs.

This step involves a range of activities, including materials preparation, assembly, testing and packaging. All processes are governed by strict quality management systems and are regularly audited for compliance with international standards such as ISO 9001 and ISO 14001. Special attention is paid to energy efficiency, resource optimisation, and minimisation of waste and emissions.

By continuously investing in technology, skills and process optimisation, Hager ensures that our production activities contribute to sustainable growth, resource efficiency, and the delivery of high-quality, reliable solutions for customers worldwide.

Actors

The main stakeholders in this step are our production employees, manufacturing engineers, plant managers, quality control teams and software developers. Supporting functions such as maintenance, environmental management, health and safety, and digitalisation play a crucial role in ensuring that manufacturing operations run safely, efficiently, and in accordance with our sustainability and compliance objectives.

Collaboration between operations, supply chain, procurement, and Research and Development (R&D) teams ensures that manufacturing processes are aligned with design requirements and evolving sustainability standards. External stakeholders such as third-party auditors, regulatory authorities and equipment suppliers may also be involved, to certify compliance and introduce innovative manufacturing technologies.

Continuous training and stakeholder engagement programmes support the upskilling of our workforce, strengthen our culture of safety and responsibility, and underpin our commitment to sustainable and responsible manufacturing.

Sustainability impact



SDG 6: Improving water efficiency in factories



SDG 7: Improving energy efficiency in own office buildings



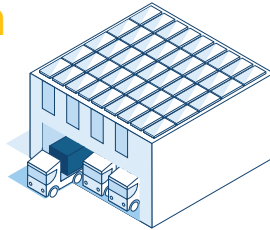
SDG 8: Zero fatalities and reducing Lost Time Incidents rate



SDG 13: Reducing absolute Scope 1 & 2 GHG emissions and CO₂ intensity in factories



4 Downstream



Logistics

Description

Our logistics operations connect Hager manufacturing operations with our distribution partners worldwide. This step includes warehousing, inventory management, and the efficient movement of products.

Our logistics strategy focuses on reliable, timely deliveries and optimised transport routes to minimise costs and environmental impact. We use digital tracking systems and energy-efficient vehicles where possible to reduce emissions and resource use. Compliance with relevant regulations and standards is strictly maintained, supporting safe and transparent delivery processes.

Actors

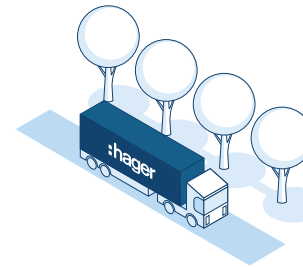
In this step the key stakeholders are our logistics teams, warehouse operators, supply chain managers, and transport partners. They co-ordinate closely with sales, customer service, project management, and aftersales teams to ensure efficient handling of standard and project-specific deliveries. External stakeholders, including logistics providers and local transport companies, are integral to executing these activities in line with our quality, safety, and sustainability requirements.

Sustainability impact



SDG 13: Reducing absolute Scope 3 GHG emissions

5



Distribution

Description

This step involves the distribution of our products and solutions to customers, combining product supply with bespoke project support.

Actors

Distribution operations are deeply rooted in strong partnerships with electrical wholesalers and other external partners. These collaborations ensure broad market access, expert implementation, and the delivery of innovative, customer-focused solutions that align with evolving industry needs.

Sustainability impact



SDG 7: Enabling more energy efficient buildings and industry

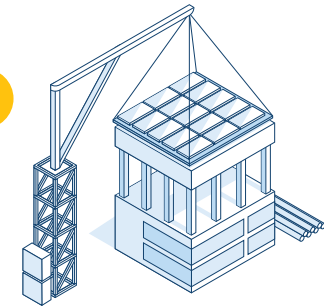


SDG 11: Supporting more affordable housing and energy



SDG 13: Enabling more carbon-efficient buildings and industry

6



Installation

Description

This step involves the assembly, integration, and commissioning of Hager products and systems at customer sites. This ensures that products – ranging from standard electrical equipment to integrated energy management and EV charging solutions – are safely and effectively put into operation.

Actors

Installation is carried out by qualified electrical installers. Compliance with safety standards, technical specifications and relevant regulations are strictly observed, supporting reliable performance and minimising environmental and safety risks.

Sustainability impact



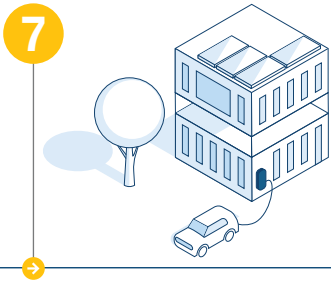
SDG 7: Enabling more energy efficient buildings and industry



SDG 11: Supporting more affordable housing and energy



SDG 13: Enabling more carbon-efficient buildings and industry



Use phase

Description

The use phase covers the period during which our products, systems and solutions are operated by customers in residential, commercial, and industrial buildings. This stage is crucial for delivering value through reliable, safe and energy-efficient performance, whether for standard electrical installations, integrated building systems, or advanced energy management solutions and services.

During the use phase our customer support systems, digital tools, installers with technical guidance, and aftersales services ensure maximum performance, longevity, and user safety. Our solutions and services facilitate energy optimisation, maintenance and upgrades, helping customers reduce operational cost and environmental impact.

Customer feedback and operational data are systematically gathered to improve products, inform future development, and support sustainability and compliance objectives.

Actors

Stakeholders include end users (homeowners, building operators, facility managers), Hager customer support and service teams. Collaboration with maintenance contractors and building management teams also plays a vital role in ensuring optimal operation and compliance.

Sustainability impact



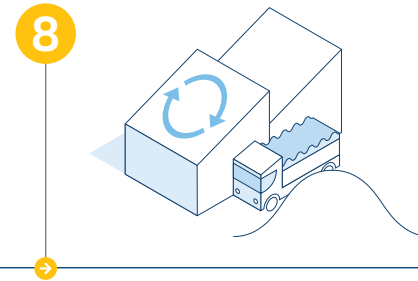
SDG 7: Enabling more energy efficient buildings and industry



SDG 11: Supporting more affordable housing and energy



SDG 13: Enabling more carbon-efficient buildings and industry



End of life

Description

The end-of-life stage addresses the processes involved when our products, systems or components reach the end of their useful life. This step includes collection, disassembly, recycling, and responsible disposal in compliance with applicable regulations such as the Waste Electrical and Electronic Equipment (WEEE) Directive.

Our environmental commitment includes optimising our resource use and integrating circular economy principles. Accordingly, our product design and manufacturing priorities are shifting towards circularity, promoting recyclability, resource recovery, and the minimisation of environmental impact. Through partnerships with certified waste management providers we aim to maximise material recovery and minimise landfill waste.

Actors

Key stakeholders include end users, facility managers, waste management companies, and recycling partners. Co-ordination with local authorities and compliance schemes ensures that all legal and environmental requirements are adhered to.

Sustainability impact



SDG 12: Reducing landfill waste from production

02

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Materiality assessment



“Double materiality has been a mindset-shifter for us. It challenges us to develop processes that link our sustainability performance to our financial performance.”

Identifying sustainability impacts, risks, and opportunities in our value chain heat map, quantifying them, and developing corresponding mitigation plans is a language that everyone in the business is able to speak. Only by listening to all stakeholders internally and externally, regularly, have we built a strategy that is truly inclusive.”

Samir Rouini
Sustainability Excellence
and Reporting Manager



In order to ensure that Hager is fully compliant with socio-environmental best practice, and to ensure that all our stakeholders can be completely confident in our commitment to sustainability – including the organisational strategies and actions which flow from this – we undertake an annual materiality assessment.

Materiality assessments are used to evaluate the environmental, social and governance (ESG) issues that are most relevant and impactful (ie material) to the reporting organisation and its stakeholders.

Hager conducts a double materiality assessment; one which considers both financial materiality (impacts on Hager) and impact materiality (the impact of Hager on people and our planet).

This process is at the heart of sustainability reporting. It is a vital benchmark for Hager as it evaluates the effectiveness of our decision-making, and acts as a guide for future action. For our stakeholders it provides a clear indication of our ambitions and achievements – the progress we are making in shaping the sustainable electrical world of tomorrow.

This process involves active collaboration across our entire value chain, engaging suppliers, customers, and other key partners to identify, assess, and address material sustainability issues. By fostering open dialogue and shared responsibility we integrate diverse perspectives and expertise into our E3 framework (Ethics, Employees and Environment – see later in this report), aligning closely with stakeholder expectations. This enables us to prioritise issues significant from both impact and financial viewpoints, ultimately driving organisational resilience and inclusivity.

**02.1**

Methodology

[GRI 2-29 General disclosure](#)
[GRI 3-1 and 3-2 Material topics](#)
[ESRS 2 SBM-2 §45 and](#)
[IRO-1 §53 General disclosure](#)

In 2023 we updated our double materiality assessment methodology to ensure alignment with the requirements of the Corporate Sustainability Reporting Directive (CSRD). The revised approach draws on the Materiality Assessment Implementation Guidance published by the European Financial Reporting Advisory Group (EFRAG) in December 2023.

Given that the methodology is already aligned with CSRD requirements, no fundamental changes were necessary in 2024. However, this year the assessment was further refined by enhancing the granularity of the analysis – specifically by incorporating ESRS sub-topics and sub-sub-topics into the impact and financial materiality identification process.

The materiality assessment methodology is a four-phase process: understanding, identification, assessment, and finalisation.

01

Understanding

high-level sustainability context of its activities and business relationships



02

Identification

of actual and potential Impacts, Risks, and Opportunities (IROs) of Hager Group's relevant sustainability topics



03

Assessment

of the outward and inward impacts of Hager Group's relevant sustainability topics



04

Finalisation and validation

of the most significant (material) topics relevant to Hager Group operations





02.1.1

Phase 1. Understanding

02.1.1.1

Understanding the company context

We have reviewed our business landscape, including sectors of operations, value chain dynamics and key drivers of value creation. This comprehensive assessment includes upstream, own operations, and downstream activities, ensuring an holistic perspective that aligns with strategic priorities.

For this reporting year our sustainability data is primarily based on our 2022 assessment. However, we have supplemented this with updated information to include details related to recent acquisitions.

02.1.1.2

Stakeholder mapping and engagement

Stakeholder mapping and engagement are an important next step. Having a clear picture of all our stakeholders, their interests and the dynamics of their interaction within our collaborative value chain, is essential for a full understanding of our sustainability impact.

Engagement analysis is undertaken by stakeholder group, ensuring comprehensive alignment across the entire value chain.

Our stakeholders are grouped as follows:

Members of the Hager family

Hager family members serve as key stakeholders and principal shareholders of the company, playing an active role in shaping the long-term vision and strategy for Hager. Their involvement ensures that the business remains anchored in responsible entrepreneurship, sustainable growth and generational continuity.

Engagement with the family occurs through regular board meetings – where two out of six Supervisory Board members are family representatives – as well as through shareholder meetings, sustainability-focused discussions, and other informal exchanges.

Customers

As a business which is fully committed to customer-centricity as an enabler of growth, our customer relationships are a core focus. Environmental sustainability is a topic for engagement with Hager customers across a range of channels, including customer fairs, customer service key account manager relationships, customer requests and sustainability partnerships.

Suppliers

This component of our value chain is critical for Hager in delivering successfully for our customers. Strong supplier partnerships sustain our operations, and having a partnership mindset ensures these relationships continue to be mutually beneficial. Embedding sustainability across this group is supported by training and special projects, on-site audits, and ongoing relationship management.

Employees and social partners

Our employees and the wider families and social networks of which they are part, across age, role, location and all diverse identities, are the most important asset that Hager has. The health and safety, wellbeing and professional development of our people are essential elements of our organisational resilience.

“Sustainability does not end with the manufacturer. The double materiality analysis makes it clear how important it is to work together along the entire supply chain – with clear data, common standards and an open exchange.”

Christopher Hatz
Sustainability Manager,
Alexander Bürkle¹

¹ Alexander Bürkle, one of our business partners was consulted during the finalisation and validation of the double materiality assessment (DMA) results. Their input supported the alignment of our assessment with stakeholder expectations. For more information about Alexander Bürkle, please visit: <https://web.alexander-buerkle.com/de>.





We engage in many ways, including annual development interviews and surveys, learning, personal and career development, collective bargaining, dialogue with works councils and other representative bodies, and the Hager Awards, which recognise and reward innovation that drives sustainable growth across our value chain.

Government and civil society

We interact with governments and civil society groups globally around a wide range of policy and regulatory issues. We provide policymakers with insights into how our products and technologies support the transition to a low-carbon society, and advocate for increased investment in electrical distribution grids, transportation, industrial processes and urban infrastructure, as an effective policy position for decarbonisation.

Community

The communities we are proud to be a part of are the bedrock of our operations. Ensuring the wellbeing of our communities is driven by engagement, consultation, dialogue with community organisations, contributing to community initiatives, charitable giving, and more structured activities carried out under the auspices of the Peter und Luise Hager Foundation (see the Ethics section of this report for more information).

Nature

We recognise nature as a silent stakeholder, whose health is essential to the resilience of our operations and society. By engaging with nature, albeit indirectly, we seek to reduce our environmental footprint, protect biodiversity, and support the transition to a sustainable economy, fully aligned with our long-term value creation ambitions.

Our engagement is realised through various proxies, including collaboration with sustainability experts and scientific institutions, our decarbonisation commitments under the Science Based Targets initiative (SBTi), conducting biodiversity impact assessments, and ongoing pollution monitoring.

Building on our regular stakeholder engagement throughout the reporting cycle, we have also actively engaged with stakeholder groups during this double materiality assessment cycle, categorising stakeholders as *users*, *affected stakeholders*, or *both* (per ESRS), and as *external* or *internal stakeholders*.

Engagement with stakeholders has been conducted through a combination of direct interactions and representative proxies, tailored to each stakeholder group.

Using this data we are able to map value chain stakeholder expectations, and derive insight into our level of achievement against expectation, as perceived by stakeholders. Our organisational goal is for Hager to achieve scores which qualify as Leadership level, as defined by ESRS criteria.

Stakeholders/functions	Stakeholder type according to ESRS (user/affected)	Stakeholder classification (external/internal)	Interaction
Members of the Hager family	affected	internal	direct
Employees	affected	internal	direct
Workers in the value chain	affected	external	proxy
Business partners and suppliers	both	external	direct
Consumers and end users	affected	external	direct
Local communities	affected	external	proxy
NGOs, initiatives, and associations	both	external	proxy
Public authorities and regulators	both	external	proxy
Nature (silent stakeholder)	affected	external	proxy
Investors*	user	external	none
Lenders	user	external	proxy
Financial institutions	user	external	proxy
Academics and analysts	user	external	direct

* As a family-owned business Hager has no external investors. Investments are internally financed through revenue.

02.1.2

Phase 2. Identification

02.1.2.1

Identification of sustainability topics

The first step in the identification phase is to conduct an initial scoping exercise, to identify which sustainability topics are potentially material for Hager. This assessment is based on our sectoral context, business model, geographic footprint, and the expectations of our

stakeholders. The aim is to achieve a comprehensive overview of all relevant sustainability topics, including but not limited to those explicitly covered under the ESRS, to ensure no material matter is overlooked.

Source material includes internal sustainability and financial reports, external regulatory frameworks (eg ESRS, GRI), sectoral research, third-party databases, and peer materiality assessments. In addition, insights gathered from stakeholder engagement are incorporated, to enhance the completeness of the assessment.

The sources used are grouped into three categories:

Sector-agnostic (widely applicable)	Sector-specific (relevant to the electrical and energy sectors)	Entity-specific (unique to Hager operations and our value chain)
ESRS European Sustainability Reporting Standards, July 2023	SASB Electrical & Electronic Equipment 2018	Hager 2023 sustainability report
GRI Global Reporting Standard 2021	GRI Global Reporting Standard 2021	
DNK Deutscher Nachhaltigkeitskodex 2022	Sustainability for electronics initiative	
World Economic Forum The Global Risks Report 2023	MSCI (ESG industry materiality map)	
	Peer/benchmark analysis <ul style="list-style-type: none">ABB integrated report 2024Eaton sustainability report 2023Schneider Electric sustainability report 2024Legrand integrated report 2024	

“We need strong, trust-based partnerships to jointly develop innovative solutions for the major challenges facing our industry.

For us, this means bringing intelligence into buildings – in a way that is economically viable, future-ready, and delivers real value for people and the environment.”

Stephan Thoenissen,
Head of Sustainability ESG,
LEG Management GmbH¹



¹ LEG Management, one of our business customers, was consulted during the finalisation and validation of the double materiality assessment (DMA) results. Their input supported the alignment of our assessment with stakeholder expectations. For more information about LEG Management, please visit: <https://www.leg-wohnen.de>.



Initially a comprehensive inventory of topics spanning these categories is compiled. During the exercise, this exhaustive list comprised over 400 entries, subsequently streamlined into 21 potential sustainability topics – a level of granularity consistent with ESRS requirements.

To enhance the granularity of our assessment and align with ESRS topic standards we have made adjustments to our listed sustainability and material topics.

The list of sustainability topics shortlisted remains the same as the previous reporting year, with the exception of product sustainability¹, which has been omitted, leaving 20 in total. To ensure a more granular data materiality, previous general topics have been broken down to more specific themes (general pollution becomes three distinct sustainability topics: pollution to air, pollution to soil, pollution to water).

The 20 sustainability topics which are identified as being relevant to Hager operations are as follows:



Environment

- Climate change mitigation and adaptation
- Energy
- Pollution (air)
- Pollution (soil)
- Pollution (water)
- Substances of concern (and very high concern)
- Water
- Marine resources
- Biodiversity and ecosystems
- Resource use and circularity
- Waste



Social

- Employee engagement and labour rights
- Talent attraction, training and development
- Occupational health and safety
- Diversity and inclusion
- Workers in the value chain
- Affected communities
- Product safety



Governance

- Business conduct
- Data security

02.1.2.2

Value chain heat map

In the identification phase we also conduct a value chain heatmapping exercise to identify where the most significant sustainability impacts, risks, and opportunities (IROs) could potentially occur across our operations.

This analysis covers the entire value chain, including both upstream and downstream activities, and provides early insights into the areas where sustainability topics may be most concentrated. From our perspective this step has been essential in guiding the IRO assessment in a focused and resource-efficient manner.

By identifying potential hotspots early on we are able to prioritise where to apply deeper due diligence and where to engage stakeholders more intensively. This approach helps us understand where we are most likely to encounter regulatory exposure, reputational sensitivities, or business model implications related to environmental and social matters.

¹ In the context of our double materiality assessment, the topic “product sustainability” is not to be considered a standalone sustainability theme any longer because its core aspects are typically integrated into or addressed by other, more specific material topics like energy, climate, consumer health and safety.



Estimated impact ● High ● Moderate ● Low ○ None

	Sustainability matter	Value chain step 1	Value chain step 2	Value chain step 3
		Upstream	Own operations	Downstream
		Direct and indirect suppliers	Development and product design / Production and manufacturing	Retail / Distribution and transport / Installation / Use phase / End of life
01	Climate change mitigation and adaptation	●	●	●
02	Energy	●	●	●
03	Pollution of air	●	●	○
04	Pollution of soil	●	●	●
05	Pollution of water	●	●	●
06	Substances of concern and very high concern	●	●	●
07	Water	●	●	○
08	Marine resources	●	○	○
09	Biodiversity and ecosystems	●	●	●
10	Resource use and circularity	●	●	●
11	Waste	○	●	●
12	Employee engagement and labour rights	○	●	○
13	Talent attraction, training and development	○	●	○
14	Occupational health and safety	○	●	○
15	Diversity and inclusion	○	●	○
16	Workers in the value chain	●	●	○
17	Affected communities	●	●	○
18	Product safety	○	●	●
19	Business conduct	●	●	●
20	Data security	○	●	●



02.1.3

Phase 3. Assessment

02.1.3.1

Impacts, risks and opportunities (IROs)

The next step is to carry out a structured assessment of actual and potential impacts – both positive and negative – as well as any related risks and opportunities for each sustainability topic which has been identified. We conducted our in-depth analysis in line with the ESRS sub-topics and sub-sub-topics.

Each topic was examined individually to determine whether the associated impacts, risks and opportunities are:

- Actual, potential, or both (in cases where evidence of current impact and reasonable likelihood of future occurrence co-exist).
- Negative or positive.
- Operational, regulatory, or reputational.
- Likely to involve adverse impacts on human rights.
- Going to have short-, medium-, or long-term environmental effects.

This IRO identification assessment is carried out using a three-step approach:

- Desk research is conducted to identify the potential IROs linked to the 20 sustainability topics identified as being material to the Hager value chain and

our operations. This draws on internal reports, industry publications, academic studies and third-party sustainability databases, and leads to the identification of numerous potential IROs which, although relating to Hager activities, remain relatively high level. While these IROs are general in nature at this stage, they provide a valuable foundation for further validation and refinement through expert interviews.

- Expert interviews are then conducted to fine-tune the IRO list and obtain input on the severity/magnitude and likelihood of each. The IROs identified through desk research are used as a basis for conversations with the experts, who were invited to challenge them and add to the list where necessary.

A total of 20 interviews were conducted, 14 internal and six external, in which the experts shared their knowledge on selected topics. Experts were selected based on their sustainability matter(s) competency. In some cases, experts were only asked to discuss one sustainability matter, and in other cases, they shared their knowledge on more than one.

This dual approach – combining desk research with stakeholder feedback – ensures that our identification of IROs

is both comprehensive and evidence-based. It also allows for the validation of causal relationships between identified impacts and associated financial risks or opportunities.

- Hager due diligence processes are systematically integrated into the IRO identification process. These procedures include ongoing risk monitoring, supply chain assessments, grievance mechanisms, and ESG evaluations conducted across our value chain as part of our broader sustainability governance framework.

Insights from due diligence were used to identify actual adverse impacts that may not have been identified through expert interviews and stakeholder engagement alone, particularly in relation to complex value chain risks (eg labour conditions, environmental harms).

Due diligence supports the verification of potential impacts and enables the assessment of severity, scope, and irremediability, especially in cases involving human rights. Due diligence also informs the ongoing monitoring and review of IROs, ensuring that the materiality assessment reflects our dynamic risk environment and evolving sustainability context.

02.1.3.2

Impact materiality assessment

To assess the impact materiality of the identified sustainability matters we next conducted a structured evaluation process.

The core of the assessment is the evaluation of each impact based on two dimensions: severity and likelihood. Severity is assessed using the following three sub-criteria, consistent with ESRS materiality guidance:

- **Scale:** the gravity or seriousness of the impact.
- **Scope:** the extent or number of people, ecosystems, or geographies affected.
- **Irremediable character:** the degree to which the impact can be mitigated, reversed, or remedied.



Likelihood was assessed based on the probability of an impact occurring within the context of Hager activities, considering both internal operations and value chain dependencies.

Each of the criteria is rated on a scale from one to four, where four represents the highest level of severity or likelihood. This scoring ensures comparability across topics and provides a consistent, transparent basis for the impact materiality analysis.

In line with ESRS 1 §54, for any impact with potential adverse implications on human rights the highest severity score of four is automatically assigned. This approach reflects the ESRS requirement to prioritise severity over likelihood in such cases, recognising that even low-probability human rights impacts may require urgent attention due to their potential gravity and irreversibility.

Impact materiality scoring criteria

Negative score

=

Average
scale, scope,
irremid. character

×

Likelihood

4

Positive score

=

scale + scope

3

×

Likelihood

4

Severity Scale	Scope	Irremediable character	Likelihood
How serious is the impact?	How widespread is the impact?	How hard is it to counteract or make good the resulting harm?	How likely is the impact?
Scale from 1 to 4	Scale from 1 to 4	Scale from 1 to 4	Scale from 1 to 4
1 Low	1 Low	1 Not difficult to remedy	1 Very unlikely (< 5%)
2 Medium	2 Medium	2 Difficult to remedy	2 Unlikely (5% – 49,9%)
3 High	3 Widespread	3 Very difficult to remedy	3 Likely (50% – 75%)
4 Absolute	4 Global	4 Irremediable	4 Very likely (> 75%)

02.1.3.3

Financial materiality assessment

To assess financial materiality, each sustainability topic is scrutinised as to its potential financial impact and the likelihood thereof. Unlike impact materiality, financial materiality does not differentiate between stages of the value chain as the financial effects are anticipated to directly affect Hager.

Risks and opportunities are then categorised as either operational, regulatory, or reputational. Next, the time horizon for each is assessed (short, medium, or long term) with respect to potential impact upon our financial position, cash flows, access to finance, and cost of capital.

Two criteria are now applied: likelihood and magnitude. Likelihood measures the probability of the occurrence of financial risk, while magnitude delineates its scale. As with impact assessment, further desk research and the ESG scoring from the stakeholder engagement phase are also now factored in.

Financial materiality scoring criteria

Overall score

=

Potential magnitude

×

likelihood

4

Potential magnitude of financial effects	Likelihood
What is the potential magnitude of the financial effect?	How likely is the financial effect?
Scale from 1 to 4	Scale from 1 to 4
1 Low	1 Very unlikely (< 5%)
2 Medium	2 Unlikely (5% – 49,9%)
3 High	3 Likely (50% – 75%)
4 Absolute	4 Very likely (> 75%)

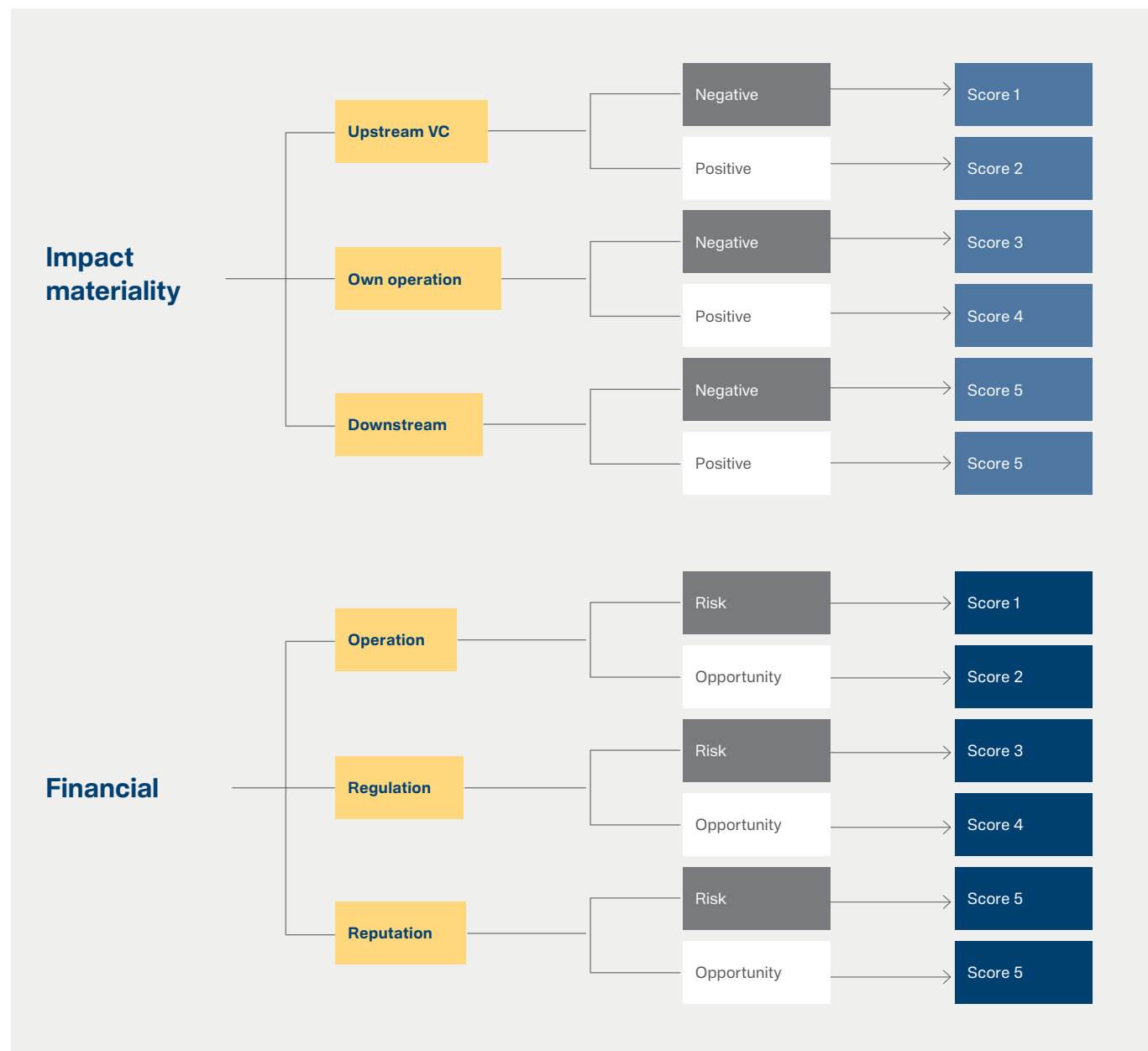
**02.1.3.4****Sustainability topic scoring**

The scoring methodology used in both the impact and financial materiality assessments results in up to six distinct scores for each sustainability topic. For impact materiality these scores reflect combinations of actual and potential impacts across the three stages of the value chain: upstream, own operations, and downstream. For financial materiality these scores reflect combinations of risks and opportunities across three categories: operations, regulation and reputation.

To ensure a precautionary and risk-sensitive approach, the highest of the six scores is used to determine the overall impact materiality of each sustainability topic.

This reflects the principle that even a single high-impact occurrence – regardless of its location in the value chain – may justify prioritisation under ESRS due diligence and disclosure requirements. The same principle applies to human rights-related matters, where severity takes precedence.

This approach enables a structured and transparent consolidation of scoring results, ensuring that material topics are not underestimated due to segmentation across different parts of the value chain or IRO type.





02.1.3.5

Double materiality assessment matrix

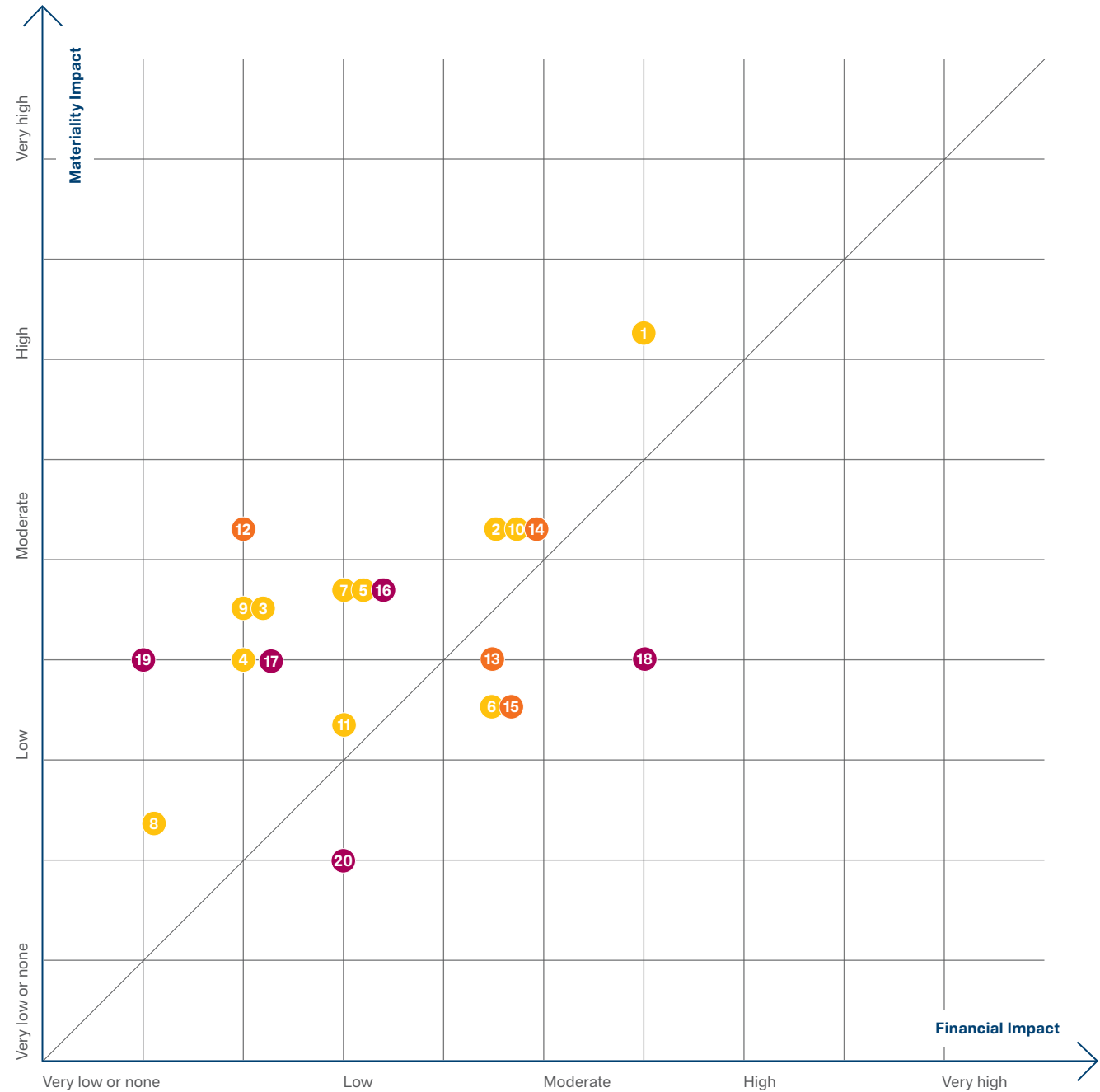
Key

- Environment
- Employees
- Ethics

Scale of Impact

- 0 ≤ Very low or none < 1.5
- 1.5 < Low < 2.5
- 2.5 ≤ Moderate < 3.5
- 3.5 ≤ High < 4.5
- 4.5 < Very high

- 1 Climate change mitigation and adaptation
- 2 Energy
- 3 Pollution of air
- 4 Pollution of soil
- 5 Pollution of water
- 6 Substances of concern and very high concern
- 7 Water
- 8 Marine resources
- 9 Biodiversity and ecosystems
- 10 Resource use and circularity
- 11 Waste
- 12 Employee engagement and labour rights
- 13 Talent attraction, training and development
- 14 Occupational health and safety
- 15 Diversity and inclusion
- 16 Workers in the value chain
- 17 Affected communities
- 18 Product safety
- 19 Business conduct
- 20 Data security





02.1.4

Phase 4. Finalisation and validation of material topics

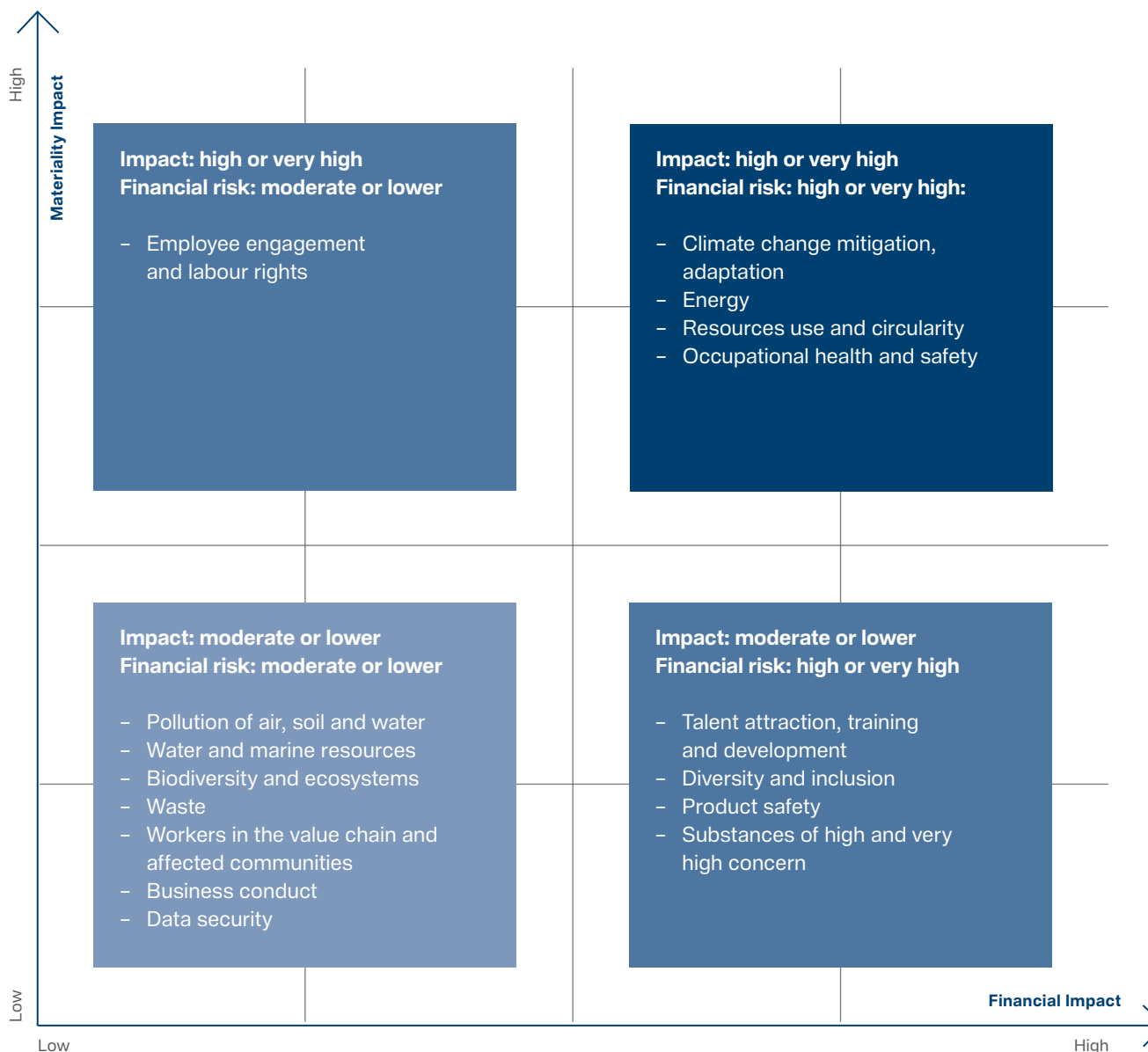
To define materiality we set a threshold for the scoring of the different sustainability topics beyond which a topic is considered material, when scored against four criteria: positive or negative impact materiality, risk, or opportunity financial materiality. In this step we define the threshold and the rationale therein.

For impact materiality the threshold is 2,6 (overall score) and for financial materiality the threshold is 2,2 (overall score). The threshold for identifying the most material topics has been determined based on strategic and business relevance. The threshold has been set at a level where the topics above it represent those that pose substantial risk, create significant opportunity, or are critical to achieving our sustainability and corporate objectives.

This ensures that reporting efforts focus on issues that require active management and disclosure, maintaining alignment with our strategic sustainability commitments and regulatory compliance.

This assessment resulted in nine of the 20 topics being rated as material for Hager operations, our value chain and downstream activities, in regard to their impact on the economy, environment and people, including human rights.

Double materiality assessment matrix





02.2

Key learnings

The Hager approach to sustainability and responsible business practice is structured around the continuous identification and management of material topics, impacts, risks, and opportunities (IROs). These efforts are embedded in our E3 framework – Ethics, Environment and Employees – which informs our governance, innovation and stakeholder engagement.

Hager emphasises collaborative value chain creation through transparent partnerships with suppliers and stakeholders, aiming to co-develop solutions that support decarbonisation and uphold environmental and social standards.

Under our Blue Planet Commitment (see later in report), Hager integrates principles of resource efficiency, circularity and low-carbon innovation into product development. Tools such as lifecycle assessments and eco-design are employed to reduce environmental impact and enhance sustainability across the value chain.

Product safety is treated as a fundamental ethical and customer obligation. Hager maintains rigorous internal controls and works closely with suppliers to identify and mitigate risks early, including efforts to phase out substances of concern and ensure regulatory compliance.



Our new Human Sustainability programme, which is fully aligned with our Project 2030 goals, promotes employee wellbeing, inclusion and skills development. Occupational health and safety is prioritised through a centralised governance model and proactive safety culture initiatives, including Behaviour-Based Safety (BBS) and risk management.

Together these initiatives reflect the Hager commitment to embedding sustainability into our long-term transformation, creating shared value for stakeholders while advancing our social and environmental goals.

“The circular economy starts with product design. Anyone building today has to think about how materials can be recycled or reused in 30 or 50 years time.

This long-term perspective is essential in prefabricated construction, which characterises our industry. It is encouraging to see companies like Hager addressing these issues at an early stage and thus providing important impetus for the further development of sustainable construction concepts.”

**Georg Lange
Managing Director,
Bundesverband Deutscher Fertigbau¹**

¹ Bundesverband Deutscher Fertigbau, one of our business partners, was consulted during the finalisation and validation of the double materiality assessment (DMA) results. Their input supported the alignment of our assessment with stakeholder expectations. For more information about Bundesverband Deutscher Fertigbau, please visit: <https://www.fertigbau.de>.

[Read more about Project 2030 →](#)

01



Take responsibility
and leadership in
addressing
climate change



Project 2030:
Environmental
Sustainability programme

02



Cultivate a corporate
culture centred on
collaboration, learning
and innovation



Project 2030:
Organisational resilience stream
Human Sustainability programme

03



Drive leadership in the
energy transition, circular
economy and managing
substances of concern
(and very high concern)



Project 2030:
Environmental
Sustainability programme

04



Ensure a safe
and healthy work
environment



Project 2030:
Organisational resilience stream
Human Sustainability programme



03

E3: An integrated sustainability framework

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03.1

Our sustainability commitment

ESRS 2 SBM-1 §40 General disclosure

Sustainability is a shared journey – one that shapes every stage of our value chain, from sourcing to end-of-life. At Hager we are committed to advancing this journey together with our partners, customers and stakeholders, with our respect for people and the environment guiding each step.

We have embedded our belief in building a sustainable future through collaboration into the heart of our sustainability framework, E3, which focuses on Ethics, Employees and the Environment.

E3 is our vision for upholding ethical business practices, creating an inclusive and healthy workplace, and delivering reliable, future-proof, low-carbon solutions in partnership with our suppliers, customers and other stakeholders.

As noted elsewhere in this report, our business is in a privileged position: we have the capacity to make positive change in people's lives, and in the life of the communities in which we operate. By placing sustainability at the heart of everything we ensure that we thrive, and so does the world around us.

E3 forms an integral part of our overall Project 2030 strategy. Detailed reports on our interconnected activities around Ethics, Employees and the Environment follow this introductory section. A brief summary of each topic is included here.

Ethics

Ethics is at the core of our approach to business, guiding responsible conduct across our operations and value chain. Our commitment is reflected through ongoing ethics training, a secure integrity alert system, and clear expectations for all stakeholders upstream and downstream.

We seek to uphold human rights, ensure fair and safe working conditions, and maintain transparent sourcing practices, reinforced by our adherence to international standards such as the UN Global Compact and OECD Due Diligence Guidance¹.

Employees

Employees are central to our long-term success and sustainability journey. Hager fosters an inclusive environment where everyone can fulfil their potential through lifelong learning and meaningful career development, supported by initiatives such

as Early Careers and Eureka. The health, safety and wellbeing of our workforce are fundamental priorities, embedded in our policies and practices across all sites.

We strive to create a workplace that values diversity and equal opportunities, and encourages collaboration across generations. Our commitment is further reinforced by our Diversity Charter and ongoing investment in employee development, through which our aim is to cultivate an environment where individuals feel respected, supported and able to thrive.

In 2025 we are reinforcing this commitment with the launch of our Human Sustainability programme, which will advance our ambition in this pillar of the E3 framework. This programme builds on our existing efforts and provides a structured approach to support employees in a workplace that strives to be inclusive, empowering and responsive to future needs.

Environment

The environment is a central pillar of Hager sustainability strategy, guiding our efforts to reduce GHG emissions and minimise the environmental impact of our operations.

Through our Blue Planet Commitment we implement robust action plans to minimise CO₂ emissions, reduce waste and advance circular economy practices across our value chain. We also prioritise eco-design, invest in innovative energy solutions, and leverage digital transformation to optimise resource use and operational efficiency.

By creating long-lasting products, by continuously improving their environmental performance, and by engaging partners and customers on this journey, we strive to enable low-carbon living and support the global climate targets set by the Paris Agreement.

Since 2021 our efforts have been structured and accelerated through our Environmental Sustainability programme, the Blue Planet Commitment, which provides a comprehensive framework to drive progress in this pillar of our E3 approach.

This programme ensures alignment across major environmental initiatives, enabling us to scale impact, track performance and continuously improve.

¹ OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas.



03.2

E3: alignment with UN SDGs and material topics

The United Nations Sustainable Development Goals (UN SDGs) provide a universal framework for addressing the world's most urgent environmental, social and economic challenges by 2030.

At Hager we recognise that contributing to these global goals is a matter of corporate responsibility, as well as a strategic imperative for long-term business success.

Our E3 framework is deliberately structured to advance progress towards the SDGs most relevant to our business and stakeholders. Through regular updates to our yearly double materiality assessments we have identified the sustainability topics where our operations have the greatest impact and where we are most exposed to financial risks and opportunities. These material topics form the foundation of our E3 strategic priorities.

By mapping our E3 framework to the relevant SDGs and integrating the disclosure requirements of ESRS and GRI standards, we ensure a consistent and transparent approach to sustainability management and reporting. This alignment maximises the effectiveness of our actions, strengthens our contribution to shared global objectives, and supports compliance with the latest regulatory expectations under the CSRD.

Our approach enables us to create value for our stakeholders, benchmark our progress against international standards, and drive continuous improvement in all areas of sustainability.

Alignment of SDGs and our E3 framework



Environment



Relevant GRI Standards

- GRI 204 – Procurement Practices
- GRI 301 – Materials
- GRI 302 – Energy
- GRI 305 – Emissions
- GRI 308 – Supplier Environmental Assessment

Relevant ESRS Topics and Sub-topics

- ESRS E1 – Climate Change (all topics)
- ESRS E2 – Pollution
 - Substances of concern and very high concern
- ESRS E5 – Resource Use and Circular Economy
 - Resource inflows and outflows



Employees



Relevant GRI Standards

- GRI 401 – Employment
- GRI 403 – Occupational Health and Safety
- GRI 404 – Training and Education
- GRI 405 – Diversity and Equal Opportunity

Relevant ESRS Topics and Sub-topics

- ESRS S1 – Own Workforce (All topics)



Ethics



Relevant GRI Standards

- GRI 205 – Anti-Corruption
- GRI 414 – Supplier Social Assessment
- GRI 416 – Customer Health and Safety

Relevant ESRS Topics and Sub-topics

- ESRS S4 – Consumers and End-Users
 - Personal safety of consumers and/or end-users
- ESRS G1 – Business Conduct
 - Corruption and bribery



03.3

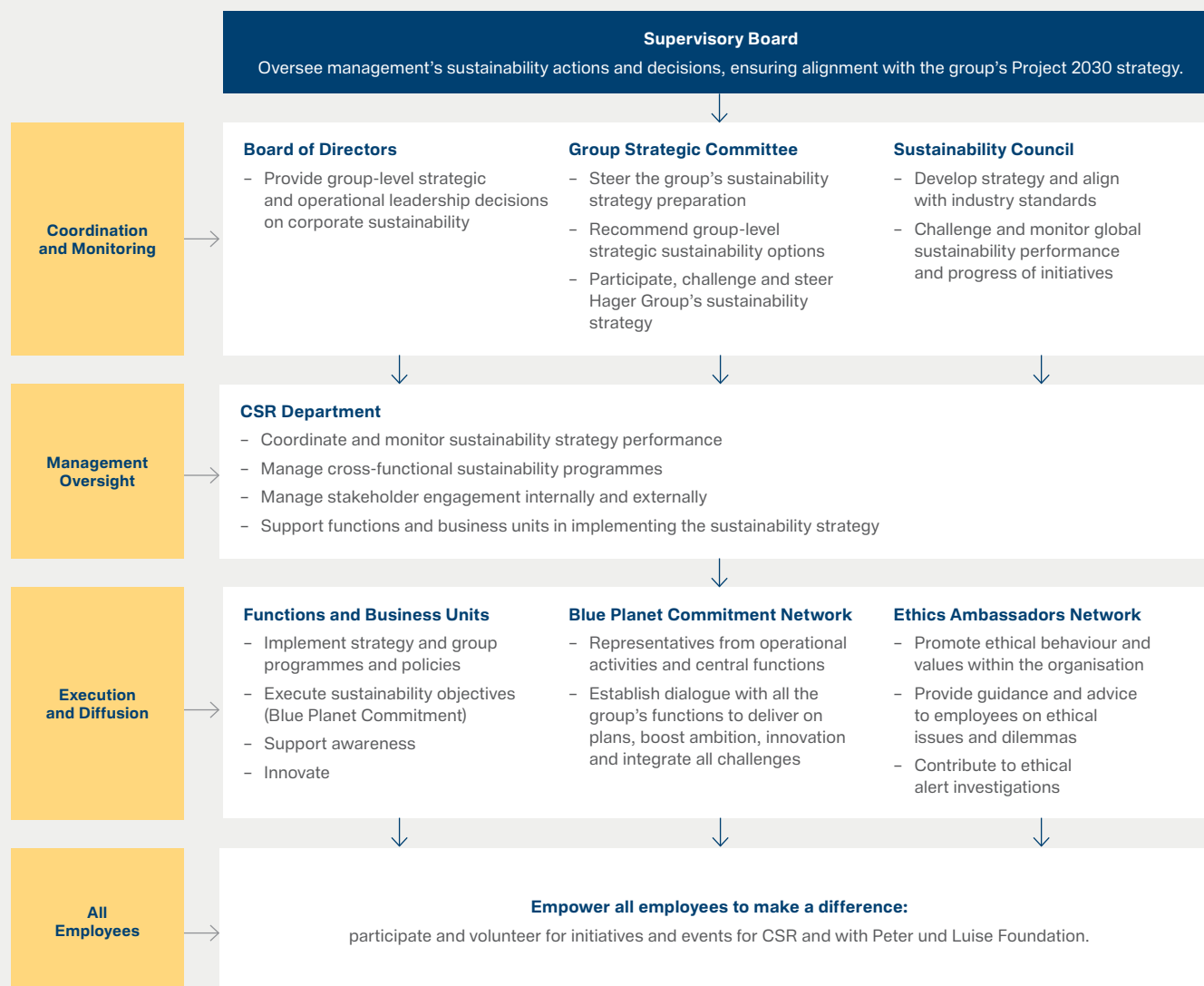
Sustainability governance

[GRI 2-9, 2-13, 2-14 General disclosure](#)
[ESRS 2 GOV-1 §22 and §23 General disclosure](#)

Hager is proud of its long history as a family enterprise. Over 70 years we have taken a flexible approach to the governance of our business, and this has enabled us to respond again and again to a changing world, swiftly and effectively. Adaptable governance structures are essential for success.

Change is still with us, of course. Today's world is changing perhaps faster than at any point in the history of Hager. To ensure our business is future-ready and well-positioned to shape the electrical world of tomorrow we have established a governance model that ensures a clear and effective transition of strategy and action plans from senior leadership to every employee.

Our E3 framework approach is embedded within this governance framework. This ensures that our decisions and actions consistently reflect our values, support responsible business conduct, empower our people, and promote environmental stewardship across our entire value chain.



The sustainability governance framework here illustrates how responsibilities are structured at Hager Group. It shows the roles of our highest governance bodies, management bodies, functional departments, networks, and employees

in steering, coordinating, and implementing sustainability across the organisation. This integrated approach strengthens accountability, fosters innovation, and ensures alignment with long-term Project 2030 strategy.



03.3.1

Sustainability Council: Bridging vision and action

To navigate the complex transition towards sustainable development Hager has established a dedicated Sustainability Council as a central element of our governance architecture. The Council is chaired by the Chief Human Resources Officer (CHRO) and includes senior executives such as the Chief Technical Officer (CTO) and Chief Marketing Officer (CMO), alongside other key business leaders.

This composition ensures comprehensive representation of the different aspects of our business:

- The CHRO represents our people and culture, and social responsibility, ensuring that the human dimension of our operations remains the strategic lever it is today, and that broader value chain societal expectations are integrated into sustainability discussions.
- The CTO offers a forward-looking perspective on operational efficiency and technology. He provides technical and engineering expertise, supporting the development of sustainable solutions and innovation across our products, operations and processes.
- The CMO contributes a perspective grounded in market trends, customer-centricity and external stakeholder engagement, ensuring our sustainability strategy is relevant and competitive.

The primary mandate of the Sustainability Council is to identify material sustainability impacts, risks, opportunities and gaps that may impact our operations and broader value chain. Drawing on this diversity of expertise the Council sets strategic sustainability objectives aligned with our sectoral context and stakeholder expectations. It formulates and reviews key policies, such as the Sustainability Policy and the Blue Planet Commitment programme, ensuring these initiatives are both ambitious and actionable.

A core function of the Council is to act as a governance bridge – translating board-level vision and requirements into operational priorities and measurable actions. Sustainability-related matters addressed by the Council are systematically integrated into board and committee deliberations, supporting informed decision-making at the highest levels. This two-way exchange ensures that sustainability performance, risks and emerging issues are regularly elevated to the Supervisory Board and Board of Directors for review and strategic alignment.

Furthermore, the Council monitors the progress of sustainability initiatives across Hager, providing guidance, challenge and oversight to drive continuous improvement. In doing so the Sustainability Council fosters alignment between strategic intent and operational execution, reinforcing sustainability as a core business driver and a fundamental element of our long-term value creation.



Mike Elbers, Chief Marketing Officer
and member of the sustainability council



Dr. Ralph Fürderer, Chief Technical Officer
and member of the sustainability council



Franck Houdebert, Chief Human Resources Officer
and member of the sustainability council



03.3.2

Incentive policy

[ESRS 2 GOV-3 §29 General disclosure](#)
[GRI 2-19 General disclosure](#)

Hager remuneration policy for our highest governance body and senior executives is composed of a fixed salary and variable pay. Our Hager Group Bonus Scheme is a lever for performance, aimed at enhancing both individual and collective performance to accelerate Hager development and growth.

The structure of the scheme is based on the belief that overall performance is a combination of individual performance (achieved through focused objectives, the demonstration of Hager values, and leadership behaviours), and group performance.

The remuneration framework incorporates key performance indicators (KPIs) linked to impact on group financial performance, the group annual business plan and individual objectives. Group objectives encompass three domains: business, customers and employees.

As part of our commitment to responsible growth, sustainability impact has also become a core component of our performance culture. Also, in 2024, 15% of the variable remuneration for the highest governance body and senior executives was directly tied to health and safety metrics in relation to employees and non-employees working at Hager sites.

This reflects our belief that long-term value creation must go hand-in-hand with environmental and social responsibility, aligning leadership incentives with the ambitions of our sustainability strategy.

This year we have updated our remuneration policy to align with our new People Frame framework (see the Employee section of this report for more information).

In evaluating individual performance we place equal importance on both outcomes and the manner in which they are achieved. As part of this approach, all managers are required to set at least one objective focused on behaviour, inspired by the People Frame, which will carry a weighting of 30% in the overall performance assessment.

Group objectives	KPIs to measure 2025 performance	Definition	Weight
Business	Turnover growth in % vs PY	Group turnover = External sales (w/o Value Added Taxes) and before considering any bonuses or customer settlement discount	25%
	EBIT % Net Sales (Earnings Before Interest and Taxes)	EBIT = Gross margin – Commercial costs/General expenses +/- Extraordinary expenses/Income in # of days	25%
	YE DIO (Days Inventory Outstanding, Financial View, all-in) – Hager Group	Net inventories: Sum of gross stocks – stock depreciations Cost of sales: Sum of material consumption, direct labour and production overhead costs	20%
	New product turnover		15%
	New product timing Mx Piro1		15%
Customers	Forecast accuracy (market demand)	Accuracy of demand for close co-ordination between Sales and Operations to reduce inventory and waste	15%
	OTR (On-Time Received by the Customer) on yearly average performance	Number of order lines received on time or before time by our customers / Number of order lines requested for delivery by the customer during the period	20%
Employees	LTAR (Lost Time Accident Rate)	Number of Lost Time Accidents (LTAs) multiplied by 1.000.000 divided by real working hours LTA: All occupational accidents (without commuting accidents) with one calendar day loss or more	15%



03.4

Embedding sustainability in daily operations

[GRI 2-23 General disclosure](#)

[GRI 3-3 Material topics](#)

[ESRS 2 SBM-1 §40 General disclosure](#)

At Hager we recognise that achieving meaningful and lasting sustainability impact requires more than ambition – it demands integration. That's why we are committed to formally embedding sustainability into our daily operations and across our entire value chain. This approach ensures that our sustainability goals are both aspirational and actionable.

Equally important is our collaboration with external stakeholders – suppliers, partners and customers – who play a critical role in amplifying our impact. Through shared standards, transparent practices and mutual commitment we can drive systemic change and accelerate progress toward our collective goals.

For this purpose Hager has developed a comprehensive sustainability policy. This policy is grounded in the outcomes of our materiality assessment, which identifies the most relevant environmental, social and governance topics for our business and stakeholders.

To address these material topics in a structured and accountable way the policy is supported by a set of dedicated charters and declarations. Each document provides clear principles, commitments and guidelines tailored to specific areas of impact, ensuring consistency and alignment across the organisation and our value chain. The framework includes:

- Environment and Energy Charter
- Ethics Charter
- Declaration of Principles on Respect for Human Rights
- Sustainable Sourcing Charter
- Internal Mobility Charter
- Human Sustainability Charter

These policies are endorsed by our Board of Directors and apply to all entities within the scope of our sustainability reporting, and are communicated internally via the Hager Live! platform and document management system.

For suppliers and business partners, adherence to these principles is contractually required via the Supplier Code of Conduct.

These policy commitments (with the exception of our Mobility Charter) apply throughout our operations, value chain and supplier relationships, and are grounded in internationally recognised standards such as the Universal Declaration of Human Rights, ILO Conventions, the UN Guiding Principles on Business and Human Rights, and the OECD Due Diligence Guidance.

We mandate regular risk-based due diligence aligned with the German Supply Chain Due Diligence Act (LkSG), including supplier risk analysis, targeted conflict minerals reporting, preventative measures (like employee training and updated contracts), and formal grievance mechanisms.

Hager applies the precautionary principle through systematic risk assessments, standardised controls, and robust training to proactively prevent harm to people and the environment.





Goal	Monitoring	Control	Progress Achieved (to Dec 2024)
Ethics	Train 100% of permanent employees (with an email address), on the Ethics Training Programme covering the most material topics (conflict of interest, discrimination and harassment, and corruption and bribery).	Training progress documented and tracked by Hi! University programme. By December 2024 4.804 of 5.979 employees had received this training.	Group Ethics team analyses progress and communicates with function leaders to ensure completion.
	Expand the Ethics Ambassadors network to 30 by the end of 2027 with at least one ambassador at each of our production sites.	Currently 22 ambassadors in ten countries where we have our most significant operations. Recruitment campaigns for ambassadors are run internally. Engagement is validated by management and HR as it is an additional role to the ambassadors' main functions. They allocate a part of their working time to strengthening our ethical culture throughout the business.	
Employee	Reduce LTAR by at least 5% every year until 2030.	Number and rate of recordable work-related injuries are monitored by the Board of Directors since the launch of the safety campaign in Q4 2023.	Focus on Behaviour-Based Safety (BBS). Take corrective and preventive actions to improve safety conditions.
	Promote internal mobility – fill at least 30% of open positions with internal applicants.	Recruiters constantly reporting on mobility type after a position is filled.	SuccessFactors tracks candidates if application is made internally.
Environment	Reduce Scope 1 and 2 emissions by 50% by 2030 from baseline year 2021 (location-based).	The Science Based Targets initiative (SBTi) has validated our objectives. Starting 2023 we are disclosing yearly through the CDP climate change questionnaire to track and verify environmental performance.	Activity data used in calculating the carbon footprint is monitored, incl. energy consumption, on a monthly basis.
	Reduce Scope 3 emissions by 25% by 2030 from baseline year 2021.		
	Reduce non-recyclable plastic packaging by 100 tonnes per year.	SAP operating systems track quantities of sustainable and non-sustainable packaging purchased against objectives.	

“At Hager, sustainable sourcing is a strategic lever for resilience, innovation, and long-term value creation.

We are embedding sustainability into every link of our global supply chain, from supplier selection to end-of-life, in alignment with our climate goals and ethical standards. By fostering collaborative relationships and holding ourselves and our partners accountable we are building a supply ecosystem that supports both our business objectives and a better future for people and the planet.”

Marylène Lombardi
Senior Director,
Head of Direct Sourcing



03.5

Sustainable sourcing

GRI 3-3 Material topics

GRI 308-1&2 Supplier environmental assessment

GRI 414-1&2 Supplier social assessment

ESRS 2 BP-2 §10 General disclosures

ESRS G1-2 §15 Business conduct

03.5.1

Our ambition

As part of our long-term sustainability strategy, and in response to increasing regulations (eg CSDDD, LkSG), we aim to reduce supplier-related sourcing risks by 2030. This commitment supports responsible sourcing, supply chain resilience and sustainable growth.

Our programme focuses on two levers: decarbonising the supply chain and upholding ethics and human rights.

Decarbonisation

- **Target:** 25% reduction in Scope 3 emissions by 2030.
- **Action:** Request product-level carbon footprints, track supply chain greenhouse gas (GHG) data, and use the results to steer sourcing decisions.

Ethics and human rights

- **Target:** Every supplier must agree to our Supplier Code of Conduct: Purchasing Conduct, Ethics & Sustainable Sourcing.
- **Action:** Digital due diligence tools to monitor compliance; issues or violations to be flagged and remedied quickly.

These measures reinforce responsible sourcing¹, supply chain resilience and long-term growth while meeting the 1,5°C climate ambition articulated in the Paris Agreement. The scope of our risk-based approach for sustainable sourcing practices is direct sourcing operations with a gradual onboarding of the remaining purchasing functions.

¹ Following a risk-based approach, the current scope of the sustainable sourcing strategy focuses primarily on direct sourcing. An ambition for indirect sourcing will be phased in progressively.



03.5.2

Supplier Code of Conduct

GRI 205-2 Anti-corruption

At the heart of our supplier relationships is our Supplier Code of Conduct: Purchasing Conduct, Ethics & Sustainable Sourcing, which translates our E3 principles into clear and actionable requirements for all our partners. This code outlines our expectations for ethical behaviour, social responsibility and environmental care, and serves as the foundation for collaboration and mutual trust throughout our supply network.

The acceptance of our Supplier Code of Conduct is a mandatory step in the supplier onboarding process and is also embedded in our contractual agreements. In 2024, over 75% of 215 targeted suppliers¹ have formally committed to our code of purchasing conduct.



Supplier Code of Conduct: Purchasing Conduct, Ethics & Sustainable Sourcing



¹ Suppliers representing 80% of our annual turnover.



03.5.3

Managing supply chain risk: Leveraging AI for real-time ESG risk monitoring

Effective supply chain risk management is crucial for ensuring the integrity of our E3 frame. We use Sphera, an AI-powered ESG and compliance tool, to identify, assess and address human rights, labour and environmental violations within our sourcing activities.

Sphera monitors publicly available data to flag potential ESG risks linked to our tier-

one suppliers, who represent more than 90% of our total procurement spend.

When potential violations occur, we apply a structured four-step compliance process:

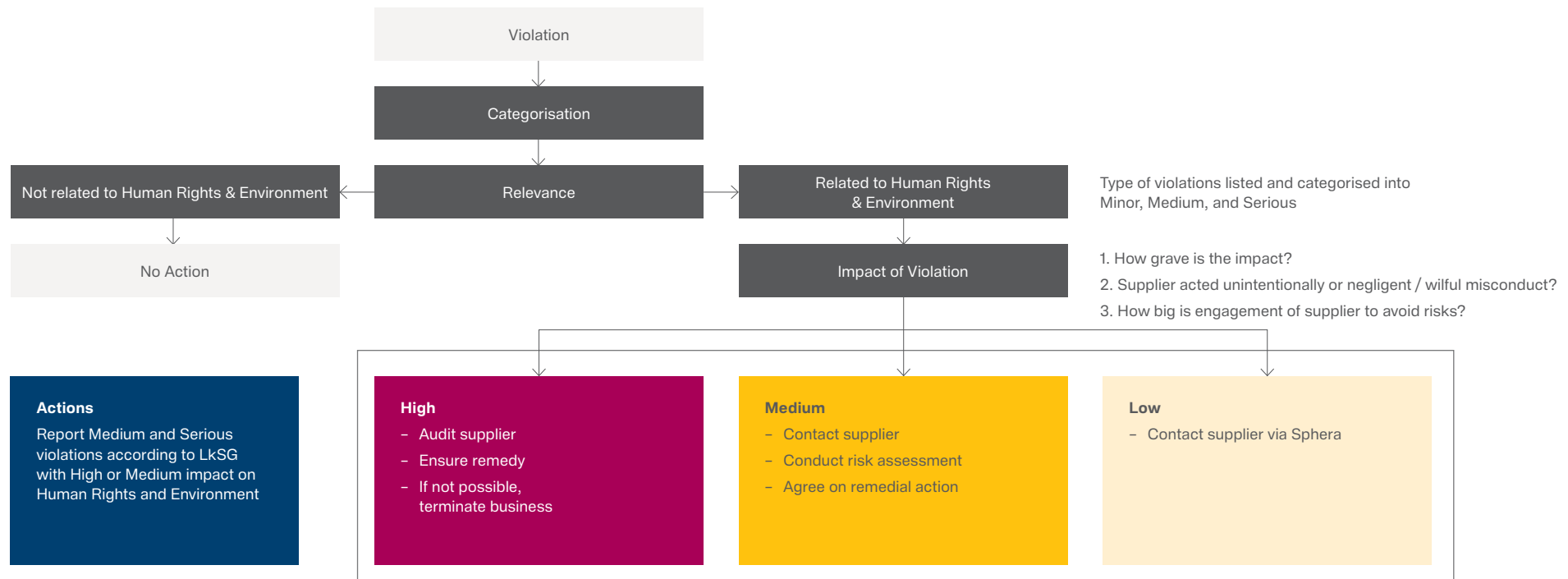
1. Identification of the violation
2. Risk categorisation (low, medium, high)
3. Corrective action planning
4. Monitoring and closure

This approach ensures a timely response and continuous improvement across our supply chain.

In 2024 our tool monitored 2.075 active suppliers and flagged 61 potential violations. Of these, 56 cases were verified as legitimate, and corrective actions were initiated.

As of this report, 55 cases have been resolved, while one high-impact case remains under active remediation.

Notably, three of the identified cases were classified as high severity. This risk monitoring process ensures timely intervention and reinforces our commitment to responsible sourcing.





03.5.4

Derisking our supply chain: Leveraging EcoVadis IQ Plus

To boost supply chain resilience and uphold our E3 standards we are rolling out data driven tools and partnerships that will support our suppliers in achieving a higher level of ethical and environmental performance.

03.5.4.1

EcoVadis IQ Plus integration

- Strengthens our abstract risk framework with a rigorous, CSDDD – and LkSG – aligned model.
- Assesses every supplier in two respects:
 1. Sustainability risk (environment, labour and human rights, ethics, sustainable procurement) adjusted for industry and country.
 2. Procurement risk (spend, criticality, other internal factors).
- Combines external datasets, live risk scanning, and EcoVadis ratings to classify suppliers from very low to very high risk.

Coverage and results

- 8.600+ suppliers mapped across 54 countries.
- 193 flagged as high risk, giving clear priorities for engagement and corrective action.

Scope of assessment

- Direct sourcing: Raw materials, components, finished goods.
- Indirect sourcing/GRIBS: Operational goods and services.
- Logistics: Transport, storage, distribution.

Through targeted follow ups, collaboration and continuous improvement we are turning these insights into concrete risk mitigation steps and more resilient, responsible supply chains.

Supplier engagement based on EcoVadis IQ Plus

We apply a tiered, risk-based approach to engage suppliers effectively:

- High/very high risk: Prioritised for corrective action plans; persistent non-compliance may lead to contract termination.
- Medium risk: Required to improve based on scorecard results, with ongoing monitoring.
- Low risk: Subject to routine checks and simplified scorecard sharing.



“As we continue to align our procurement practices with our sustainability goals, we are embedding EcoVadis criteria into the selection process for all major RFX activities.

This ensures that environmental, social, and ethical performance becomes a core consideration. It is a meaningful step towards building a more responsible and resilient supply chain.”

Bernd Kehl
Senior Director, Group Real Estate,
Investments and Business Services (GRIBS)



This structure helps us to focus our efforts where risks are highest, while maintaining efficient oversight for lower-risk suppliers. Following the risk mapping of 8.600+ suppliers and 193 high-risk identifications we launched a pilot to test engagement. By June 2025:

- 30 suppliers were invited to join the EcoVadis scorecard campaign.
- Ten submitted scorecards (one included expert review, two had scope changes).
- Eight are in progress.
- Four declined to participate.

This gives a 61% response rate, slightly above the industry average (46%). We are following up with the remaining eight suppliers to ensure progress.

The pilot highlighted the importance of clear early communication, tailored follow-up based on response status, and having a defined process for non-responders. Feedback from direct and indirect sourcing teams will guide future improvements.



“Through advanced research and participation in EU and national projects we are contributing to the development of recycling solutions that align with future regulation.

Our partnership with Hager is a great example of how supplier collaboration can accelerate sustainable transformation and create shared value across the value chain.”

Dr Andreas Stephan
Sustainability Manager EU/Asia,
Westlake Vinnolit

03.5.4.2

Success stories

Logistics:

Werner Schöndorf

Our long-standing logistics partner engaged proactively in the EcoVadis process, showing how shared values can advance sustainability.

Decarbonisation:

Westlake Vinnolit

In 2024 we replaced conventional PVC with GreenVin (renewable electricity-based) in our Tehalit and Bocchiotti product lines, cutting CO₂ by 32% per kg. This has avoided over 5.397 tonnes of emissions, proving that sourcing can drive climate impact.

**03.5.5****Conflict minerals due diligence**

To uphold responsible sourcing we run a rigorous conflict minerals due diligence programme for tin, tungsten, tantalum and gold (3TG). Working with Assent, we map the origin of 3TG in all relevant products and require identified suppliers to submit the Responsible Minerals Initiative Conflict Minerals Reporting Template (CMRT).

This structured approach – transparency, traceability, and joint risk mitigation – meets international due diligence standards, supports upcoming regulations, and strengthens our shared commitment with suppliers to keep conflict minerals out of our value chain.

2024 campaign

309 suppliers

(approximately 95% of our spend in 3TG relevant categories) were asked to complete the CMRT.

Response rate

79%

- 127 suppliers confirmed that no 3TG is present in their parts.
- 72 suppliers reported either zero 3TG use or sourcing exclusively from verified conflict free smelters.

03.5.6**Supporting local suppliers****GRI 204 Procurement practices**

At Hager, supporting local communities is deeply rooted in our identity as a company that has grown from modest beginnings. That's why we prioritise building strong partnerships with local suppliers in every country in which we operate.

By strengthening local relationships we promote inclusive economic growth, boost community resilience and reduce environmental impact through shorter supply chains. This approach not only enhances our organisational agility but also creates shared value for both society and the environment.

In 2024 approximately 80% of our procurement spend was directed to local suppliers across key markets such as France, Germany, India, China, the UK, Italy, Spain, Switzerland, and Poland.





03.6

Empowering the energy transition through innovation and collaboration



“Breakthroughs in sustainable energy happen when we move beyond silos and build real partnerships.

Our role is to connect the right people and technologies – from energy storage to smart systems – to deliver integrated solutions that meet today’s needs and tomorrow’s ambitions.”

Martial Witt
Systems and Solutions Director

As part of our commitment to shaping the electrical world of tomorrow, Hager continues to innovate at the intersection of sustainability, technology and customer value. In parallel with our partnerships in sustainable sourcing, we are collaborating with important players in the energy transformation, piloting smart, decentralised systems that optimise the integration of systems that are vital for the energy transition.

This includes our collaboration with Audi AG, where we are jointly exploring bidirectional charging—specifically Vehicle-to-Home (V2H) technology. Since 2020, Hager Group and Audi have been testing how electric vehicles like the Audi e-tron can serve as mobile energy storage units, enabling homeowners to store self-generated solar energy and feed it back into their homes when needed. This project leverages Hager’s advanced charging infrastructure and E3/DC’s home power plant technology to improve grid stability, reduce electricity costs, and enhance energy independence.

Similarly, E3/DC, a Hager Group brand, has partnered with Ford Motor Company to bring bidirectional DC charging to Ford’s electric models such as the Explorer and Capri. These vehicles can now act as energy

storage extensions for buildings equipped with E3/DC’s energy storage systems. The collaboration enables surplus solar energy to be stored in the vehicle and later returned to the home, supporting grid relief and increasing the use of renewable energy.

The Prosumer Pilot Project in Benfeld is another project, demonstrating how collaborative innovation can unlock cleaner, more resilient energy models for the future.

In 2024, Hager, in close collaboration with Socomec¹ and Sovec², successfully implemented a pioneering Prosumer Pilot Project at Socomec Innovation Centre in Benfeld, France. This initiative demonstrates our commitment to advancing smart, decentralised energy systems that are both sustainable and resilient.

The Prosumer model, defined under IEC 60364-8-82³, transforms commercial buildings into both producers and consumers of energy. By integrating solar generation, electric vehicle charging infrastructure and energy storage into a unified management system, this approach supports optimised self-consumption, peak shaving, energy independence and operational supply continuity.

- 1 Socomec is an industrial partner founded in 1922, specialising in the design, manufacture and deployment of electrical equipment and energy performance solutions. www.socomec.com
- 2 Sovec is a service-oriented partner company specialising in energy efficiency, technical maintenance, and facility management solutions, operating primarily in the building and industrial sectors. www.sovec.fr
- 3 IEC 60364-8-82 is an international standard published by the International Electrotechnical Commission, providing guidelines for the energy efficiency of electrical installations within buildings, focusing on design principles, monitoring, and control strategies to optimise energy performance. www.iec.ch/std/60364-8-82



The Benfeld project serves as a demonstrator for the practical benefits of this model. Throughout 2024 and 2025 the project progressed from installation and commissioning to live operation, testing use cases such as self-consumption, grid reinforcement, peak shaving, and islanding. The insights gained have helped us to better understand system interoperability, grid constraints and user needs, strengthening the readiness of the solution for broader adoption.

This initiative also reflects the strength of a collaborative value chain for sustainability. By aligning the complementary expertise of Hager, Socomec and Sovec we developed a synergistic ecosystem that delivers more than the sum of its parts. Hager contributed to energy management and EV charging solutions; Socomec delivered power storage and analytics capabilities; Sovec supported with electrical installation expertise.

This integrated approach accelerates innovation and ensures that sustainability is embedded across every stage of the value chain whenever possible from design and deployment to operation and optimisation.

Beyond technical implementation, the project serves as a platform for innovation and customer engagement. Through site visits and value proposition testing we are actively shaping a scalable business model that empowers stakeholders, including facility managers, fleet operators and investors, to take an active role in the energy transition.



04

Ethics: Integrity in ethical business conduct

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“Our ethical commitment begins with people – those who work for us, with us, and are impacted by our operations.”

We believe that respecting human rights, acting with integrity, and fostering trust across our value chain are not optional – they are essential.

Through this report we reaffirm that transparency and accountability remain at the core of how we do business.”

Matthieu Alexandropoulos,
Corporate Social Responsibility
Senior Director

04.1

Our ethical commitment

GRI 2-24 General disclosures
ESRS S1-1 §20 Own workforce
ESRS G1-3 §20 Business conduct

As Hager celebrates 70 years of shaping the electrical world it is a good time to reflect on the things that have enabled our business to thrive. Foremost among these is the importance we place on the ethics that guide our work every day.

For every single one of us, whatever our role or location around the world, our shared ethics are much more than merely fine ideals; they are the practical cornerstones of sustainable prosperity.





Just as much as our technical expertise and commercial acumen, Hager is built on honesty, integrity and trust. These principles apply within our business – every employee is committed to ethical behaviour – and beyond, in our interactions with our customers, partners and stakeholders, and across our supply chain.

Our ethical commitment is embodied in our Ethics Charter, and the accompanying Declaration of Principles on Respect for Human Rights, which clearly define the high standards that every member of the Hager team upholds. Our unwavering affirmation of these ethical principles fosters a safe, collaborative and productive working environment for all our people, and helps to safeguard our business from reputational risk, conflicts of interest, corruption and other complex situations.

Perhaps most significant of all, by making our ethical commitment, and exemplifying it in all we say and do, our customers and other external stakeholders can have confidence that Hager will always be a reliable partner; one that is politically and religiously neutral and unaffiliated, that endorses and upholds internationally-recognised standards of human rights, and is dedicated to equal opportunity, diversity and inclusion for all.

At Hager our ethics show who we are. Driving ethical behaviour strengthens ties among employees, powers our business performance and creates impact for our customers.

For more information on our policies relating to issues including intellectual property, data privacy, fair competition and a range of other topics, please see our Ethics Charter, Declaration of Principles on Respect for Human Rights, and Code of Purchasing Conduct, Ethics and Sustainable Sourcing. Our policy documents also include our Anti-discrimination and Anti-harassment Guideline, the Conflict of Interest Directive, the Gift and Entertainment Guideline, and the Guideline on Antitrust Law.

Hager operates a zero-tolerance policy for unethical behaviour, which is supported by robust integrity procedures and extensive employee training (see later in this section).





04.2

Ethical risk assessment

GRI 3-3 Material topics**GRI 205-1 Anti-corruption**

Our proven four-step risk assessment process enables us to identify and evaluate ethical risk within and around our business and the projects we undertake. Successfully understanding risk is the crucial first step in eliminating it, or at least reducing it as far as is practically possible. Reducing and eliminating ethical risk promotes ethical conduct, strengthens our stakeholder relationships and safeguards the reputation of Hager.

In 2025 we conducted an updated assessment of our ethical and human rights risks. The scope of this evaluation covers the entire Hager value chain, from purchasing, via manufacturing and sales operations, through to product use and end-of-life recycling. It also takes into account all relevant stakeholders, including workers, clients, suppliers, communities and shareholders.

The 2025 exercise was carried out in alignment with Cradle to Cradle (C2C) standards and in accordance with United Nations guidelines. We evaluated risk against likelihood and impact in ten categories:

- Discrimination with respect to employment and occupation
- Harassment and abuse
- Forced or compulsory labour
- Child labour
- Excessive working hours
- Restrictions on freedom of association
- Employee health and safety
- Non-compliance with legal minimum wage and benefits
- Restrictions in providing a living wage
- Non-compliance with fair and ethical business practices (including corruption and bribery)

01

Describing



The first step involved systematically identifying and describing potential human rights risk scenarios across Hager Group's value chain. This included its own operations, purchasing and sales activities, product use and end-of-life (product cycling), and all stakeholders (workers, clients, communities, suppliers, shareholders) potentially impacted.

02

Interviewing



To ensure accuracy and contextual relevance, internal stakeholders were interviewed—particularly from Legal, Compliance, Human Rights and Health and Safety (HSE) departments. These interviews were complemented by a review of prior assessments, including the 2023 BDO Legal Ethical Risk Assessment. This step helped integrate field knowledge, past reports, and organisational awareness into the process.

03

Evaluating



Risks were evaluated using a structured scoring model combining likelihood (1–4) and impact (1–4). Likelihood was based on observed incidents and industry trends. Impact was assessed using six weighted sub-criteria, including the number of people affected, severity of harm, business disruption, legal exposure, reputational damage, and recovery difficulty. This provided a consistent and comprehensive way to quantify each risk's potential severity.

04

Prioritising



Based on their scores, risks were categorised into four priority levels: Low (1–4), Medium (5–8), High (9–12), and Critical (13–16). Each level corresponds to specific action plans. Low risks require routine monitoring; Medium risks call for stronger internal controls; High risks demand targeted reforms and systemic measures; and Critical risks require urgent, company-wide intervention. It ensures Hager directs resources and efforts efficiently to mitigate the most pressing human rights risks.



04.3

Driving ethical behaviour

GRI 2-13, 2-16, 2-25 and 2-26 General disclosures

GRI 3-1 and 3-3 Material topics

GRI 205-1 and 205-2 Anti-corruption

ESRS S1-3 §32 Own workforce

ESRS G1-1 §10, G1-3 §18 & §20 §21, and G1-5 §21 Business conduct

Bringing our ethics to life takes more than a written charter and a personal commitment from every one of our people, serious though these things are. It depends on practical policies and procedures which are implemented every day.

The ethical behaviour of Hager people is underpinned by our rigorous approach to ethical risk assessment, ethics training, our whistleblowing and risk mitigation systems, our cybersecurity, compliance and trust protocols, the ethical standards we expect from supply chain stakeholders, and the stringent quality control standards that make the safety of our customers a consideration of paramount importance.

These comprehensive measures help to drive the perception – and reality – of Hager as being dedicated to ethical conduct at all times.

Comprehensive, group-wide assessments are conducted to ensure that all of our operations are regularly evaluated. This serves to identify any economic and reputational risk and any risk of bribery and corruption, and ensures compliance with all local regulatory requirements.

For example, SAPIN II legal requirements (in France) require the regular assessment of our France-based operations. In a recent assessment (2024) fraud was identified as a corruption-related risk, and vigilance has been elevated accordingly.

The Hager internal Legal and Risk function has also performed risk mapping exercises with stakeholders, covering the wider scope for exposure to bribery and corruption risks. For last year (2024) data security was added into this exercise as a priority consideration.

04.3.1

Ethics training programme

Hager is a business that thrives on continual learning and development. We invest in our number one asset, our people, through programmes of skills and knowledge training that cover a wide range of technical and organisational disciplines (see Employees section for more information). Our ethics training is an important component of this.

Our Business Integrity Training programme includes specialised ethics training modules developed in-house by Hager specialists. These training programmes are available to 100% of connected employees across every business function, including those in roles with an elevated risk of corruption. They enable us to equip our people with the knowledge and skills necessary for navigating the ethical issues which anyone in our business might encounter. All training materials are regularly reviewed and updated to ensure employees have access to the latest topics and insights.

– **Core modules include:**

Business Integrity @ Hager (for new employees), our Ethics Risks workshop (for leaders); Ethics and Investigations (for Ethics Ambassadors), and Discrimination and Harassment (for employee representatives).

– **Let's practice!**

Introduced in 2021, Let's practice! is

a bespoke Hager training programme that makes effective use of gamification and is delivered as a “serious game” – an interactive method of teaching and learning which draws on the techniques of game design.

Participants are familiarised with the principles of business ethics, situational analysis and ethical decision-making, based on real-life scenarios including discrimination, harassment, unfair treatment, racism, and conflicts of interest. Focused initially on managers, this course is now being rolled out globally to support the whole Hager workforce with the best possible ethics guidance. Until 2024, 3,048 executives have completed this training.

– **E-learning**

Further standardised compliance integrity e-learning modules are currently being rolled out as part of our overall Business Integrity Training programme. These are: Anti-bribery and Corruption, Fraud and Conflict of Interest, and Discrimination and Harassment. These programmes cover all Hager functions.

By the end of 2024 we successfully delivered these modules for 80% of the connected Hager workforce globally (ie those who have a Hager email address and access to Hager Live), and this programme is ongoing.

**Ewa Lubos,**
Ethics Ambassador

Since joining the Ethics Ambassadors in November 2022, Ewa Lubos has been instrumental in supporting ethics-related initiatives in Poland, including the coordination of training sessions, active involvement in the reporting and investigation processes.

04.3.2**Ethics Ambassadors**

Ethical principles are nothing without people, and at Hager we bring them to life every day through our network of Ethics Ambassadors. Established in 2020, this group, representing a wide range of roles and locations from across Hager, has now grown to 22 people from ten different countries.

Every ambassador is a volunteer and acts both as a powerful advocate for our Ethics function, and as a valuable resource for any colleague encountering an ethics challenge. Ambassadors take on a range of important activities including training delivery, charter promotion, employee guidance, management liaison and support for investigations.

This is a potentially sensitive role, and a crucial one from the perspective of the integrity of our business, so volunteers are accepted as ambassadors based on their high level of familiarity with Hager ethics policies and procedures, their communication skills, and a clear commitment to exemplary standards of behaviour.

The plan from 2025 onwards is to prioritise the structured training and certification of Ethics Ambassadors. This initiative is intended to strengthen our ethical culture by equipping designated employees with the necessary knowledge, tools and credibility to promote integrity, support colleagues and uphold our Code of Conduct across the organisation.

04.3.3**Integrity alert system**

We know that the success of our business depends ultimately upon the trust of our stakeholders. That's why we have in place a robust system for detecting and addressing any challenge to the integrity of our business ethics which might arise, at the earliest possible moment.

The integrity alert system is designed to enable every employee, as well as our partners and other external stakeholders in our value chain, to raise any concern they may have. The Hager Group Ethics Officer is responsible for assessing and actioning each alert expeditiously, to ensure that business integrity is maintained at all times.

To ensure a fair process in the event of an investigation, Hager respects the principles of confidentiality and presumption of innocence. Accordingly, the Group Ethics Officer supervises investigations, which are carried out by a team including regional Ethics Ambassadors and experts who are separate from the chain of management involved in the matter. All investigators sign a confidentiality and conflict of interest declaration.

The identity of whistleblowers is also confidential during any investigation process. The identity of a whistleblower is not revealed to the participants of an investigation, nor stated in the investigation report.



04.4

Reporting integrity alerts

[GRI 2-27 – General disclosures](#)

[GRI 2-16 and 2-17 – General disclosures](#)

[GRI 205-3 – Anti-corruption](#)

[ESRS G1-1 §10, G1-3 §18 and G1-4 §24](#)

[& §25 Business conduct](#)

[ESRS S1-17 §102 to §104 Own workforce](#)

As already highlighted, the Hager integrity alert system is in place to protect the safety and wellbeing of our people, the reputation of our business, and the trust of our stakeholders. Multiple measures are deployed, and foremost among these is Let's talk! – our system for reporting alerts.

04.4.1

Report handling

Hager is committed to acknowledging 100% of integrity alert reports within 48 hours; in 2024 we achieved an average of less than one day (0,69). All reports are assessed for seriousness and an investigation allocated within 15 working days.

Internal investigations were closed on average within four months in 2024. The Hager Board of Directors monitors the integrity alert reporting system on a monthly basis.

Let's talk governance

01 Report

Safecall

External whistleblowing channel allowing anonymous reports

- Via phone call
- Via an online form

Ethics team

ethics@hagergroup.com or with a member of the Ethics Ambassadors network

Persons of Trust

- HR Referent
- Management
- Works Council Member
- Occupational Health Doctor

02 Investigation

Group Ethics Officer

- Is the guardian of the whistleblowing system
- Assesses the admissibility of the reports
- Supervises the investigation teams

Investigation team

- Ethics team
- Ethics Ambassadors
- HR and/or other departments depending on the needs
- Independent external partner

→ Investigate the case

03 Decision

Ethics Committee

- One member represents the values and interests of the company, selected from top management
- One member represents employees
- One member represents legal risks

→ Concludes on case and provides a Remediation Plan

Management and Human Resources

- Apply Remediation Plan



04.4.2

Let's talk!

Reporting integrity alerts via Let's talk! is open to all employees, both permanent and temporary, as well as customers, suppliers and any other external stakeholder with concerns. The system can be used anonymously, confidentially, in any language, at any time.

Reports can be raised through a variety of reporting channels, including Safecall (by phone or online), which makes use of an external, impartial, third-party organisation to ensure that no conflict of interest can occur.

It is also possible to launch a report internally via a manager, a Human Resources Business Partner (HRBP), employee or occupational health representative, an Ethics Ambassador, or directly to the Ethics team.

In 2024 we observed an increase in the number of reports, particularly concerning workplace interactions such as harassment and discrimination. All reported cases were thoroughly analysed, investigated if necessary, and appropriate actions were taken in line with our internal policies. Where allegations were substantiated, disciplinary measures have been enforced, including dismissal in severe cases.

Where alerts have been made relating to dishonest behaviour, including corruption, conflict of interest, theft, fraud or integrity, further investigation has shown no confirmed cases of corruption.

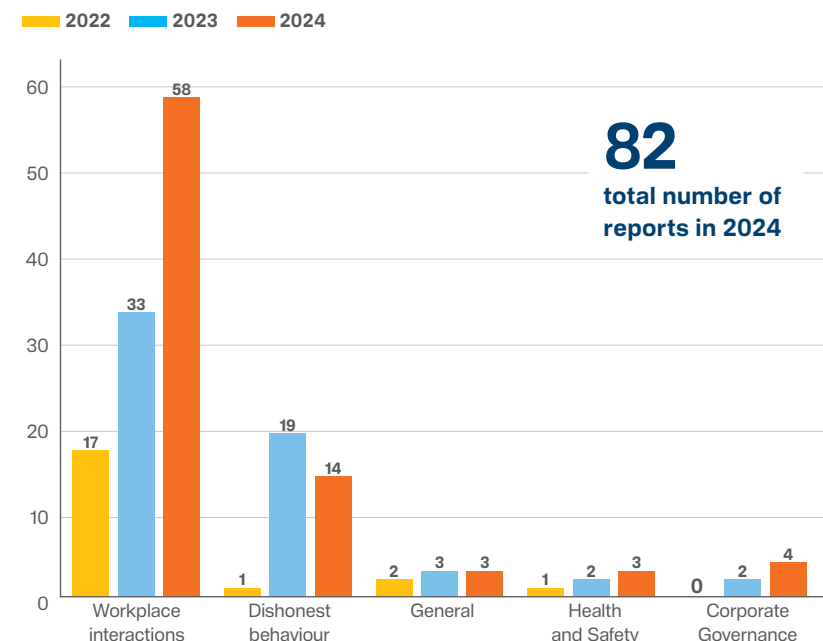
Overall, 11 alerts resulted in disciplinary action, out of which four resulted in dismissal during the last year.

Actions taken when found guilty¹

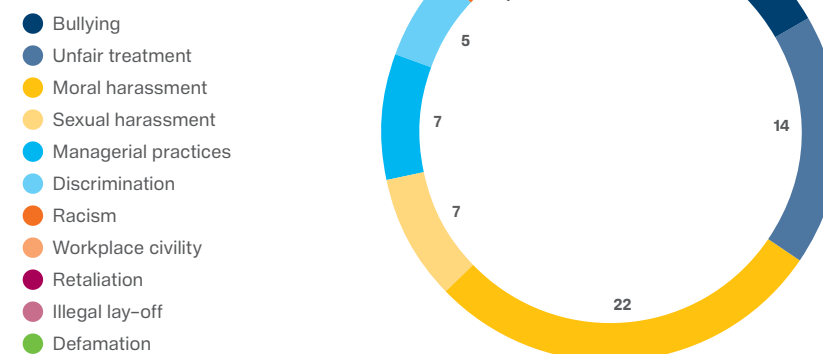
	2023	2024
Coaching	1	1
Reprimand	1	1
First warning	1	2
Disciplinary dismissal	5	4
Other	2	3

In 2024 process improvements relating to integrity alert reporting have included validation of investigation procedures by the Compliance Committee, enhanced follow-up and conflict of interest declarations, and enhanced support for victims of harassment and discrimination. The certification of investigators is also planned.

Ethical reports



Workplace interaction allegations in 2024



¹ Recording and reporting of actions related to ethical violations started in 2023.



04.5

Digital trust and data security

04.5.1

Digital trust

In many respects the modern world is already fully digital-first. The embrace of digital technology is vital for our business; both as a product platform and as a communications channel, digital is a driver of prosperity. But for all its benefits, the advent of digital technology brings risks too.

Maintaining robust data security, for our people, our business and our customers, is imperative for Hager. Every stakeholder must have confidence in the integrity of our data systems.

The process of developing, implementing and refining our proactive security protocols, to ensure a high level of data protection, is supported by external security audits, in the form of IT penetration tests carried out by third-party data security specialists. The most recent audit (2024) involved a comprehensive analysis of Hager data systems, a resulting risk assessment, and technical recommendations for action.

Hager cybersecurity measures are also supported by training. In 2025 we launched mandatory training on data protection for all employees whose role makes them vulnerable to a cybersecurity attack. This training introduces employees to the principles of data protection, helping them to understand legal requirements and adopt best practice.

As part of our broader commitment to digital responsibility Hager has also established an AI Charter, to guide the ethical and transparent use of artificial intelligence across the organisation. The Charter provides clear principles for identifying relevant AI use cases, applying best practice, and managing emerging risks such as data privacy, compliance, and ethical concerns.

Our AI Charter supports our ambition to foster innovation while safeguarding the interests of our employees, customers and the wider community, thereby reinforcing trust in the digital tools we rely on every day.



“We view sustainability as an integral part of how we understand and manage business resilience.

By embedding environmental and social factors into our risk assessments we ensure that our decisions today are aligned with long-term value creation and stakeholder trust.”

Stephanie Kleinmann
Group Risk Manager



04.5.2

Data security

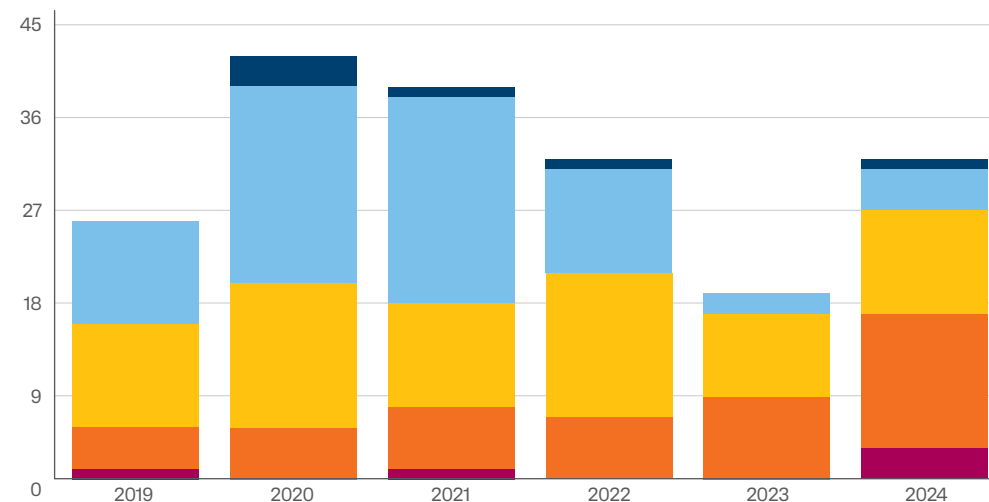
In 2024 Hager recorded the greatest number of high-risk incidents since implementation of our monitoring framework began. This is an important reminder that persistent vigilance remains essential.

Although all incidents were addressed promptly in accordance with risk-based protocols, they also highlight the increasing sophistication of cyber threats targeting industrial and digital infrastructures.

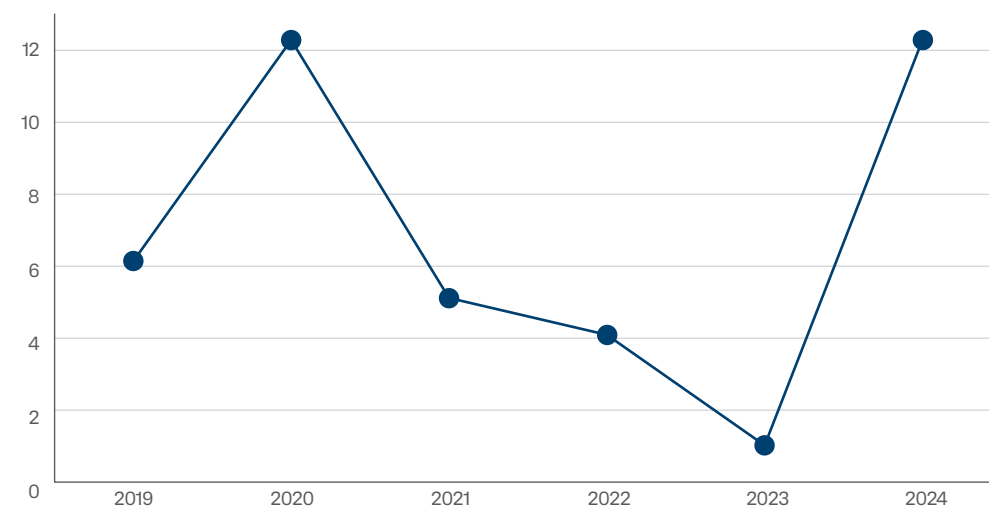
We also recorded 12 data breach incidents in 2024. While no breaches resulted in large-scale exposure of stakeholder data, each case triggered a detailed root cause analysis, escalation procedures, and follow-up actions, including policy updates and the reinforcement of access controls.

Risk level

Extreme High Moderate Low Very low



Count of data breach incidents





04.6

Ethics in our supply chain

[GRI 414-2 – Supplier social assessment](#)
[ESRS G1-2 §15 – Business conduct](#)

04.6.1

Supply chain – data security

Our concern for cybersecurity naturally extends to our supply chain too. Issues such as data breaches, ransomware attacks and regulatory non-compliance represent a risk to the whole value chain, and as such have the potential to compromise trust in Hager data systems. Because of this our Cybersecurity function

works closely with counterparts in stakeholder organisations to ensure robust security practices are in place, enhance resilience, strengthen compliance with GDPR and other regulatory requirements, and minimise risk.

04.6.2

Supply chain – ethics

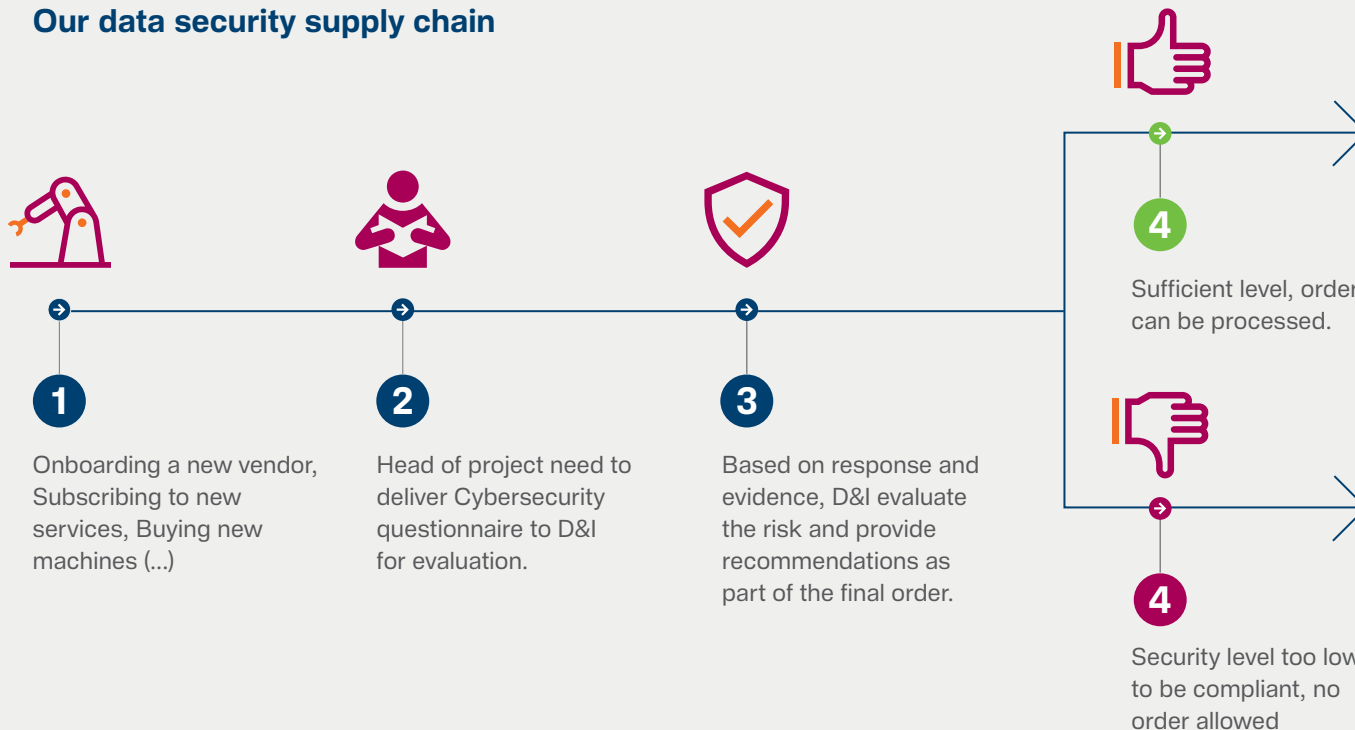
Thanks to the nature of our business Hager is in a position to positively influence behaviour across a large group of external stakeholders. Indeed, we have a responsibility to do this, so our customers can be confident that no aspect of their interaction with us is ever ethically compromised.

To this end we have implemented a range of initiatives designed to embed the highest possible ethical standards in the Hager supply chain. Our Code of Purchasing Conduct, which all suppliers sign up to, focuses on sustainability, ethical conduct, and the protection of human rights.

Our reporting and compliance management tool, Sphera, enables us to proactively monitor socio-environmental compliance across more than 2.000 supplier organisations. In 2024 a total of 61 potential violations were identified globally (down from 170 in 2023), with only three deemed to constitute a high reputational risk.

In each case we have been able to intervene early, taking action with business partners to rectify situations successfully.

Our data security supply chain





04.7

Product safety

[GRI 3-3 Material topics](#)

[GRI 2-25 General disclosures](#)

[GRI 416-1 and 416-2 Customer H&S](#)

[ESRS S4-3 §25 and §26 Consumers and end-users](#)

[ESRS S4-4 §25 Consumers and end-users](#)

In line with our commitment to customer-centricity, and aligning with our “safe+simple” ethos, the integrity of our products must also be addressed. It might seem like an obvious thing to say, but it is worth reiterating: every single Hager product purchased by our customers must be trusted by them to be completely safe and reliable.

The physical health and safety of our customers, and their trust in the quality of our products, are of paramount importance. Any faulty product, or the possibility of a product recall, would present significant risk of financial and reputational damage.

During product, solutions and service development, Hager implements Advanced Product Quality Processes (APQP). These identify potential failure modes, allowing corrective and preventive actions to be implemented before market introduction.

During engineering, sourcing, and manufacturing, in compliance with consumer health and safety regulations – including the Low Voltage Directive (2014/35/EU) and Restriction of Hazardous Substances (RoHS) Directive (2011/65/EU) – products are assessed for customer health and safety risks using systematic Failure Mode and Effects Analysis (FMEA) and Quality Assurance/Quality Control (QA/QC) processes, to ensure long-term safety and environmental compatibility.

Our products are assessed prior to market release. Extensive performance testing, including field test, routine and follow up tests, is also undertaken. For the reporting year 2024 no incidents of non-compliance with regulations or voluntary codes concerning the health and safety impacts of products and services on customers and end-users.

Nevertheless, customer issues may still occur. To ensure open, honest and fully transparent customer dialogue we maintain systems to track, monitor and respond to customer concerns, including recording grievances, investigations and outcomes.

We proactively gather and evaluate feedback across multiple touchpoints. These include interactions with our technical support teams, responses to customer satisfaction surveys, and feedback provided through digital platforms such as product review channels, website forums and social media.

Through all of these integrated mechanisms Hager ensures the full remediation of negative consumer impacts in order to maintain complete customer satisfaction in the safety, quality and performance of our products.



“Behind every technical specification is a simple question – how do we protect the people who use our solutions? At Hager product safety is not negotiable.

It is built into our development process, from design to delivery, ensuring that we meet the highest standards of reliability, compliance and care.”

[Dariush Shahbaz](#)
[Senior Director, Development Quality](#)

04.8

Corporate citizenship

Giving back to the communities which are the bedrock of our success is something which Hager has always been proud to do. The Peter und Luise Hager Foundation was created in 2010 to provide us with a way to take a more structured, constructive and impactful approach to charitable giving.

From relatively humble beginnings – just like the Hager business itself – the Foundation has grown to the point where, today, they support over 45 projects with a combined budget (in 2024) of more than €615.000.

From small-scale local endeavours to large international projects, these are all dedicated to fostering meaningful engagement in five main fields: education and learning, arts and culture, the environment, social projects, and science and research. Many of these projects have been initiated and brought to life by the Foundation itself.

2024 highlights

Holiday childcare with an environmental flavour

The Peter und Luise Hager Foundation joined forces with the Stadtbauernhof Saarbrücken e.V. city farm to provide holiday care for primary school children. Great outdoor fun included harvesting vegetables fresh from the field, looking after the chickens and a bit of bee-keeping too! In the spirit of sustainability the youngsters also learned about food waste, food origins and seasonal and regional food – all in an age-appropriate way.

Meister-Gründerpreis 2024

Once every two years we honour three outstanding young people in the German electrical industry. This year's winners were Jan Ochterbeck from Elektrotechnik Ochterbeck GmbH, Adrian Gloss from Eddison Electrics GmbH, and Leik-Kilian Valkai from IEV-Industrieservice & Elektroinstallation Valkai. All three impressed the judges with their professionalism and entrepreneurial flair – well done and congratulations!

A new educational centre for Cape Town

Working with Mon Coeur – Ein Band für Bildung e.V. – an organisation that promotes education for children in South Africa – we are helping to develop a new space for children's afternoon care. This will enable local youngsters to receive education in a safe and comfortable environment where they can thrive. Giving back to the communities which are the bedrock of our success is something which Hager has always been proud to do.

Educational Support in South Africa – In 2024, the Peter und Luise Hager Foundation supported the association 'Mon Coeur – Ein Band für Bildung e.V.' in building a new daycare centre, Kusangana, to provide children in Cape Town with a safer space for learning and care.



In addition to the ongoing project work through the Peter und Luise Hager Foundation, Hager colleagues are encouraged to get involved too. Every team is welcome to submit proposals for projects in their local area that align with the Foundation's values, and we receive a wide range of ideas every year; from supporting food banks, to organising litter picking, or facilitating tree planting initiatives.

The beauty of these projects is that they are implemented by people who know exactly what their local area needs, and what can have the most positive impact on the ground. The Foundation co-ordinates with local employees and management to fund and deliver projects, and the results are always enriching – improving the life of local communities and strengthening the bond between Hager and the places we take great pride in being part of.

€615K+

Total funding allocated to charitable projects

45+

projects supported by the Foundation

Some of the great activities delivered in 2024 include:

- In August the Sales Management department distributed food to two initiatives for people in need, the Scheidter Tal parish in St Ingbert-Rentrisch, and the St Ingbert food bank.
- In October a team from the HR department in Blieskastel visited Saarbrücken Zoo with a group of children from the Hanns-Joachim-Haus children's home. The children were given an educational tour and everyone received a small souvenir too.
- Also in October, trainees in Blieskastel carried out renovation work at the Saarbrücken site of the SOS Children's Village, together with the trade fair construction team. The changing rooms were completely renovated in a day, providing new flooring, cupboards and wallpaper.
- In November the Customer Service team from Blieskastel supported the Love in a Box campaign by packing over 600 Christmas presents for children in Ukraine.
- Throughout the year Hager colleagues from across Germany and France have been making small monthly donations to the Foundation. At the end of the year the Foundation triples the sum collected and donates the proceeds to charitable organisations.
- In Germany, this year, donations went to food banks in Homburg and Pirmasens, the Balthasar hospice for



Meister-Gründerpreis 2024 in Berlin – Three young entrepreneurs were honoured at the Saarland State Representation for their outstanding achievements in the electrical trade. Each received €10.000 in prize money, supported by the Peter and Luise Hager Foundation.

children and teenagers in Olpe, and the Gesamtkunstwerkverein-ev in Dortmund. In France, donations went to Petit Coeur de Beurre, Familles Solidaires Alsace and Observatoire du Partage.

- And to round off a fantastic year, in December, a beautiful Christmas market was organised for employees in Blieskastel. A fundraising event was organised on the day, and the

money raised went to three charitable organisations in the region: Kinderinsel Homburg e. V., Kinderhospiz- und Palliativteam Saar and Stiftung Lebenswert(e) in Blieskastel.

A big thank you goes out to everyone that participated in all these campaigns and activities in 2024.

05

Our people and culture

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05.1**Introduction**

At Hager our people strategy is evolving in alignment with stakeholder expectations and the broader goals of our collaborative value chain. Our focus is on engaging with our employees, nurturing their development, and building the resilience needed to navigate change together.

We are convinced our organisation will demonstrate resilience when a few key conditions are met. Open feedback and engagement keep communication clear and responsive. A learning workforce helps us stay adaptable and ready for change. Safe and inclusive workplaces ensure everyone can contribute fully. These foundations make us stronger and more agile in the face of challenges.

With these goals in mind, our People and Culture model has been designed and developed to build organisational resilience, which is a fundamental part of our overarching of our strategy, Project 2030.

“Sustainability starts and ends with people. In times of change it is our culture –

rooted in trust, adaptability, and shared purpose – that enables us to navigate uncertainty and emerge stronger. Our transformation empowers individuals to lead, grow, and thrive together.”

Bahar Rasouli
Vice President,
Human Resources Transformation





Organisational resilience delivers five important operational benefits for our business:

01

People-centric strength

A healthy, robust organisation built on diverse, talented individuals and collaborative teams.

02

Adaptability to disruption

An organisation empowered to anticipate and adapt to disruptions such as supply chain volatility, market shifts, health pandemics and technological changes.

03

Digital and operational agility

Through digital transformation and agile operations we enhance our ability to respond effectively to emerging challenges.

Symposium 2024 in Obernai, France – In December 2024, 110 participants gathered at the Hager Forum in Obernai, while around 700 colleagues joined remotely from across the globe.

04

Customer-centric continuity

Ensuring that customer needs are met consistently, reinforcing trust and loyalty even during crises or market instability.

05

Cultural foundation

A resilient culture, rooted in inclusion, innovation and continuous learning, that underpins the company's ability to evolve and lead the energy transition.





05.2

The People Frame

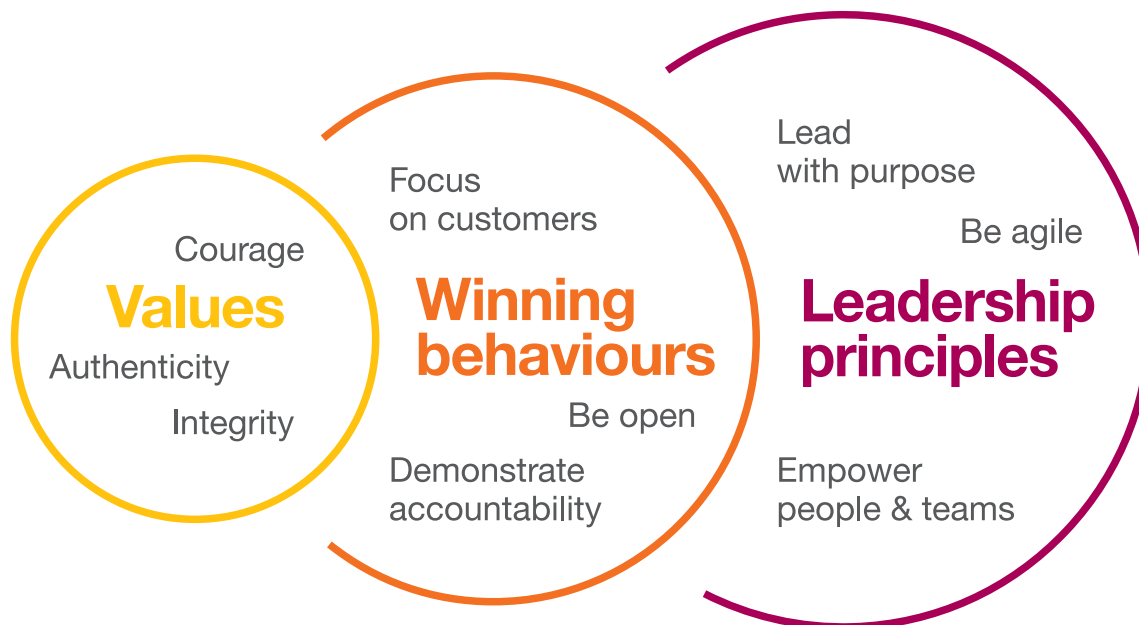
ESRS G1-1 §9 Business conduct

Introduced in 2024, the People Frame is the cornerstone of our People and Culture model and the key enabler of our resilience.

It fosters values, behaviours and leadership principles that drive agility, innovation and collaboration across functions. It is our aim to move Hager forward, from siloed operations to a culture of trust, dialogue and shared ownership. This way, every conversation and every interaction will

have greater value. This is because they will have greater potential to make impact, drive meaningful change and fuel personal growth.

The People Frame defines and shapes how we connect with customers, partners and one another. It is an essential driver of organisational resilience and long-term success.



05.3

Our feedback culture

ESRS S1-2 §27 Own workforce

Central to our success is a healthy culture of openness and trust. Hager employees are welcome to engage with management on any topic, and are encouraged to do so. Clear communication helps us to identify issues early and ensure employee satisfaction, thus boosting organisational resilience.

Hager makes use of two mechanisms for employee engagement. Our bi-annual employee engagement survey – Tell Us! – which has been undertaken since 2022, and performance and development interviews (PDI), undertaken since 2019, which ensure structured, two-way communication.



05.3.1

Engagement surveys

Tell Us!

In 2024 the Tell Us! survey achieved a 79% participation rate (4% above the industry benchmark). It also achieved an overall engagement score of 74 (on a par with the industry benchmark). This is an increase in our overall organisational response rate and engagement score from previous years.

The 2024 survey confirms a strong employee connection and willingness to give feedback. Other major trends in the data reveal just how important employee recognition, resourcing and having clear pathways for growth and development are.

The data provides the basis for action plans to further enhance employee engagement. Going forward we plan to:

- Conduct pilot change readiness audits, to identify levers for change and barriers.
- Educate leaders on the characteristics of each engagement group. This will help them to understand what drives engagement, and the factors that affect employee satisfaction and fulfilment.
- Encourage in-person discussions and listening tours.

- Review action plans for leaders with the highest engagement scores, to document and share best practice.
- Summarise and share employee feedback, and identify actions to be taken in the short term.
- Have managers conduct one-to-one reviews to identify their direct reports' goals and action plans, and provide the support required to enhance individuals' opportunities to achieve their goals.
- Foster a culture of recognising people in ways that are meaningful to their individual styles.
- Use Pulse surveys as a canvassing exercise, to open conversations around the current position and future vision of the organisation.
- Implement regular one-on-one meetings where employees can speak freely about their concerns and ideas.

79%

**Participation rate –
4% above the industry
benchmark**

74

Overall engagement score





05.4

Social dialogue

[GRI 2-30 General disclosures](#)

[GRI 3-3 Material topics](#)

[ESRS S1-4 §37 to §40 Own workforce](#)

[ESRS S1-8 §60 Own workforce](#)

As a responsible employer, Hager is aware of the rapidly changing environment that surrounds our business. From shifting market dynamics and technological advancements to evolving employee expectations and regulatory landscapes, these changes demand agility, resilience, and above all, strong internal cohesion.

In this context, social dialogue is a vital mechanism for ensuring that we remain resilient, responsive, and aligned across all levels of the organisation. By facilitating negotiation, consultation, and information exchange between employees, management, and their representatives, we create a culture of transparent communication and shared responsibility.

As of 2024:

- Over 90% of the Hager workforce is covered by collective bargaining agreements.
- 97% are represented by workers' representatives.

Our goal is to ensure that every employee, regardless of location or role, has access to structured channels for participation and representation.

Social dialogue is managed by our HR function and business leaders at a country level, through dedicated Social Dialogue Managers where appropriate, liaising with employee representative bodies, unions, and/or the European Works Council.

90%+

of the Hager workforce is covered by collective bargaining agreements

97%

of the Hager workforce is represented by workers' representatives

[Christine Clement](#)
[Senior Manager, People Solutions](#)
[Country Social Dialogue Manager](#)



“In today’s complex and ever-evolving environment, social dialogue serves as a vital framework for fostering spaces where every individual can express themselves, be heard, and be understood.”



05.4.1

Workforce engagement governance

ESRS S1-2 §27 Own workforce

Measures and resources for implementing concepts

Harmonious and productive working relations are underpinned by high standards of workforce engagement. In turn, engagement supports stakeholder confidence and helps to ensure the ongoing smooth operation of our business. Hager places great emphasis on our accountable and responsible approach to this, achieved through the following governance structures:

- At the European level we have an agreement (European Works Council – EWC) in place, reached in 2007, to include employee representatives from various European countries in decision-making and orientation, thereby ensuring that employee voices are integrated into strategic consideration.
- At country level, particularly in those countries where Hager operates multiple entities, there are national works councils or similar employee representation bodies that provide a platform for dialogue and building constructive relationships.
- At the local level our facilities and offices operate their own representation structures for managing dialogue around local agreements, local decisions and day-to-day operational issues.

05.4.2

Labour rights and our human rights charter

ESRS S1-1 §19 to §22, §24 Own workforce GRI 2-23 General disclosures

The right to collective bargaining and the right to freedom of association are fundamental human rights. These rights are enshrined in the charter of the International Labour Organization, and Hager is fully supportive of them.

In addition to our support for the principles of social dialogue, freedom of association, collective bargaining and full regulatory compliance, Hager is committed to building the most productive and mutually beneficial relationships possible between management and labour organisations. This commitment includes fair wage practices to ensure a living wage for all employees.

This commitment is supported by our Declaration of Principles on Respect for Human Rights¹ which was enacted by Hager in 2024 – a milestone in the progress of our E3 framework.

The Declaration covers our organisational commitment to a range of important international standards, including:

- The Universal Declaration of Human Rights
- The International Covenant on Civil and Political Rights
- The International Covenant on Economic, Social and Cultural Rights
- The Convention on the Rights of the Child
- The International Labour Organization fundamental conventions
- The United Nations Guiding Principles on Business and Human Rights
- OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas

Where national legislation and international human rights standards differ such that international standards are stricter, Hager complies with the national legislation to which it is subject and endeavours to respect international standards as far as possible.

In addition, the Declaration provides for our active participation in the United Nations Global Compact initiative, as well as our commitment to protecting the following human rights in our own business activities and those of our suppliers:

- Prohibition of child labour
- Prohibition of forced and compulsory labour
- Right to health and safety in the workplace
- Freedom of association, right to collective bargaining and right to strike
- Equal opportunities and protection against discrimination
- Freedom of expression and of thought, belief and religion
- Fair remuneration and benefits
- Right to education
- Right to privacy and data protection
- Human rights and the environment
- Protection of local communities and indigenous peoples
- Human rights protection when deploying security forces

¹ The full text of the Declaration can be found online at hagergroup.com and more information is available in the Ethics section of this report.



05.5

Our learning organisation

GRI 3-3 Material topics

ESRS S1-4 §37 to §40 Own workforce

Successful transformation depends upon people being empowered to lead change. In a learning organisation individuals are equipped with the mindset, skills and confidence to take initiative, challenge the status quo and drive innovation. To achieve this, as a fully committed learning organisation, Hager leverages what we call our 70-20-10 people development model.

In this model 70% of learning is achieved through real-world, on-the-job experience, 20% is through peer interactions coaching, and mentoring, and ten percent is via structured training, delivered through courses and programmes.

A robust learning ecosystem has been developed to support our people development. These components maximise the effectiveness of each element of the model:

- Internal mobility is promoted as a core lever for professional growth. This is guided by a fair and transparent Charter and facilitates real-world learning.
- Coaching and mentoring are supported in various ways, with performance and development interviews being of primary importance. PDIs help employees define personalised learning paths, support onboarding, and guide role-specific development. Mentoring and coaching also take place through informal guidance, peer support and targeted development programmes that foster our culture of continuous learning.

70%

of learning is achieved through real-world, on-the-job experience

20%

is through peer interactions, coaching and mentoring

10%

via structured training, delivered through courses and programmes.



- Hi! University offers a wide range of courses, academies and programmes aligned with skills needs and Hager strategic goals. Training covers a wide range of topics from professional and technical development to overarching issues like ethics and sustainability.

This approach underpins personal growth at Hager, strengthens cross-functional collaboration, and supports our Project 2030 strategy for organisational resilience.



05.5.1

Developing our people

ESRS S1-2 §27 and §63 Own workforce

At Hager we describe our people development approach as a comprehensive “no gaps, no overlaps” programme. It is designed to ensure that every individual, and team, has access to learning

opportunities that promote professional growth. In this way we can all develop the skills, knowledge and character traits that we need to succeed.

People development at Hager has four main characteristics:

01

People-centred development

Employee development is essential for success, and our approach to talent management is rooted in the belief that people are at the heart of sustainable growth.

03

Cross-generational knowledge sharing

Hager values a cross-generational environment that supports mutual growth, and experienced employees are encouraged to mentor newcomers, creating a culture of shared expertise.

02

Lifelong learning and reskilling

Hager promotes continuous learning, enabling people to adapt to evolving technologies and job requirements. Retraining and upskilling are emphasised to ensure long-term employability and relevance.

04

Dual vocational training

Hager invests in dual vocational training programmes that combine theory and practice. These have high retention rates and are designed around local workforce needs.

05.5.2

Internal mobility

In the real world, experience is gained by taking on a range of roles and responsibilities. This is what internal mobility is designed to enable our people to do.

It is all about moving between different business functions and disciplines, and between different locations and countries. Every move enriches the individual, propelling valuable insight and expertise to every corner of our business.

The Hager Internal Mobility Charter has been created to support this. Designed to facilitate a smooth transition and successful integration after every move, the Charter commits employees, managers and our HR function to a comprehensive approach to career evolution:

Expanding competencies

Employees can assume new roles within the same business area, enhancing professional or managerial skills.

Cross-functional contributions

Employees can bring expertise to different business areas, driving innovation and cross-functional synergy.

Geographical flexibility

Employees can perform the same role in a different location or country, gaining new perspectives and experience.

As part of these shared internal mobility commitments, our goal was to fill 30% of open positions with internal candidates. In 2024 we have achieved that target.



05.5.3

Hi! University

GRI 404-1 and 404-2 Training and education

ESRS S1-13 §83 Own workforce

Launched in 2021, Hi! University is the home of learning for every Hager employee, regardless of location, function or seniority. It plays a vital role in skills-building, especially for roles impacted by digitalisation and the sustainability transition. These include production, R&D, sourcing and sales.

Since its inception Hi! University has offered a personalised experience with a great range of training courses and programmes, academies and communities, using digital materials and in peer-to-peer settings. Hi! gives people access to:

- Functional and cross-functional academies.
- Online and blended learning modules.
- Peer communities and knowledge-sharing groups.

Hi! University content falls into three categories:



Develop myself

Personal professional development focusing on soft skills, such as:

- We are mobile
- Nurturing my professional balance
- Boost my presentations
- Manage my priorities
- Prepare the PDI
- Creativity and innovation



Academies

Developing the skills our people need to deliver business success:

- Agile
- Sales
- Leadership
- Project management
- Sourcing and supply chain
- Data
- Finance
- Language
- Industrialisation
- HR



Programmes

Structured educational experiences linked to achieving our strategic goals:

Mandatory (for example)

- Blue Planet starter
- Ethics

Certification

- APICS¹ for Supply Chain

Personalised programmes

- Sales
- Project management
- EP2M²
- Eco-design starter

¹ A global standard of professional competence in supply chain management, providing individuals with the knowledge and skills to optimise supply chains through comprehensive training and certification programmes.

² EP2M (Effective Product Management and Marketing) is a structured learning path developed by Hager to strengthen product management and marketing competencies.



We are pleased to report an upward trend in the number of individuals trained, participation rates, and overall training hours delivered. In 2024 average training hours per employee rose to 18 (up from 16 the previous year). The highest average (27 hours) was recorded in the Group Quality and Environment function. This positive engagement reflects the value employees find in our best-in-class approach to promoting personal development.

Extending and enhancing our training provision through Hi! University is a constant process. Areas for future focus include sustainability, and health and safety.



05.5.4

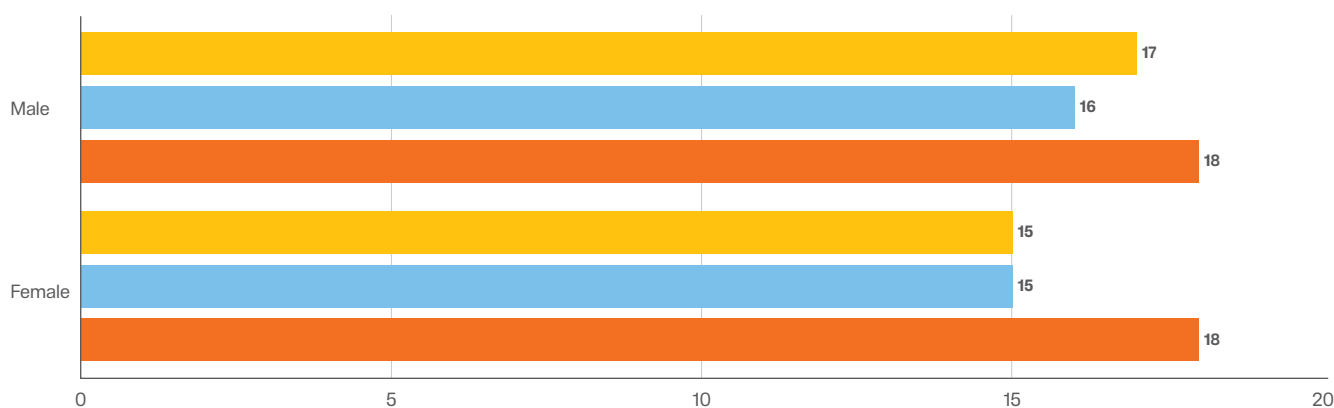
Performance and development interviews (PDI)

GRI 404-3 Training and education

The purpose and value of PDIs is addressed in 05.4 above. Introduced in 2019, regular PDIs are a proven vehicle for Hager people development. By setting clear pathways for personal and professional progress we empower people to drive their own performance, while the interview setting provides a platform for reward and recognition. In 2024, 100% of eligible employees¹ have completed the review process.

Average number of training hours

2022 2023 2024



Total average training hours

16 2022 16 2023

18 2024

¹ Group process for performance and career development review is deployed for all permanent employees in all countries (except Operators and Services) which covers 54% of our internal workforce. At some locations local processes are in place for Operators and Services but no global reporting is available at present.

05.6

Strategic workforce planning

GRI 3-3 Material topics

ESRS S1-4 §37 to §40 Own workforce

Strategic workforce planning is an ongoing project supporting our long-term growth by equipping the business with the right capabilities to innovate, adapt and lead in a changing environment. By anticipating future skills needs, and proactively addressing workforce gaps, effective planning will ensure that our organisational resilience is optimised.

This means aligning our long-term talent needs with our business strategy. To do this we analyse our current workforce capabilities, forecast future skills requirements, and identify gaps to ensure the right people are in the right roles at the right time.

Our overall approach to strategic workforce planning is defined by the following five propositions:

– **Shared responsibility**

Workforce planning is a shared journey, led by business leaders, supported by HR, and shaped by every team. Together we build a resilient, future-ready organisation.

– **Business-led, people-focused**

Strategic workforce planning is guided by our business ambition and powered by people. It ensures that workforce capabilities evolve in step with long-term goals, placing people at the centre of transformation.

– **Agile and aligned decisions**

Operational workforce planning ensures short-term staffing decisions are agile, cost-conscious and aligned with long-term strategy. It empowers teams to respond swiftly to change without losing sight of the big picture.

– **Future-ready talent**

We clarify future skill needs and gaps to guide proactive development, recruitment and mobility.

– **The 5Bs approach**

We invest in our people, taking a balanced approach: Buy (recruit), Build (develop), Bridge (mobilise), Borrow (partner), Bind (retain).

The approach defined by these five propositions applies across all Hager strategic workforce planning activities, including the Eureka programme for skilled professionals, and the Early Careers strategy aimed at younger professionals.



“Talent is our most strategic asset. The success of Project 2030 depends on how well we equip our people to lead change, solve complex challenges and deliver impact.”

Workforce planning is our commitment to making sure the right capabilities are in place – today and for the future.”

Sonia Rivet
Director, Human Resources



05.6.1

Eureka programme

Having an outstanding workforce means having skilled professionals onboard. Proven technical and scientific expertise is a vital asset, required to support sustainable growth, boost innovation and bolster our competitive advantage.

The Eureka programme has been created to deliver just such a workforce. The programme enables Hager to successfully attract, retain and develop talented experts, and to better manage expertise.

Since its inception in 2022 the programme has already successfully onboarded three cohorts with a focus on engineering, industrialisation, and digital skills. A total of 29 new experts have joined the programme in France, Germany and Italy, representing a wide range of technical specialists including connectivity technologies, materials science, power and energy metering.

With an average age of 46, these professionals are the senior technical leaders of tomorrow, which means Eureka contributes directly to our Project 2030 goals.

Eureka has a clear roadmap in place, designed to foster their development, harness knowledge and drive our overall technical strategy. We also aim to develop leaders with the skills to optimise cross-disciplinary collaboration and communication.

The 21 expertise domains which have been our areas of focus for Eureka so far were selected for three reasons: their relevance to Hager business, their likely impact on current and future Hager strategy, and the extent to which the skills in question are challenging to acquire and develop.

21

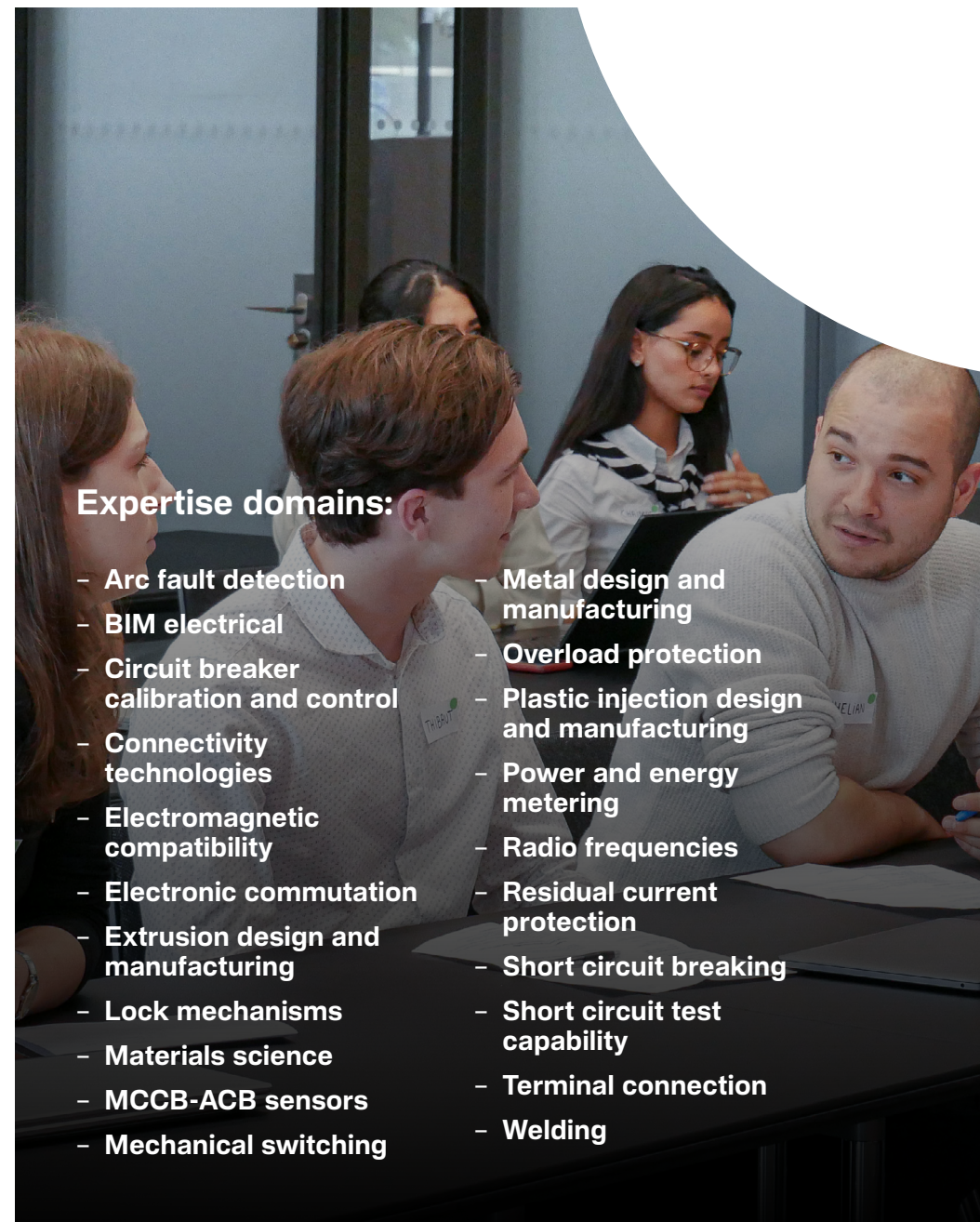
expertise domains

29

new experts joined
the programme

Expertise domains:

- Arc fault detection
- BIM electrical
- Circuit breaker calibration and control
- Connectivity technologies
- Electromagnetic compatibility
- Electronic commutation
- Extrusion design and manufacturing
- Lock mechanisms
- Materials science
- MCCB-ACB sensors
- Mechanical switching
- Metal design and manufacturing
- Overload protection
- Plastic injection design and manufacturing
- Power and energy metering
- Radio frequencies
- Residual current protection
- Short circuit breaking
- Short circuit test capability
- Terminal connection
- Welding





05.6.2

Early Careers

It is clear that our future prosperity demands a robust and successful talent acquisition strategy right now.

Hager has a huge amount to offer people who are beginning their career journeys; from apprentices and interns to students and graduates, whatever direction they choose, Hager can help. We assist early career candidates to invest in their own future through real-world experience, skills development and a wealth of professional opportunities.

Our ambition is to power our global growth by attracting top early career talent to drive innovation and success across our

international teams. The Early Careers strategy has been devised accordingly. It has three main objectives:

- Attract top talent by collaborating with universities and educational institutions, to build early and lasting connections with candidates who align with Hager values and goals.
- Design and deliver international development programmes that will foster the growth of future leaders and skilled workers, thereby supporting long-term business growth.
- Provide a distinctive learning experience to ensure that early career professionals are nurtured and primed for permanent positions within our business.

Beginning in 2024, Hager commenced our current journey of transformation around early careers. This process involved developing a global talent strategy, and professionalising recruitment.

We have worked on attracting, developing and retaining talent, developing our employer brand, improving the candidate experience and enhancing our recruitment capabilities. This has already made a positive impact on our talent pipeline.

In Germany Hager is certified as an Excellent Training Company for the tenth year running.



“Attracting early career talent is essential to our long-term success. We’re creating real opportunities for young professionals to grow, contribute, and lead – because the future of Hager depends on the people we empower today.”

Celine Friedrich
Talent Acquisition Manager,
Early Careers and Programmes

**Ongoing Early Careers initiatives include:**

- Sponsorship and partnership arrangements with educational institutions, including Université de Strasbourg, INSA Strasbourg and 42 Mulhouse.
- Tailor-made student events like the Innovation Game.
- TAI Community, our student networking community managed by and for Hager trainees, apprentices and interns. This has hundreds of members across France and Germany, and will soon be available in other European countries too.
- University Ambassadors programme
Piloting in 2026, this programme is designed to position Hager as an employer of choice in partner schools and universities.

- Enhanced onboarding
Developing welcome procedures specifically designed for early career joiners, to ensure the best possible start to every Hager career.

By successfully focusing on attracting, developing and retaining professional expertise through the Eureka programme, and doing the same for early careers professionals, Hager is ensuring that we will be able to deliver sustainable prosperity all the way up to 2030 and beyond.

05.7

Occupational health and safety

GRI 2-25 General disclosures**GRI 3-3 Material topics****GRI 403-1, 403-2 and 403-9 Occupational health and safety****ESRS S1-1 §23 Own workforce**

To safeguard the wellbeing of our people and ensure that health and safety is given priority, Hager has elevated our occupational health and safety strategy to a group-level function.

The introduction in 2024 of LO Safety (with board-level sponsorship) marked a step-change in health and safety integration across Hager. The result of this is the new Hager Safety Charter, incorporating our ten Golden Rules, which has been introduced to communicate core safety messages and promote a unified continuous-improvement safety mindset.

As a result of this, in 2024 our progress included:

- **Lost Time Accident Rate (LTAR)**
Significant reduction, 33% down from the previous year.
- **Behaviour-Based Safety (BBS)**
Managers trained and 2.497 safety observations carried out (38% of operations).
- **Safety zones**
Specific risks in work areas and labs mapped, delineated and signposted.
- **Incident investigations**
Reviewed by the Health and Safety Board, including members of the Global Leadership Team, to extract lessons learned and drive systemic improvements.

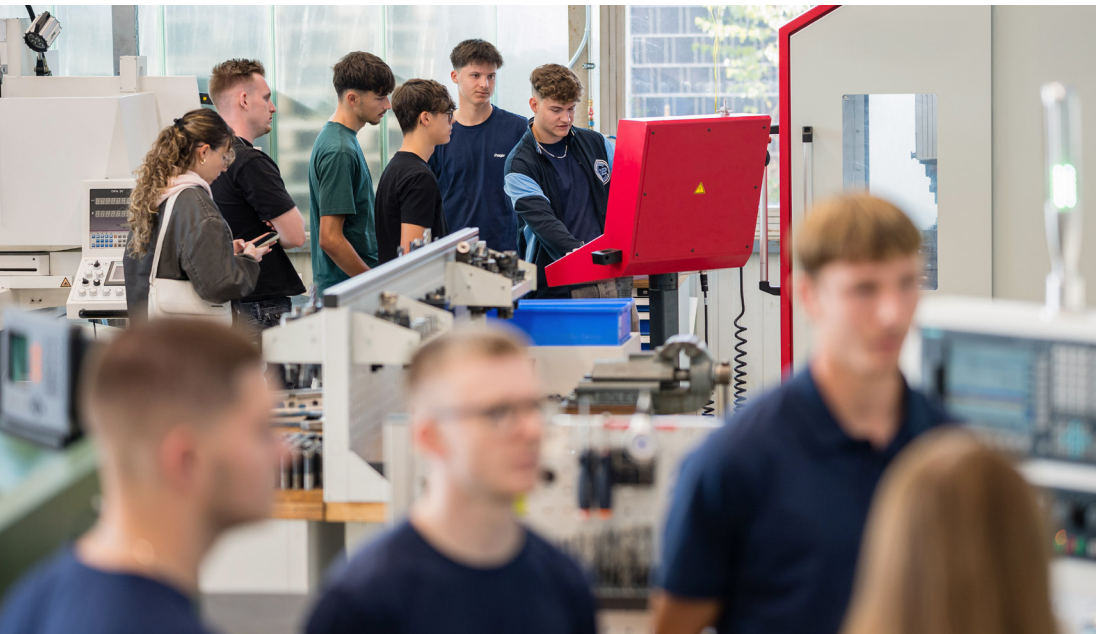
By 2029 our goal is to expand the safety management system to cover risk-exposed areas besides manufacturing, including logistics, sales, energy management and office-based services.

-33%

Lost Time Accident Rate (LTAR) reduction from the previous year

2.497

safety observations carried out





05.7.1


Mission Zero

In our quest to deliver on our promise of a safe workplace we have launched the Mission Zero project. This is an organisation-wide programme across production, logistics, engineering, laboratories, prototyping and industrialisation, designed to ensure the consistent application of safety standards, standardised lines of responsibility, reporting, investigation processes and preventative learning.

Ultimately, the aim is to empower all our people to manage existing and emerging health and safety risks through a centralised safety culture, including:

- Group standards to manage health and safety risks
- Function-specific targets for high-risk areas

We are also benchmarking our health and safety systems against industry standards and enhancing communication and engagement by delivering an ongoing programme of Behaviour-Based Safety (BBS).



“Safety is a promise we keep. Every person at Hager deserves to work in an environment where their wellbeing is protected and risks are actively managed.”

Mission Zero is how we turn that promise into action, every day, across every site.”

Liam Dee
Group Health and Safety Director



05.7.1.1

Incident reporting and investigation procedures

Health and safety at every site is driven by local management, protocols and systems to ensure compliance with all relevant regulations. Management responsibilities include the provision of a healthy and safe working environment, through hazard identification, risk assessment and mitigation measures, and incident investigation.

Employees, and all other interested stakeholders, are encouraged to voice any safety concern or suggestion for safety improvement they may have. This can be done in person with a manager or the local Occupational Safety Specialist, or via our Kaizen alert cards system, which supports written reporting of any near-miss or potential safety risk that requires investigation or action.

05.7.2

Reporting workplace incidents

As well as putting in place programmes and measures to help prevent all incidents, our commitment to being a learning organisation means that we seek to learn lessons at every opportunity. Reporting on incidents is essential for transparency; Hager has not recorded any fatalities or high-consequence injuries (leading to permanent disability) since our reporting cycle began in 2021. The LTAR, our main KPI, is steadily decreasing. Our goal is to continue to reduce it by at least five % every year until 2030.



Recordable work-related injuries

2021

87

LTAR: 3,93

2022

82

LTAR: 3,35

2023

93

LTAR: 3,94

2024

69 incidents

LTAR: 2,62



Our Occupational Health
Service in Blieskastel supports

2.550

employees across ten
locations in Germany

A total of

2.473

hours were dedicated to
occupational health services

05.7.3

Health and care management

GRI 403-6: Promotion of worker health

Hager is committed to fostering a safe and supportive working environment by offering a range of health and wellbeing initiatives. These programmes are designed to help employees maintain their physical and mental health, enhance workplace safety, and access resources when needed.

One of our main programmes is in Germany. In accordance with Section 3 of the German Occupational Safety and Health Act (ASiG), our Occupational Health Service in Blieskastel supports 2.550 employees across ten locations in Germany (Hager Vertriebsgesellschaft and Hager Electro).

In 2024 a total of 2.473 hours were dedicated to occupational health services. These included:

- Ability and fitness tests and occupational health care, which accounted for the majority of hours, as required by law.
- 371 hours spent on workplace inspections and assessments.
- 153 employees supported through reintegration programmes following illness or injury.
- 231 cases of acute musculoskeletal pain treated on-site in Blieskastel.
- Preventive health measures also remained a priority; between October and December 197 flu vaccinations and 39 COVID-19 vaccinations were administered.

We also continue to invest in health and care beyond legal requirements, including enhancing ergonomic workplace design, supporting employees with disabilities or reduced work capacity, and continuing our annual flu vaccination campaigns.



At a group level the following opportunities are currently available to all employees in different parts of the world:

– **General health and wellness support**

Regular initiatives to raise awareness and educate employees on various health topics, encouraging proactive health management. Hager partners with Techniker Krankenkasse in Germany to host the Digitale Gesundheitswoche, a fully online health week open to all employees. The programme offers over 80 free seminars and workshops on topics such as movement, stress management and nutrition.

– **Information and action days**

Special events offering expert advice, health checks and interactive wellness sessions.

– **Preventative measures**

Routine screenings to detect potential health issues early and enable timely intervention. For example, in Spain we have launched the initiative “CARE and GROWTH: Building a Better Workplace Together”. This programme provides a space for open dialogue, encourages employee suggestions, and supports the development of proposals to enhance wellbeing. In the Netherlands, ergonomic workstations are provided to all employees.

– **Nutrition consultation**

Personalised dietary advice to support healthy eating habits and overall wellbeing.

– **Psychological counselling**

Confidential mental health support is available to help employees manage stress, anxiety, and other challenges.

Provided in partnership with prevent.on – employees can access up to five company-funded sessions, covering both work-related and personal concerns. This support is especially relevant for high-stress roles or during organisational changes.

Similarly, in the Netherlands a Confidential Advisor is available to support employees facing personal or professional challenges. This role offers a safe and trusted space for discussing sensitive matters, while also helping individuals understand their rights and explore potential next steps for resolving concerns.

– **Emergency preparedness and safety training**

– **First-aid training**

Employees can become certified first-aiders, gaining essential emergency response skills.

– **Paramedic training**

Advanced training is available for those who wish to serve as company paramedics, enhancing our emergency preparedness.

In addition to these structured programmes, local teams implement their own measures such as wellness allowances, support for sports and recreation groups, the creation of wellbeing committees, gym memberships, and access to fresh food options.

A notable example is our health campaign in the Netherlands, where each employee receives an annual health budget to freely spend on wellness-related items or services – such as running shoes, gym classes or nutritional advice. Additionally, employees are entitled to a separate annual budget, which can be used for online training, coaching, assessments and other personal development activities.

In Singapore our team promotes wellness and employee engagement through an urban farming initiative. An in-office hydroponic system is used to grow herbs and vegetables, creating a nature-based outlet for employees to enjoy access to fresh herbs and vegetables, promoting healthier eating habits.

Management Summer School in Ludwigsburg, Germany – from 13th to 15th May 2025, 110 colleagues from top management to young talents came together to explore the power of brand and innovation for transformation.





05.8

Diversity, equity and inclusion

GRI 3-3 Material topics

ESRS S1-4 §37 to §40 Own workforce

As an international business with Franco-German roots we instinctively appreciate diversity as an asset. We know that the broader our talent pool is, the more our business benefits from the unique insights and experiences that every group, community and identity is able to offer.

By renewing our commitment to the Diversity Charter at Charte de la diversité in December 2024, Hager reaffirmed the commitment made in 2018 to building an inclusive environment where everyone is respected and feels that they belong.

The Diversity Charter, which unites over 5.300 signatories, will help Hager to develop a management style that respects difference and is based on trust. It will further improve team cohesion and enhance performance.

The commitments of the Diversity Charter, translated into actions that are measured and assessed regularly, also support Hager in our drive for greater organisational resilience as part of our Project 2030 strategy.

By signing the Diversity Charter, Hager has committed to six diversity principles:



01

Raising awareness among our executives and managers who are involved in recruitment, training and career management in issues of non-discrimination and diversity, gradually rolling this out to all colleagues.

02

Promoting the application of the principle of non-discrimination in all its forms, in all actions undertaken by our management and decisions made by the company or organisation, particularly in all areas of human resource management.

03

Encouraging representation of the diversity of French society in all its variety and riches, including without limitation, cultural, ethnic and social aspects, within the workforce and at all levels of responsibility.

04

Communicating our commitment to all colleagues as well as our customers, partners and suppliers, to encourage compliance and dissemination of these principles.

05

Developing and implementing diversity policy as a subject of social dialogue with staff representatives.

06

Regularly evaluating progress made, and sharing the practical results of these commitments as implemented both internally and externally.

For the full text of the Charter visit hagergroup.com →



05.8.1

Diversity in our workforce

Hager is committed to creating an inclusive environment that respects and values diversity in all its forms. We recognise that a diverse workforce brings a wide range of perspectives, experiences and strengths, which contribute to a more innovative and resilient organisation.

As part of this commitment, across our operations in Indonesia, Malaysia and Singapore, we promote the participation of women in management. This initiative promotes the advancement of women into leadership roles through structured support mechanisms, including mentorship, talent development training and internal talent mapping. These measures help us to identify and nurture high-potential female employees, enabling them to grow and thrive within Hager.

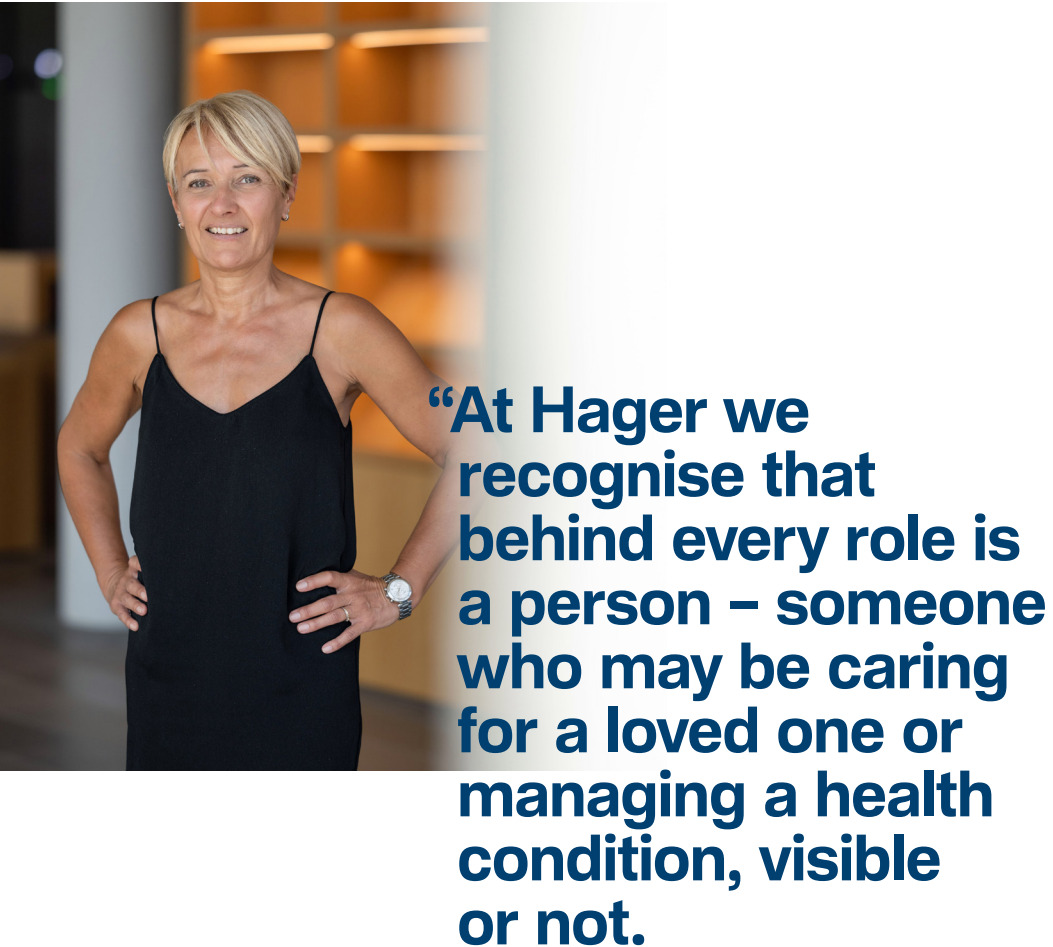
- The latest developments reflect the progress we are making:
- **Women in the workforce**
Women currently represent 40% of the global Hager workforce.
 - **Women in senior roles**
Since reporting began in 2022 we have seen an increase in the representation of women in senior roles at Hager. As of 2024, women constitute 23% of our top executives, executives and senior managers, up from 17% in 2022, an encouraging trend towards greater gender balance.
 - **Employee distribution across age groups**
Age discrimination must be avoided to ensure a fully diverse and inclusive workforce. Hager now monitors age distribution across our workforce to ensure balance is maintained in this respect.

Women representation in management positions

	2022	2023	2024
Board members*	18%	18%	18%
Top executives	15%	19%	19%
Executives	14%	18%	18%
Senior managers	20%	28%	29%
Manager and Professionals	19%	20%	20%

* Board members include both Board of Directors and Supervisory Board





Our commitment is to listen, adapt, and provide the right support so that each employee feels respected, included, and empowered to thrive in both their professional and personal life.”

Catherine Distel
Care Management Specialist

05.8.2

Caregivers

As a family-owned business Hager naturally has empathy for employees facing personal challenges, including caregiving within the family. Supporting caregivers is part of our wider commitment to employee wellbeing and work-life balance.

Based on internal survey responses we know that there are currently around 170 employees in France who are family caregivers. We have a range of measures in place to help these employees balance their caregiving responsibilities and their professional lives.

As a result of this support Hager was recognised by Cap Handéo in 2024 as a Company Committed to its Employees who Provide Care – acknowledgement of the help we give to employees who are informal caregivers.

This spirit of care and empathy also extends beyond the workplace. For example, our team in Malaysia regularly organises visits to local orphanages, providing employees with opportunities to connect with and support their communities. These visits include shared meals and recreational activities with the children, helping to grow a deeper sense of social responsibility and collective wellbeing.





05.8.3

Workers with special needs

At Hager we promote the acceptance of differences, encourage diversity, and actively support the professional integration and retention of persons with disabilities.

Disability is not always visible. We therefore raise awareness internally that recognition as a disabled worker (RQTH – Reconnaissance de la Qualité de Travailleur Handicapé¹) can also benefit employees with chronic illnesses or non-visible health conditions, such as asthma, diabetes, rheumatism, vision impairments, or severe allergies. These conditions may significantly affect professional life, and appropriate support mechanisms are essential.

To that end we pursue a multifaceted approach, which includes:

- **Annual awareness campaigns**

Including webinars and internal communications via HG Live, addressing both visible and invisible disabilities. We are also planning to launch a focused awareness initiative featuring interviews with seven employees living with invisible disabilities. These stories will be shared across internal platforms to promote empathy and understanding.

- **Support and retention of employees with disabilities**

We collaborate with the Occupational Health Service (SSAT²) and in-house ergonomists to ensure that workspaces and conditions remain accessible and suitable for employees facing health challenges. We also process MPDH³ and CPAM⁴ applications on behalf of employees to help them navigate administrative procedures more easily.

- **Job adaptation and funding**

We actively request subsidies for job retention, including RLH⁵ (Recognition of the Severity of the Disability) grants to compensate for potential reductions in work capacity, ensuring that all employees can remain productive and valued contributors.

- **Discovery opportunities and external engagement**

Hager welcomes individuals with disabilities into our sites to experience typical workplace environments. We also supported Paralympic athlete Joseph Fritsch in 2024, as a symbol of our broader commitment to inclusion.

We have seen a positive trend in the number of employees obtaining RQTH recognition, which reflects the success of our awareness efforts. Furthermore, we participate in sectoral governance, including taking an active role on the Board of Directors of Action et Compétence⁶ (Handicap), where we contribute to advancing inclusive employment practices beyond our organisation.

Through these actions we aim to create a working environment where every employee, regardless of ability, can participate fully and develop their potential.

- 1 RQTH (Reconnaissance de la Qualité de Travailleur Handicapé) – Official French recognition for individuals whose health condition limits their ability to work, granting access to support, workplace adaptations and financial aid.
- 2 SSAT (Service de Santé au Travail) – French Occupational Health Service supporting companies with employee health, safety and job adaptations.
- 3 MPDH (Maison Départementale des Personnes Handicapées) – French public body responsible for managing disability assessments and access to related rights and services, including RQTH.
- 4 CPAM (Caisse Primaire d'Assurance Maladie) – French health insurance fund handling medical reimbursements and employee sick leave.
- 5 RLH (Reconnaissance de la Lourdeur du Handicap) – French administrative mechanism that recognises the severe impact of a disability at work, enabling employers to receive financial compensation for necessary adaptations.
- 6 Action et Compétence is a French association that supports the employment and professional integration of people with disabilities. It brings together employers, institutions and experts to promote inclusive workplace practices and facilitate job retention.



“Human Sustainability is how we turn our values into action to create value for people – by investing in health and safety, wellbeing, growth, equity and sense of purpose.”

As we align this action plan with our E3 framework we are building the resilience and culture that will carry Hager into the future. When our people thrive, so does our transformation.”

Leslie Moog
Human Sustainability
Programme Manager

05.9

The future: Our Human Sustainability ambition

Let’s take a moment to look to the future.

As described in the introduction to this report, Hager has introduced our Human Sustainability programme as part of our deepening commitment to sustainability in every part of our organisation.

Human Sustainability¹ is defined as the degree to which an organisation creates value for people as human beings, leaving them with greater health and wellbeing, future-ready skills, internal mobility opportunities and greater employability, good jobs, opportunities for advancement, progress towards equality, increased belonging, and heightened connection to purpose.

This aligns powerfully with our People and Culture model, as it emphasises the importance of our people, who are at the heart of our Project 2030 sustainable transformation goals. These goals can only be achieved by fostering the resilience, development and wellbeing of our people.

As a result, Hager has defined four clear next steps that we are committed to:

- Embedding Human Sustainability as a group-wide programme: giving quantitative and qualitative, long-term targets to some of our People and Culture actions.
- Going beyond environmental impact and boosting positive impact.
- Creating a collaborative, innovative and learning workplace that boosts our ability to deliver environmental solutions across the value chain.
- Integrating our approach to forge a shared ambition.

With this new and greater synergy between Employees and Environment within our E3 framework, thanks to the Human Sustainability programme, boosting our organisational resilience, Hager looks forward to delivering on Project 2030 more effectively than ever.

We are building a future where individual growth fuels collective success, because when our people grow, Hager grows.

¹ Definition adapted from Deloitte 2023 Global Human Capital Trends report, www.deloitte.com/us/en/insights/topics/talent/human-capital-trends/2024/focusing-on-human-sustainability-and-employee-wellbeing.html



06

Environment: Protecting the climate and the environment

Marking the first Franco-German Climate Action Day (Klimaschutztag) in June 2025, over 200 participants – including industry leaders, researchers, and policymakers – came together at the Hager Forum to exchange ideas for achieving a carbon-neutral future. Co-hosted by Klimaschutz-Unternehmen and Hager Group, the event centred around the theme: “Circular solutions for climate and the environment.”

Through expert-led panels and interactive workshops, attendees explored key topics such as circular construction, the impact of artificial intelligence (AI) on the green transition, and sustainable practices in industrial production.

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“The Blue Planet Commitment promotes proactive, anticipatory actions, driven by the belief that shaping the future is more powerful than reacting to it.”

It is also a call to action – a shared journey that engages all functions across our group, as well as our suppliers and partners, working together to build a resilient and sustainable future.”

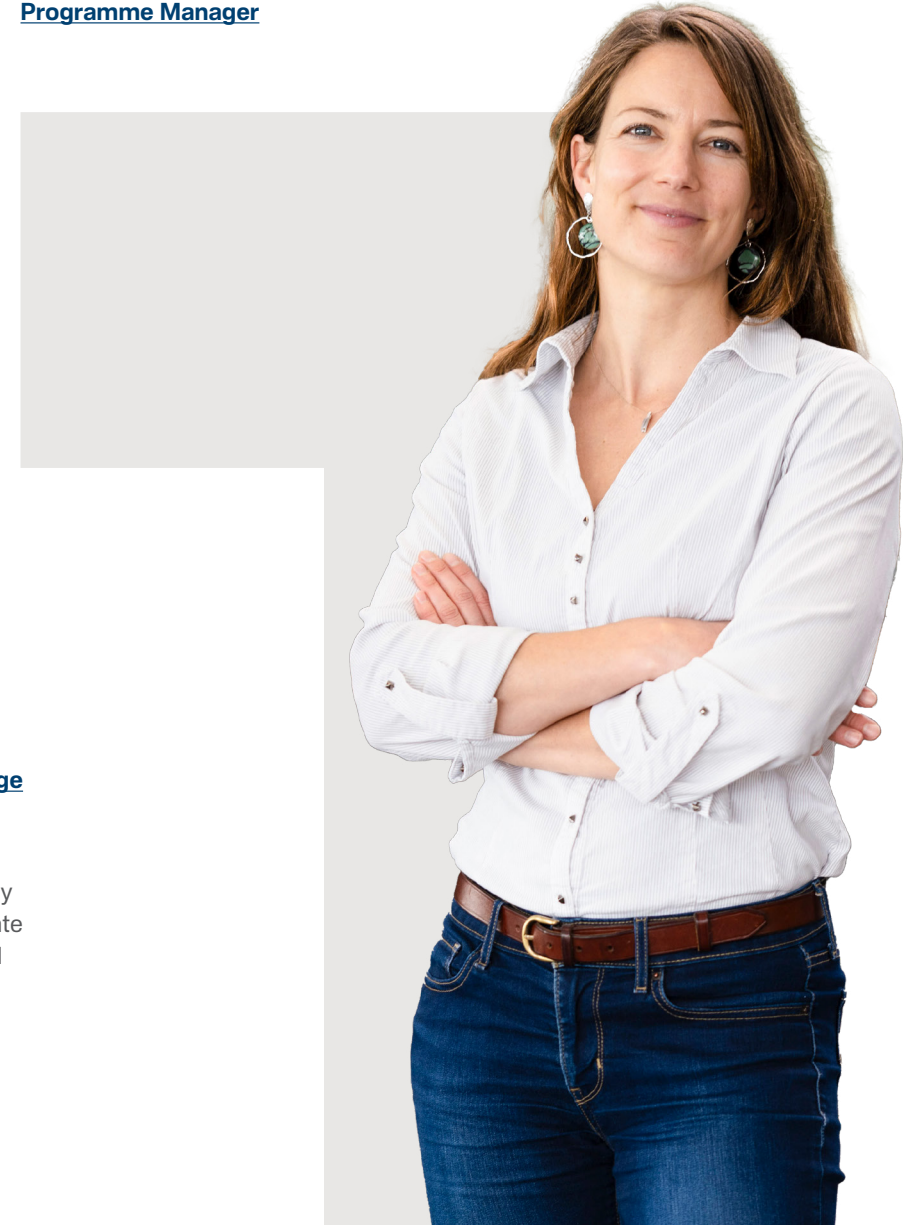
06.1

Blue Planet Commitment

GRI 3-3 Material topics
ESRS E1-2 §24 and §25 Climate change

Our Blue Planet Commitment (BPC) is our environmental sustainability strategy action plan. It is our programme to create long-term value for all stakeholders and contribute meaningfully to the future of our planet.

Anaïs Zink
Environmental Sustainability
Senior Manager and
Blue Planet Commitment
Programme Manager





Guided by the findings of our double materiality assessment, the BPC programme is structured around four strategic pillars: decarbonisation, eco-design, transparency and energy efficiency. This commitment ensures that we proactively address the environmental impacts, risks and opportunities associated with our operations. It also guides many aspects of our operations and product development.

In support of the BPC, general and function-specific training programmes have been developed to foster a collaborative and inclusive effort, covering essential sustainability principles, carbon footprint awareness and workplace best practice. By the end of 2024 nearly 84% of our connected employees¹ had completed the general training.

We have also rolled out specialised modules tailored to specific functions, including engineering and sales teams, focusing on topics such as eco-design and compliance.



First Franco-German Climate Action Day (Klimaschutztag) at Hager Forum in Obernai, France – on 5th June 2025, organised by Klimaschutzunternehmen, more than 200 participants, including business leaders, scientists and policy makers, came together for the occasion.

Our Blue Planet Commitment in a nutshell



01

Energy efficiency

Acting as enabler for energy transition by supporting customers on their sustainability journey by delivering solutions that reduce energy consumption and greenhouse gas emissions.



02

Decarbonisation

Reduce our direct and indirect greenhouse gas emissions to limit climate warming.



03

Eco-design

Working on more sustainable materials for our products; pushing for a circular product approach.



04

Transparency

We work on sustainability reporting initiatives with reputable organisations and perform lifecycle assessments of our products.

¹ Connected employees are defined as permanent employees who have been assigned a Hager email address and have access to the internal communications platform, Hager Live. This group typically includes all office staff, excluding most production operators and service personnel.



06.1.1

Our 2024/25 action plan

ESRS E1-2 §24 and §25 Climate change

In line with the Hager Project 2030 strategy, our current focus aims to improve the short-term environmental attractiveness of our offer while continuing to prepare for the challenges posed by climate change and resource constraints.

We plan to:

- Improve the environmental profile of our solutions through accelerated product data transparency, enhanced eco-design, and clear communication of sustainability achievements.
- Strengthen organisational readiness for future regulations and standards by integrating circular economy principles and building a resilient climate transition plan.

In 2024 Hager made significant progress across all pillars of the Blue Planet Commitment.

We achieved a 20% reduction in our Scope 1 and 2 emissions realising substantial carbon savings through renewable energy and energy efficiency initiatives.

Our supply chain decarbonisation efforts are starting to pave the way for opportunities to lower emissions from purchased goods, and we strengthened responsible sourcing by integrating EcoVadis IQ plus into our sourcing risk management.

New eco-designed products and tools have been launched, helping to prevent plastic waste and further embedding sustainability into our product development, while our data and digitalisation advances have improved transparency with extended LCA coverage and supplier engagement.

We maintained compliance with evolving regulations and reinforced our internal sustainability network. These collective efforts were recognised with the EcoVadis Platinum rating, confirming our leadership in environmental performance.

Going forward the focus of our efforts is as follows:

- Building a strong sustainability/environmental IT backbone to ensure the availability, accuracy and accessibility of product data for regulatory reporting and customer transparency.
- Intensifying efforts to reduce Scope 3 emissions, refine emissions tracking, and explore opportunities to set up internal CO₂ – equivalent pricing mechanisms to drive low-carbon decisions across selected business activities.
- Advancing sustainable sourcing strategies, implementing systematised eco-design across all product lines, and optimising logistics for reduced environmental impact.
- Launching pilot projects for the circular economy and formalising new company rules for circular practices, thereby embedding circularity in all relevant business units.

Blue Planet Commitment champions workshop in Obernai, France – In 2024, 22 BPC champions from different business functions came together for a team-building workshop.





06.2

Our Climate Transition Plan

[ESRS E1 SBM-3 § 19 Climate change](#)

[ESRS E1 IRO-1 §20 & §21 Climate change](#)

The Hager Climate Transition Plan provides a structured approach to managing climate-related risks and identifying opportunities for our business growth strategy. The plan focuses on the continuous monitoring of our GHG emissions across our operations, and emphasises the importance of understanding both physical and transition risks and the opportunities they present for our business.

The plan outlines pathways to reduce Scope 1 and 2 emissions through operational energy efficiency improvements, the rollout of a group-wide energy management system and clean energy, while also addressing Scope 3 emissions by acting on the design of our product portfolios and in collaboration with supply chain partners.

In addition to reducing our own footprint, Hager aims to support broader decarbonisation by offering solutions that contribute to avoided emissions. A transparent digital monitoring system supported by the Hager sustainability digital backbone and regular reporting ensure accountability and continuous improvement.

06.2.1

Climate physical risks¹

[ESRS 2 IRO-1 §20 and §21 Climate change](#)

[ESRS E1-9 §66 Climate change](#)

Since 2023, in collaboration with FM Global², we have conducted physical risk assessments of our operations, focusing on manufacturing and logistics sites. The assessments use a combination of engineering data from site visits and available scientific data on climate change.

The resulting analysis includes a breakdown of acute and chronic risks at the locations visited. Risks are evaluated according to three Representative Concentration Pathway (RCP) climate change scenarios, across the short (2030), intermediate, and long (2050) term.

RCP climate change scenarios describe the evolution of CO₂e concentration in the atmosphere in response to greenhouse gas (GHG) emissions and the radiative forcing induced thereby, which in turn affects global temperatures. For our assessment the three scenarios used were:

- **RCP 2,6 (low) – radiative forcing is limited to 2,6 W/m²**
This scenario is considered the best case for limiting climate change impacts. It requires a major turnaround in climate policies and concerted worldwide action to reduce GHG emissions drastically.
- **RCP 4,5 (intermediate) – radiative forcing is limited to 4,5 W/m²**
This scenario assumes a stabilisation of GHG emissions by 2050, declining afterwards.
- **RCP 8,5 (high) – radiative forcing is assumed to increase up to 8,5 W/m²**
This scenario represents a possible worst-case scenario with a continued rise in GHG emissions.

We identified ten locations exposed to significant climate risk, representing 823,8M€ of property value, which is 28% of the total asset value of our business. Hazards include flooding, storm water, collapse risk, wind and freeze events. In response, site-specific climate resilience actions are now in place, including flood barriers, snow and freeze response plans, and emergency preparedness.

¹ Climate-related risks and opportunities are integral to our overall climate strategy. While they are primarily addressed through the Climate Transition Plan, they also form a foundational part of our adaptation efforts. For clarity and focus, these elements are not discussed separately in this report but are embedded within the broader strategic and operational responses to climate change.

² FM Global is a mutual insurance company specialising in industrial property insurance and risk management services. They conduct on-site engineering assessments and use a proprietary risk modelling tool to evaluate site-specific exposures, quantify risk levels and guide resilience improvement measures.



06.2.2

Climate transition risks and opportunities

ESRS 2 IRO-1 §20 and §21 Climate change

While physical risks highlight the direct consequences of climate change on Hager operations, transition risks stem from the evolving regulatory, technological and market landscape as the world shifts towards a low-carbon economy.

We conducted a prospective qualitative scenario analysis to identify the most relevant transition risks and opportunities across our core and transition business activities. We are currently developing the quantification of a selected set of these risks and opportunities.

The analysis is based on climate trajectories derived from the IPCC Sixth Assessment Report (AR6), covering global warming pathways, with a primary focus on scenarios consistent with the Paris Agreement objective of limiting global temperature rise to well below 2°C above pre-industrial levels, while pursuing efforts to limit the temperature increase to 1,5°C by 2100.

This integrated risk-opportunity analysis reinforces our long-term resilience and guides our ongoing transformation as part of our Blue Planet Commitment.

Theme	Risk	Opportunity
Market shift	Decline in demand for traditional products due to the anticipated slowdown in new construction, driven by land artificialisation limits and energy efficiency targets.	Redirect focus to emerging markets such as renovation and multi-residential buildings; develop modular and prefabricated product offerings tailored to evolving lifestyles and urban density.
Raw materials constraints	Rising costs and supply chain vulnerabilities for copper, steel and plastics due to regulatory constraints (EU-ETS, CBAM), geopolitical tensions and surging demand for low-carbon technologies.	Strengthen partnerships for recycled or secondary materials, develop plastic-free products, and enhance circularity through take-back schemes and material recovery contracts with suppliers and customers.
Regulations	Stricter EU environmental regulations affecting the use of plastics, and new compliance demands linked to electrification, fire safety and energy system resilience.	Innovate with smart protection systems, standard-compliant energy solutions and future-proofed installation components.
Value chain disruption	Disintermediation risk from prefabrication and the consolidation of electrical installers, which could bypass traditional distributor channels.	Develop plug-and-play solutions requiring less installation expertise, and strengthen training and digital support services for electricians and private users; explore new alliances with prefabrication and mobility solution providers.
Technology and market competition	Risk of losing market share in EMS and charging infrastructure due to new entrants, low entry barriers and rapid innovation cycles.	Expand the EMS offering with integrated hardware-software solutions; enter adjacent markets (eg EV charging for two-wheelers, energy storage from second-life batteries) and build long-term service contracts to create recurring revenue streams.
Production adaptation	Technical and financial challenges in decarbonising manufacturing processes and adjusting to new materials specifications and product designs.	Prioritise modularity, product lifespan extension and lean material use from the design phase; invest in R&D for materials substitution and smart design to meet both environmental and performance criteria.



06.2.3

SBTi commitment

GRI 3-3 Material topics

ESRS E1-1 §14 and §16 Climate change

ESRS E1-4 §32, §33 and

§34 Climate change

ESRS 2 §80 General disclosure

Decarbonisation is critical. Faced with an imminent and indisputable global climate emergency it is our responsibility to do everything we can to ensure our operations contribute to the vital goal of limiting global warming to a maximum of 1,5°C in line with the Paris Agreement.

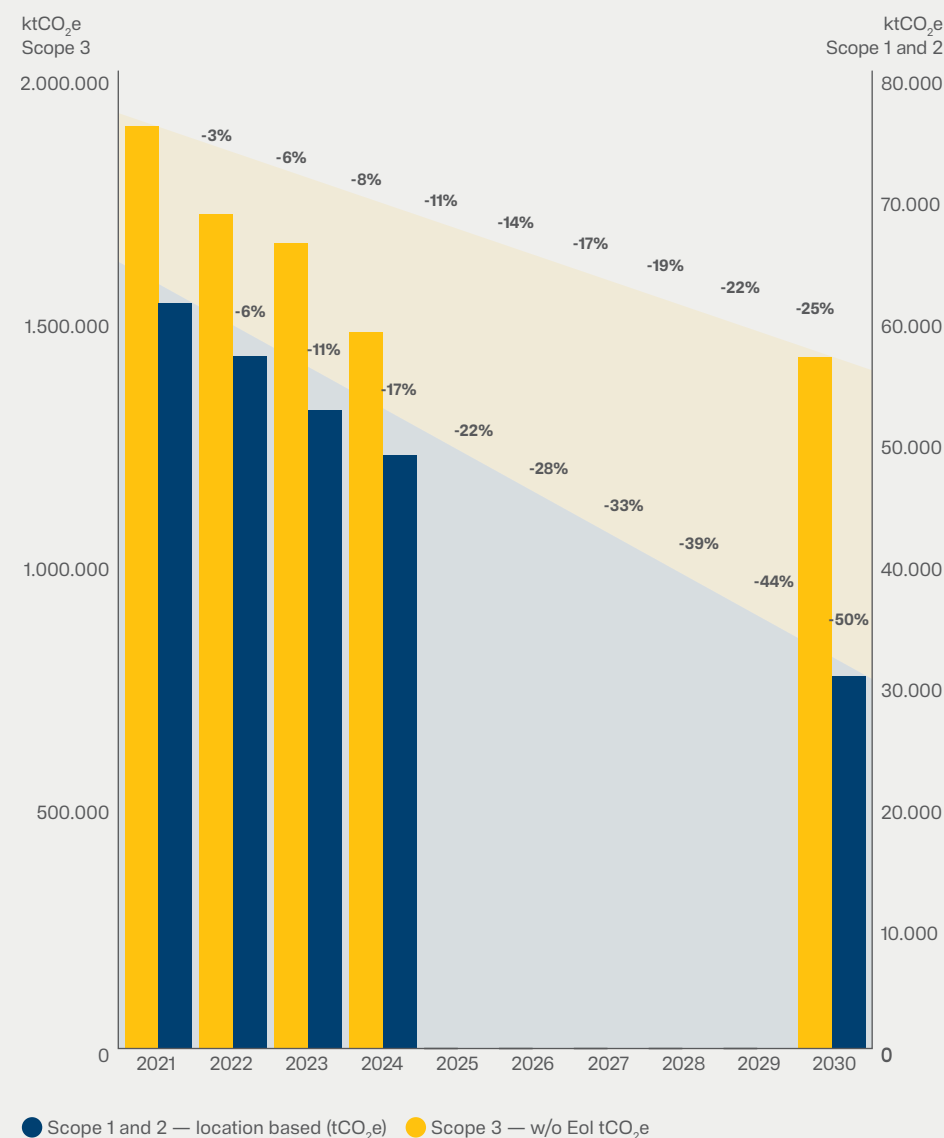
Despite an alarming wave of recent data underscoring just how close we are to surpassing this widely cited threshold¹ our commitment to climate mitigation remains unchanged. Accordingly, we are acting on multiple fronts to achieve our Science Based Targets initiative (SBTi) decarbonisation goals. Accordingly, we are acting on multiple fronts to achieve our Science Based Targets initiative (SBTi) decarbonisation goals. The SBTi confirmed that our Scope 1 and 2 targets are aligned with a 1,5°C pathway, and our Scope 3 targets with a well-below 2°C trajectory. In line with these commitments, we aim to reduce our Scope 1 and 2 GHG emissions by 50%, and our scope 3 GHG emissions by 25% – both by 2030, compared to our 2021 baseline. These targets were developed and submitted under SBTi criteria version 5.0, using the absolute contraction approach. Our GHG emissions are calculated in accordance with the GHG Protocol Corporate Standard, applying the operational control consolidation approach and including 100% of subsidiaries' emissions under operational control.

¹ The 1.5 Degrees C Temperature Target: 8 Things to Know. World Resources Institute. Retrieved from www.wri.org/insights/1-5-degrees-c-target-explained

Sabine Busse at Klimaschutztag 2025 in the Hager Forum, Obernai.



Our GHG emissions reduction trajectory in tCO₂e (SBTi short-term commitment)





06.2.4

Our carbon footprint

06.2.4.1

Methodology

ESRS 2 BP-2 §10 General disclosures

ESRS 1-4 §34 Climate change

GRI 305-1, 305-2, 305-3 and

305-5 Emissions

Hager calculates and reports on our corporate carbon footprint following the GHG Protocol. The organisational boundary for our carbon footprint is set using the operational control approach¹, encompassing all entities included in our consolidated financial statements.

The inventory covers Scope 1 (direct emissions from owned and controlled operations), Scope 2 (indirect emissions from purchased energy), and Scope 3 (all other indirect emissions from the value chain).

- **For Scope 1** we include all direct fuel combustion and company vehicle emissions.

- **For Scope 2** we calculate and disclose emissions using both the location-based and market-based methods, in accordance with the GHG Protocol, using average emission factors for the local electricity grid and residual mix emission factors. This dual reporting provides a more comprehensive view of our purchased energy emissions and enables stakeholders to better assess the impact of our renewable energy sourcing efforts and long-term energy investments.
- **For Scope 3** we assess all significant categories² including Purchased goods and services (3-1), Capital goods (3-2), Upstream energy (3-3), Upstream freight (3-4), Waste (3-5), Travel (3-6), Commuting (3-7), Downstream freight (3-10), Use of sold products (3-11), and End-of-life of sold products (3-12).

In calculating our emissions we consider all greenhouse gases covered by the Kyoto Protocol, including carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulphur hexafluoride (SF₆), and nitrogen trifluoride (NF₃).

All reported emissions are presented in CO₂-equivalent terms, ensuring completeness and comparability in line with international standards.

Activity data is collected primarily from direct sources, such as energy meters, fuel invoices and business travel records, supported by our internal data management systems. Where primary data is unavailable

(e.g., to determine the power consumption of some of our products over their lifetime or to recompute weight from purchased material) secondary data is used (such as industry averages or extrapolations), with the source and methodology documented for each instance.

Emissions are calculated by multiplying activity data by standardised emission factors, sourced from reputable databases including Ecoinvent³, ADEME⁴, EIME⁵, the IEA⁶ and the AIB⁷. When available, supplier- or product-specific carbon footprint data is also incorporated to improve accuracy. The choice of emission factors is reviewed annually for scientific rigour and regional relevance.



Recalculation policy: In line with the standards we use in our sustainability reporting:

- GRI emissions standard:
GRI 305: Emissions
- ESRS E1
- the GHG Protocol

- ¹ The operational control approach is a method of consolidating sustainability data whereby the undertaking reports 100% of impacts from operations over which it has full authority to introduce and implement operating policies, regardless of ownership. This aligns with the GHG Protocol and is referenced in ESRS E1-6 §46.
- ² Categories are derived from the GHG Protocol.
- ³ Ecoinvent is a comprehensive Swiss-based lifecycle inventory database that provides high-quality emission factors and environmental data for lifecycle assessments.
- ⁴ ADEME (Agence de la transition écologique) is the French Environment and Energy Management Agency, which provides official emission factors and guidance for calculating GHG emissions.
- ⁵ EIME (Environmental Information and Management Explorer) is lifecycle assessment software developed by CODDE (Bureau Veritas) that uses a proprietary database to provide emission factors and environmental impact data.
- ⁶ The International Energy Agency (IEA) is an intergovernmental organisation that provides authoritative energy data, policy advice, and long-term projections to support global energy security and sustainability.
- ⁷ The AIB (Association of Issuing Bodies) is a European organisation that manages Guarantees of Origin (GOs), enabling reliable market-based emission factors by certifying the renewable origin of electricity.

The group commits to recalculating its carbon footprint when significant structural, methodological or data-related changes occur. This includes mergers, acquisitions, improved emission factors or error corrections. Our fixed base year 2021 is maintained and adjusted only when changes materially affect emissions data. All recalculations are documented, reviewed and transparently disclosed in our annual sustainability report as listed in the previous paragraph.



The carbon footprint calculation undergoes a robust internal review process. Data is validated by our Sustainability team to ensure completeness and accuracy. Furthermore, our calculation methodology, emission factors and consolidated results are developed and reviewed with support from our external consultant Carbone 4¹.

This year we also engaged a third party to perform a limited assurance engagement on both our 2024 carbon footprint and our 2021 baseline year to strengthen the credibility and transparency of our climate reporting.

To maintain comparability and transparency, any changes to methodology, emission factors, or reporting boundaries from prior years are clearly identified and explained in our disclosures. Hager is committed to the ongoing enhancement of our data quality, the expansion of primary data sources and the continuous improvement of our carbon accounting processes. Furthermore, we are currently setting up systematic internal controls to support more reliable data collection, validation and reporting across all business units.

As part of this continuous improvement approach we have also identified certain gaps that we are actively addressing.

In the Use of sold products category (3-11) we continue to implement data quality controls and digital tools to make sure the carbon impact of our product references is properly modelled. A remediation plan is in place to gradually use better extrapolation scenarios and use primary data whenever possible.

In the Purchased goods and services category (3-1), while some procurement data might not be available and require extrapolation, we are continuously working to improve data quality and accuracy by strengthening our methodology through greater integration of supplier data and refinement of master data.

In the Downstream freight category (3-10) we plan to define delivery types and shipping conditions with more precision, and update the set of emission factors. Remediation plans will be implemented in our next reporting cycle, starting in the first quarter of 2026.

06.2.4.2

Our 2021 baseline

GRI 2-4 General disclosures

GRI 305-1 to 305-3 and 305-5 Emissions

ESRS E1-6 §47 Climate change

ESRS 2 BP-2 §14 General disclosures

We chose 2021 as our base year for monitoring and controlling the Hager decarbonisation progress as it was the first year we established robust data collection process and controls, enabling accuracy and completeness of emissions data across all relevant scopes. Since then we have made significant enhancements to the quality, granularity and availability of carbon-related data. These improvements have enabled us to reassess and refine the methodologies used in our carbon footprint calculations to better reflect the current level of accuracy and maturity of our approach to emissions management.

As part of this ongoing process to improve accuracy and consistency, during our latest review we found that certain previously applied methodologies were no longer adequate.

Consequently we revised our approach for 2024 and recalculated historical data to ensure methodological consistency and year-on-year comparability.

The most significant methodological changes focused on Scope 3 emissions, which now provide a more robust and realistic assessment of our value chain climate impact.

For Use of sold products (3-11) we have replaced previous simplified assumptions based on power loss and active phases with a new internal tool that calculates run-phase energy consumption more realistically, and upgraded our extrapolation model for greater accuracy. We have also improved the quality of the data used in our calculations by increasing the number of sources and undertaking more comparisons, resulting in a substantial increase of our reported emissions for this category. Moreover, to remain as close to real-world conditions as possible, we use emission factors and long-term electricity grid projections from the International

¹ Carbone 4 is an independent consulting firm supporting organisations in decarbonisation strategies and adaptation to climate-related risks.



Energy Agency (IEA). These projections, based on the Stated Policies Scenario¹ (STEPS), enable us to account for expected changes in national electricity mixes over the entire lifetime of our products, based on the countries in which they are sold. We update these inputs annually to ensure alignment with the latest market trends and energy transition pathways.

For Direct purchases of goods and services (3-1) we refined procurement records and expanded our approach beyond relying solely on SAP data and generic emissions factors, by incorporating direct input from buyers and suppliers.

Other improvements include:

- A comprehensive integration of all business travel costs.
- Use of real battery capacity data in our Purchases, Use of sold products and End-of-life treatment categories.
- Update of emission factors, including the emission factor for our sold products' end-of-life, resulting in a reduction of 220 ktCO₂e in this category (3-12).

Overall, these changes have increased transparency and data accuracy, reducing our Scope 3 emissions baseline by over 740 ktCO₂e compared to our initial SBTi baseline figures.

GHG emissions baseline

	Source of emissions (GHG Protocol)		2021 SBTi tCO ₂ e	Corrected 2021 tCO ₂ e
Scopes 1 and 2	1	Scope 1	26.646	27.754
	2-1	Scope 2 – Location based	32.564	33.632
	2-2	Scope 2 – Market based	NA	17.729
	Total Scopes 1 and 2 – location based		59.210	61.385
	Total Scopes 1 and 2 – market based		NA	45.483
Scope 3 Upstream	3-1	Purchased goods and services	628.032	490.496
	3-2	Capital goods	31.641	6.578
	3-3	Upstream energy	13.258	13.685
	3-4	Upstream freight	51.151	30.453
	3-5	Waste	3.125	3.125
	3-6	Travel	9.691	6.664
	3-7	Commuting	24.642	25.410
	Total Scope 3 Upstream		761.540	576.412
Scope 3 Downstream	3-10	Downstream freight	15.686	30.395
	3-11	Use of sold products	1.648.876	1.300.428
	3-12	End-of-life of sold products	239.818	13.481
	Total Scope 3 Downstream		1.904.380	1.344.305
	Total Scope 3		2.665.920	1.920.717
Total	All emissions – location based		2.725.130	1.982.102
	All emissions – market based		NA	1.966.200

¹ The Stated Policies Scenario (STEPS) assumes global electricity demand recovers and surpasses pre-Covid-19 levels by 2021. India's electricity demand growth leads until 2030, followed by Southeast Asia and Africa. China accounts for over 40% of global growth to 2030. Renewables provide 90% of global electricity demand growth over two decades, driven by solar PV, while coal use declines to below 20% of global energy demand by 2040.



06.2.4.3

Emissions evolution overview

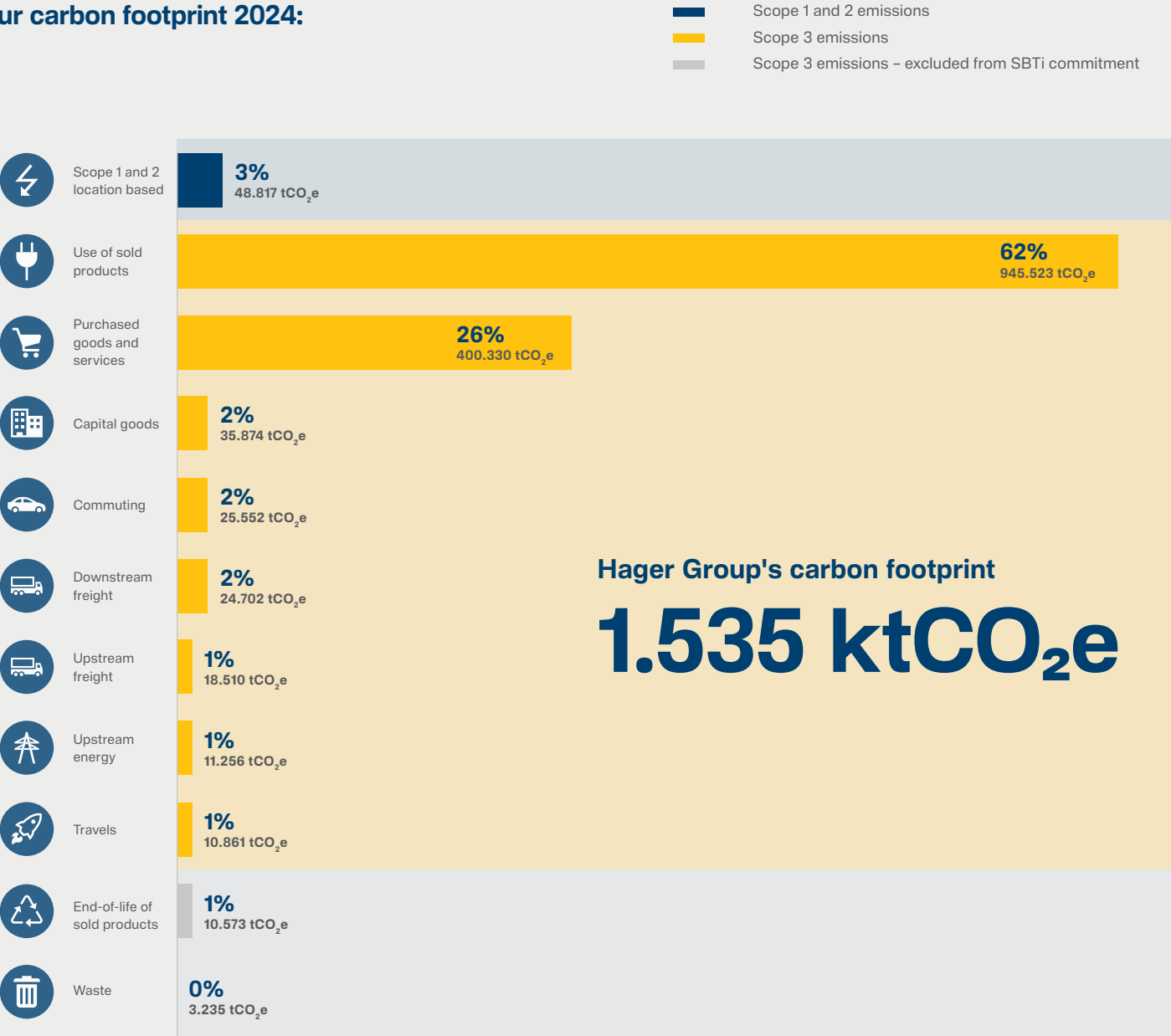
GRI 305-1 to 305-3 Emissions
ESRS E1-6 §44, §48, §49, §51 and §52 Climate change

By 2024 we achieved a 20% reduction in our Scope 1 and 2 location based GHG emissions compared to the 2021 baseline, confirming that we remain on track to meet our SBTi commitment. For Scope 3 emissions our latest assessment, based on a significantly improved and more robust calculation methodology, shows a 23% reduction compared to the baseline, whereas last year we reported a one percent increase.

We recognise that the change in our Scope 3 trajectory primarily reflects enhanced data quality, methodological updates, a decrease in production volumes and the global decarbonisation of the electricity grid, rather than the impact of new reduction measures.

To ensure we stay true to our efforts, commitment and transparency, we will continue to actively decarbonise our value chain and realign our targets with the SBTi, maintaining a focus on credible and measurable progress.

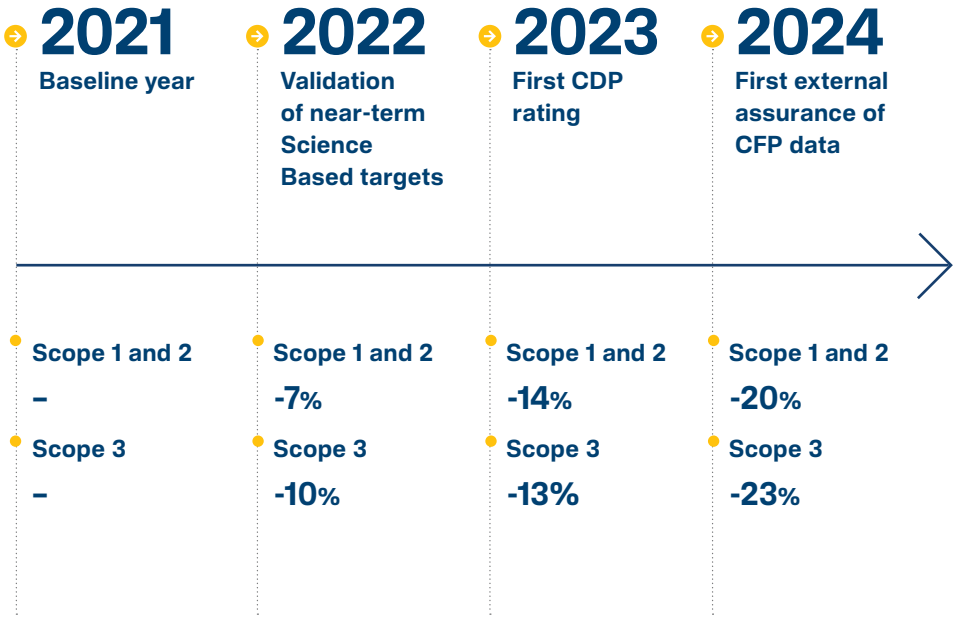
Our carbon footprint 2024:





Our GHG emissions

	2021		2022		2023		2024
	Emissions (ktCO ₂ e)	Emissions (ktCO ₂ e)	Change from baseline	Emissions (ktCO ₂ e)	Change from baseline	Emissions (ktCO ₂ e)	Change from baseline
Scope 1	27,8	25,1	-10%	22,2	-20%	17,8	-36%
Scope 2 (location based)	33,6	31,9	-5%	30,3	-10%	31,0	-8%
Scope 2 (market-based)	17,7	18,0	1%	21,5	21%	57,2	223%
Scopes 1 and 2 (location based)	61,4	57,0	-7%	52,5	-14%	48,8	-20%
Scope 1 and 2 (market based)	45,5	43,1	-5%	43,7	-4%	75,0	65%
Scope 3	1.920,7	1.736,2	-10%	1.673,6	-13%	1.486,4	-23%



How?

- Investment in carbon efficient solutions
- Enhanced energy management system
- Sourcing of renewable energy

50%
Scope 1 + 2
reduction target

25%
Scope 3
reduction target

Notable initiatives during 2024 include:



Huizhou

In Huizhou we commissioned a photovoltaic (PV) plant of 618 kW capacity, with an annual generation capacity of 613 MWh. This installation enables us to reduce CO₂e emissions by approximately 370 tonnes per year, accounting for six percent of the site's total annual emissions.

Telford, UK

At our Telford facility we commissioned a 450 kW PV plant, significantly expanding our renewable energy footprint in the UK. The resulting emissions reduction is estimated at 93 tonnes of CO₂e annually, which is 25% of total site emissions.

Vendenheim

At our Vendenheim logistics hub Hager has made significant investments in sustainable infrastructure, including biomass heating and electric truck charging stations. These initiatives collectively enable an annual reduction of over 400 tonnes of CO₂e emissions.

Emmenbrücke

At our Emmenbrücke site we transitioned from a traditional gas and oil heating system to a modern district heating solution. This change is projected to save approximately 240 tonnes of CO₂e emissions each year.

06.2.5

Decarbonisation plan

[ESRS E1-1 §14 & §16 Climate change](#)

[ESRS 2 §68 and §69 General disclosure](#)

[ESRS E1-3 §26, §28, §29 Climate change](#)

[GRI 305-5 Emissions](#)

Hager has forecast GHG emissions across Scope 1, 2, and 3 by utilising harmonised, company-wide data sets. This integrated methodology ensures a consistent and accurate representation of our overall emissions profile.

Leveraging these forecasts, and through a detailed analysis of emissions sources, we have systematically identified the key decarbonisation levers required to meet our climate targets.

To guarantee consistency and transparency in our reporting, all company-specific emissions data are fully reconciled with group-level figures, thereby enabling robust and reliable tracking of our progress against corporate environmental objectives.



“Reducing our environmental footprint starts with clear priorities – cutting emissions, improving efficiency, and monitoring what truly matters.

In 2024 we took significant steps forward by combining investments in carbon-efficient infrastructure with smarter energy use across our sites. At the same time we are deepening our oversight on pollutants and substances of concern, because sustainable manufacturing is about safer and cleaner operations, as well as less carbon.”

**[Michel Voinson](#)
[Manufacturing Programme Senior Manager and Programme Lead for Scope 1 and 2 Decarbonisation](#)**



06.2.5.1

Scope 1 and 2 decarbonisation roadmap

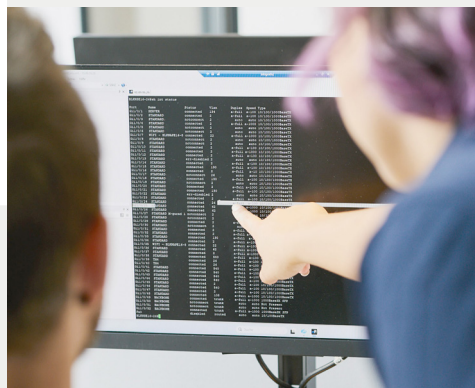
To achieve our Scope 1 and 2 emissions reduction commitment of 50% by 2030 we have developed a detailed action plan focusing on three strategic pillars:



Enhancement of energy management systems

To optimise our energy usage, a standardised process of energy management known as HPS 2.0 is being implemented. This process is certified to ISO 50001 standards and ensures consistent monitoring and control of energy consumption across manufacturing sites.

Additionally, digital solutions are employed to track real-time energy data, enabling more efficient management and quicker decision-making to reduce waste and improve overall system performance.



Investment in carbon-efficient solutions

Significant investments are being made to electrify and enhance the efficiency of energy-consuming processes across production facilities, buildings and utilities. This includes upgrading equipment and systems to reduce carbon emissions. Furthermore, on-site renewable energy generation, particularly using solar panels, supports the transition to cleaner energy sources and reduces reliance on fossil fuels.



Sourcing of renewable energy

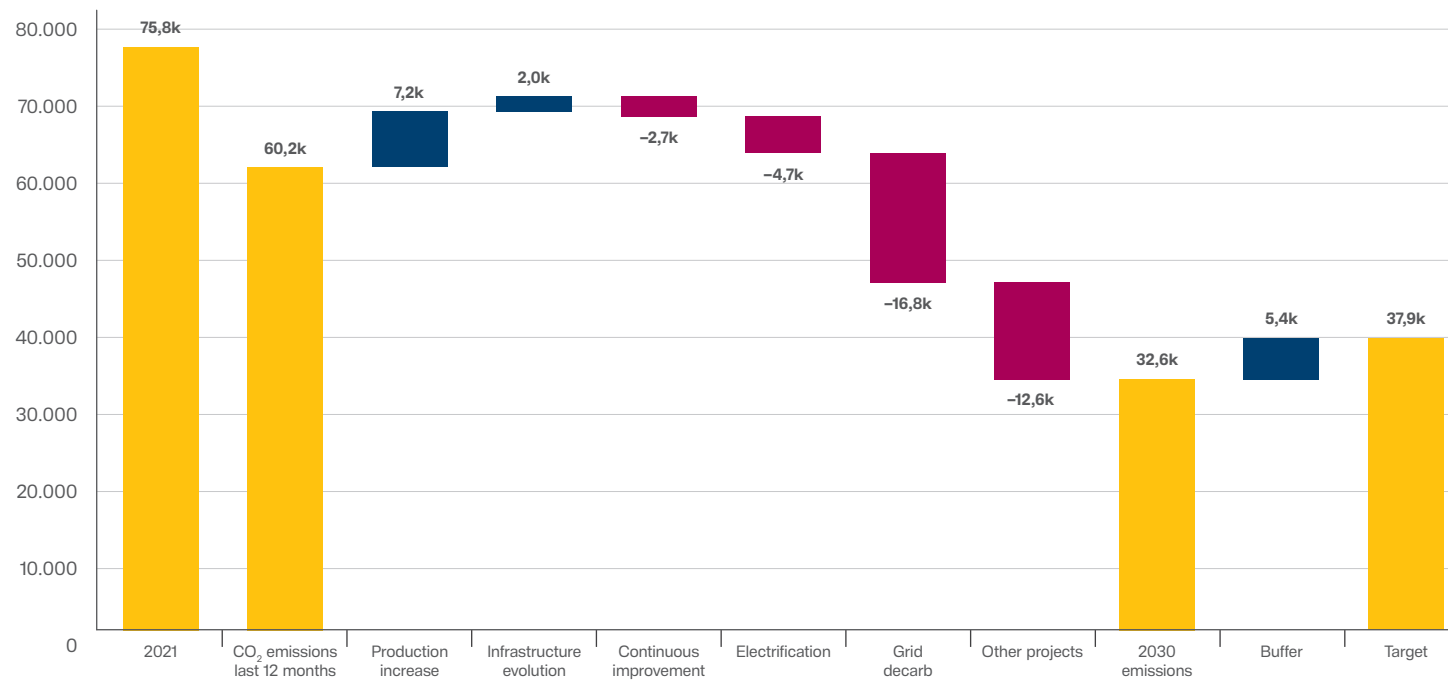
Our commitment to sustainability is further demonstrated by the procurement of renewable electricity sourced from solar panels and windmills. In addition to this, alternative renewable resources such as biomethane, biomass and waste heat are utilised to supplement energy needs, contributing to a diversified and greener energy portfolio.





Based on the Scope 1 and 2 decarbonisation plan we have made significant investments in our manufacturing operations.

CO₂ emissions reduction over the years, 2021-2030, per main lever - in tCO₂e



30,7 ktCO₂e

Emissions

-50%

Emissions reduction



06.2.5.2

Scope 3 decarbonisation roadmap and levers

In 2025 Hager will deliver a comprehensive Scope 3 decarbonisation roadmap. The roadmap will support our ambition to achieve a 25% reduction in Scope 3 emissions by 2030 compared to our 2021 baseline.

We have already initiated targeted actions aimed at CO₂e reduction, prioritising our two largest emissions sources: Purchased goods and services, and Use of sold products. Our actions and roadmap are based on the following strategic levers, identified to reduce upstream and downstream emissions across our value chain:

– Product optimisation through low-carbon design

Reducing embedded emissions¹ in our products through eco-design strategies focused on raw materials and components; this includes lowering component weight, integrating low-carbon materials such as recycled plastics, and partnering with suppliers to decarbonise their operations – particularly through renewable energy sourcing and enhanced emissions reporting. These measures apply to both new product development and the optimisation of existing product lines.

– Efficiency in the product use phase

Recognising the significant emissions generated during the use phase of our products, we are improving energy efficiency through targeted design enhancements. These efforts aim to reduce energy consumption and power loss over the operational lifetime of our solutions, directly lowering the carbon footprint borne by customers.

– Grid decarbonisation scenario integration

To reflect future decarbonisation of electricity systems we incorporate national grid emissions intensity forecasts into our product impact assessments. These forecasts are based on credible international and national energy transition scenarios, aligned with the International Energy Agency (IEA), ensuring that projected emissions from product use reflect evolving energy mixes across our markets.

Inauguration of new production facility in Blieskastel, Germany – in June 2025, Hager inaugurated a new production and machine maintenance facility with an efficient cooling system saving over 220 tonnes of CO₂ annually. The Minister-President of Saarland, Anke Rehlinger, and other political representatives attended the opening ceremony.



– Low-carbon logistics and distribution

Downstream transport emissions are being reduced through a structured transformation of our logistics operations. This includes shifting freight from air to sea, transitioning long-haul road transport to rail, improving load factors, minimising energy use across logistics activities, and increasingly deploying low-carbon transport solutions such as electric vehicles and alternative fuels.

– Management of business growth and activity scaling

As Hager continues to grow, emissions associated with Scope 3 categories will evolve with changes in sales volumes, employee numbers, and global logistics flows. To maintain the integrity of our targets, emissions forecasts are adjusted for business growth, ensuring that both absolute and intensity-based reduction goals remain robust and credible.

– Sustainable commuting and business mobility

In addition to the levers where action is already underway, we are exploring ways to reduce mobility-related emissions by encouraging low-carbon commuting options such as carpooling and public transport. Similarly, we are considering revisions to our corporate travel practices to reduce reliance on air travel and promote lower-emissions alternatives such as train journeys.

¹ Embedded emissions (also known as embodied emissions) refers to the total greenhouse gas (GHG) emissions generated throughout the lifecycle of a product or material, including those arising from raw material extraction, manufacturing, processing, and transportation, up to the point of use.



Among the key levers, the first one is directly linked to the Waste Electrical and Electronic Equipment (WEEE) we place on the market. In 2024, we sold approximately 380 million EEE products, with a total weight of nearly 100 kilotonnes. Although this represents a reduction in quantity and weight compared to previous years, it still constitutes a significant volume of WEEE introduced into the market. This underlines the importance of integrating low-carbon design principles and energy-efficiency improvements into our products.

Weight of EEE placed on the market (tonnes)

2021	115.325
2022	113.148
2023	108.359
2024	99.716

In line with the identified levers we are actively engaging with upstream partners to reduce embedded emissions in purchased goods and services. These efforts are already yielding reductions in value chain emissions, particularly through the use of recycled and renewable energy-based materials.

A notable success is our strategic partnership with Westlake Vinnolit¹, a leading supplier of PVC (polyvinyl chloride). Through this collaboration we now source Green Vin, a low-carbon PVC manufactured using certified renewable electricity. This initiative has led to a 32% reduction in the carbon footprint per kilogramme of PVC, resulting in an overall decrease of 5.397 tCO₂e from our direct purchases. By maintaining product performance while significantly lowering emissions, this milestone reinforces our ambition to scale the use of sustainable raw materials across product categories.



¹ Westlake Vinnolit is a leading European manufacturer of PVC, offering a wide range of high-quality products for various industrial applications. The company is part of Westlake Corporation, a global chemical and plastics manufacturer headquartered in the United States.



06.2.6

Avoided emissions

Avoided emissions refers to the prevention of GHG emissions compared to a reference scenario. This comparison involves two situations: a baseline scenario, which estimates the GHG emissions that would occur if a project did not exist; and a project scenario, which reflects emissions with the project in place. A project is considered to avoid emissions if it results in a net decrease in CO₂e between the two scenarios.

At Hager we recognise that empowering our customers to improve their energy efficiency is integral to our sustainability strategy and long-term value creation. We are committed to providing innovative solutions, tailored expertise, and dedicated support to enable our customers to optimise their energy consumption, reduce costs and lower their environmental footprint.

By integrating energy-efficient technologies, data-driven insights and ongoing partnerships, we help our customers meet regulatory requirements and achieve their own climate and energy targets, thereby contributing collectively to the transition towards a low-carbon, resource-efficient economy.

Assessing the energy and GHG savings of our solutions is not native nor systematic at Hager. Nevertheless, preliminary estimates

show that Hager products enable their end users to avoid emissions, especially through efficiency and low-carbon energy.

For example, motion detectors and manual switches help lower electricity use in buildings by controlling lighting based on presence or schedules, especially outside working hours. Programmable thermostats optimise heating and cooling, reducing energy consumption and associated emissions. Contactors shift electricity use to off-peak hours when carbon intensity is lower, further supporting emissions avoidance. Collectively these products offer measurable benefits, especially when implemented in existing buildings.

In addition to the solutions developed by Hager, two of our subsidiaries further extend our impact by offering complementary services that enhance energy efficiency and emissions avoidance. Through digital tools, real-time monitoring and expert guidance, they provide tailored support that enables clients to optimise their energy use at scale:

- Eficia makes impact through real-time energy efficiency management in buildings, with a focus on optimising heating, ventilation and air conditioning systems.
- Advizeo complements these efforts by delivering digital energy management solutions supported by expert consultancy, typically enabling commercial clients to achieve energy savings of 10 to 20% across their building portfolios.

“Avoided emissions are a powerful indicator of the positive impact we can deliver through smart energy solutions.

With our energy management solutions we are enabling customers to produce, manage and consume energy more responsibly – accelerating their journey towards decarbonisation and reinforcing our shared commitment to climate action.”

Etienne Dock
Senior Vice President for
Energy Management
and Digital and Information





We apply a combination of internationally recognised standards and frameworks to ensure credible and transparent impact measurement:



GHG Protocol

For consistent tracking of emissions reductions.



**IPMVP
(International Performance
Measurement and
Verification Protocol)**

To evaluate energy savings in buildings by comparing baseline and post-intervention performance, adjusted for variables like weather and occupancy.



ISO 50001

For structured energy management system implementation.



**Net Zero Initiative (NZI)
and guidance from the
World Business Council for
Sustainable Development
(WBCSD)**

Used to frame and quantify avoided emissions, ensuring alignment with science-based climate goals and distinguishing between direct reductions, avoided emissions, and contributions to global decarbonisation.

	Avoided energy consumption in 2024 (GWh)	Avoided emissions in 2024 (ktCO ₂ e)
Hager core products	85 GWh	241,5 ktCO ₂ e
Eficia	220 GWh	13,9 ktCO ₂ e
Advizeo	1.068 GWh	122,9 ktCO ₂ e
Total	1.373 GWh	378,3 ktCO ₂ e

	Energy savings	Equivalent impact	Avoided emissions
2024	1,4 TWh	Annual energy consumption of 350.000 ¹ European households	378 ktCO ₂ e
Objective 2028	5,6 TWh	Annual energy consumption of 1.400.000 European households	870 ktCO ₂ e

As we can see above, although Advizeo and Eficia solutions result in higher absolute energy savings compared to Hager core products, the avoided emissions are greater for the latter. This is mainly because Hager core products are sold worldwide, including in countries with more carbon-intensive electricity grids. In contrast, Advizeo and Eficia operate exclusively in markets where electricity has a much lower carbon intensity. Therefore, the amount of energy saved through Hager core products leads to higher avoided emissions on average.

Additionally, the avoided consumption calculated for Advizeo includes not only electricity, but also other energy sources such as gas, fuel oil, heating and cooling networks, and so on, with electricity and gas representing the majority of the savings.

Going forward, we plan to multiply our impact by four until 2028. This means that our energy savings, currently estimated to be equivalent to the annual energy consumption of 350.000 households, will be the equivalent of 1.400.000 households by 2028.

¹ According to the International Energy Agency (IEA), the average annual electricity consumption per household in Europe is approximately 3,500 to 4,000 kWh, depending on the country and household size.



“By focusing on avoided emissions we empower our customers to make informed choices that drive meaningful progress towards their sustainability goals, fostering a greener future for all.”

Volker Busch

**Systems and Solutions Director,
Solutions Development and Marketing**



06.2.7

Internal carbon price mechanism: a testing approach

We are currently testing and exploring internal carbon pricing mechanisms as a support tool to guide sustainable decision-making in two areas. In 2024/25 we have carried out two pilots:

- **Evaluating renewable energy projects**

Internal carbon pricing helps to estimate the potential economic impact of future carbon taxes on energy prices. By integrating this factor into financial models we can better assess the long-term viability and competitiveness of renewable energy investments, ensuring they remain economically sound amid evolving carbon regulations.

- **Shaping green product business plans**

Internal carbon pricing could also influence the development of alternative green products. By assigning a cost to carbon emissions, carbon discussions become part of the process of product development. This approach supports innovation and helps to align product strategies with environmental goals and market expectations.

Disclaimer: our internal carbon price testing project is used primarily to develop projections anticipating the effect of carbon tax regulations like the emissions trading system¹ on our business operations, including sourced materials, energy costs, buildings and transport.

¹ As part of the 2023 revisions of the ETS Directive, a new emissions trading system named ETS2 was created, separate from the existing EU ETS.



06.3

Energy

GRI 3-3 Material topics

06.3.1

Methodology

GRI 302-1 Energy

Energy consumption data for Hager is consolidated in accordance with the requirements of the ISO 50001 energy management system. Data collection processes are standardised and implemented across all sites, with regular audits performed for sites with an annual energy consumption exceeding 5 GWh. This approach ensures the accuracy, reliability and completeness of reported energy data in line with regulatory expectations.

Consistent with our commitment to continuous improvement and transparency in sustainability reporting, we have enhanced the accuracy and coverage of our energy consumption data for the latest reporting year. Previously our disclosures focused primarily on the energy consumption of major operational sites, such as manufacturing facilities. In 2024 we have broadened the reporting scope to include more assets, including the full scope of our distribution centres, thereby reducing the need for extrapolation previously required when data was unavailable.

We have also refined our calculation methodologies. This includes the correction of unit mismatches in fuel calculations and updating the conversion factor for fuel consumption in company cars to better reflect the actual consumption rates of our fleet. We also differentiate our car fleet by engine type, enabling us to accurately account for energy consumption from electric vehicles and PHV (plug-in hybrid), as well as related capital goods.

06.3.2

Our energy mix

ESRS E1-5 §37, §39 and §40 Climate change GRI 302-1 and 302-3 Energy

As part of our broader decarbonisation efforts we have continued to optimise our energy consumption and transition towards more sustainable energy sources. The tables here present a detailed breakdown of our total fuel and energy consumption over the past four years.

In 2024, our total energy consumption, including fuel consumption, amounted to 214,0 GWh, representing a significant decrease from 254,6 GWh in our 2021 base year – when we first implemented comprehensive energy data collection. Over the same period energy intensity improved from 113 GWh to 82 GWh per €1B revenue.

A major driver of this improvement has been the significant reduction in fuel-based energy consumption, which dropped from 130,4 GWh in 2021 to 83,3 GWh in 2024. In particular, natural gas use declined by more than 50% over the period.

In line with our decarbonisation strategy, while we significantly reduced our fuel consumption, we have steadily increased our use of electricity and renewable energy sources. Moreover, differences in our energy mix also play a significant role in our GHG emissions profile.

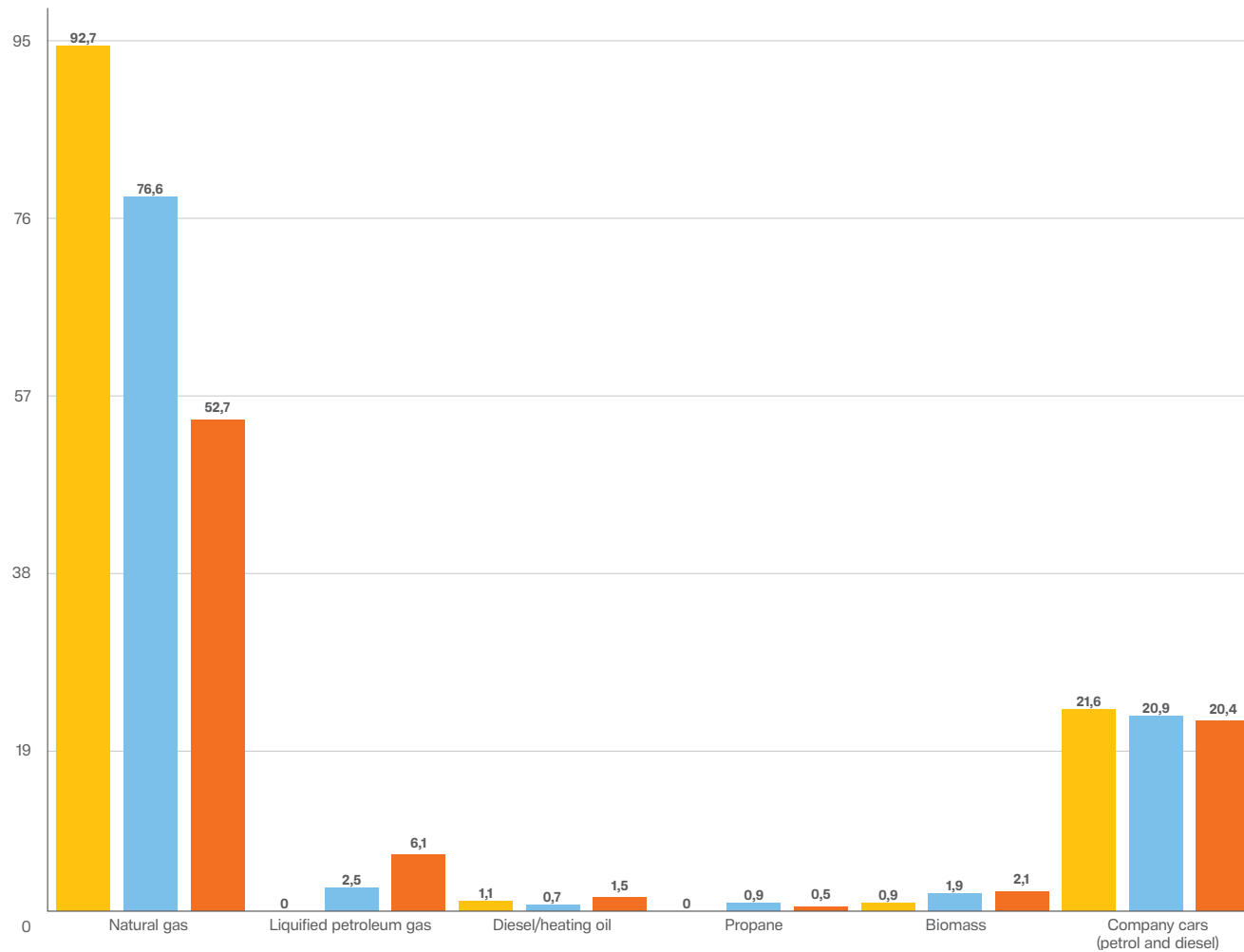
For example, our sites in France benefit from a lower emissions footprint due to the high share of nuclear power in the national grid, which is associated with lower GHG emissions. Therefore, alongside reducing total energy consumption, we are actively transitioning towards lower-emission energy sources, including renewables.

In this context, we increased our self-generated electricity from PV systems to nearly 3 GWh in 2024 (up from 1,25 GWh in 2021), with PV and biomass together covering around 3% of our overall demand in 2024.



Direct energy consumption (GWh)

2022 2023 2024



Total

116,3
2022

103,5
2023

83,3
2024

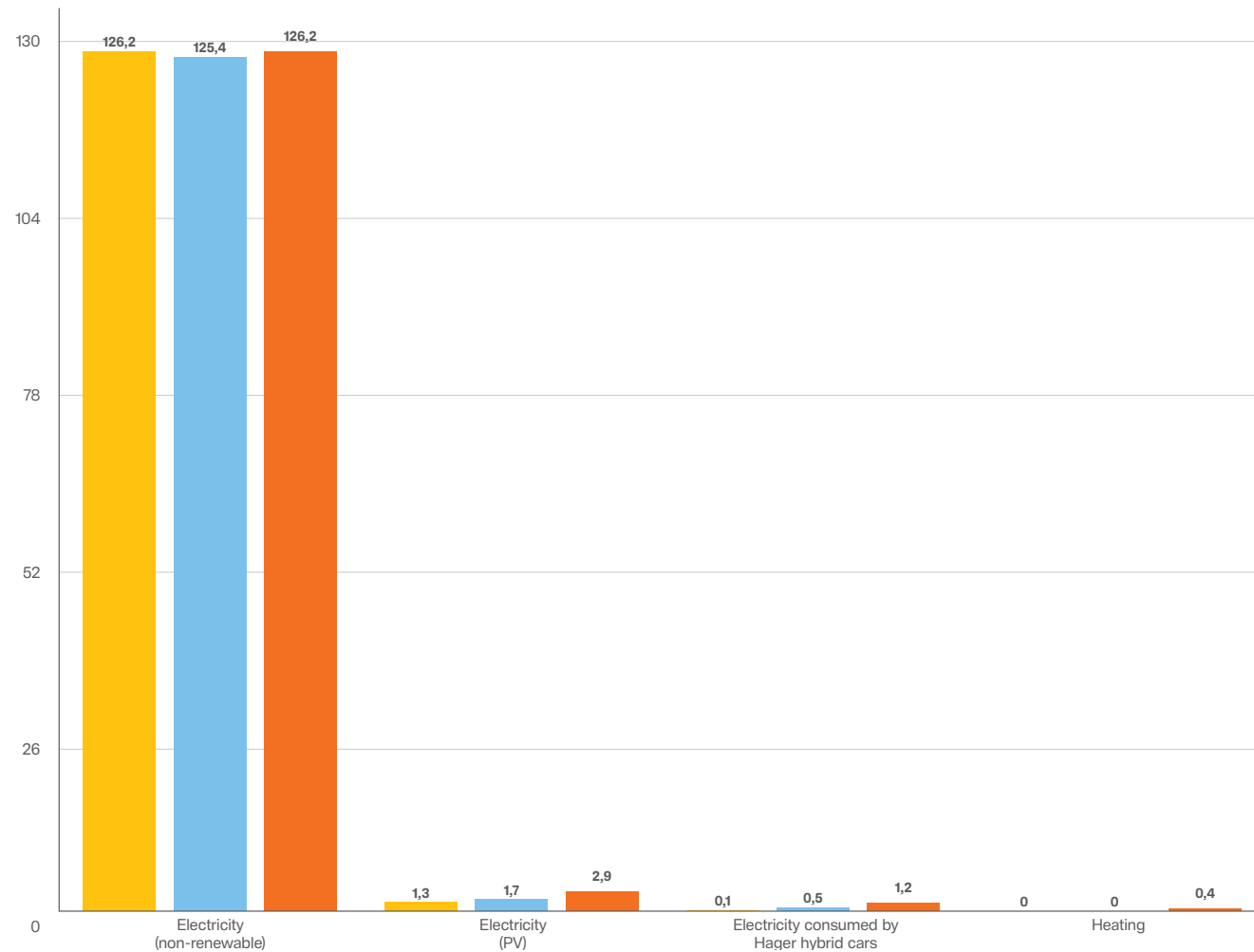
-19,5

Reduction in total fuel
consumption in 2024
compared to 2023

* The data for 2021, 2022 and 2023 has been restated from that published in the 2023 Sustainability Report to reflect the revised calculation methodology, as detailed in section 06.2.4.

Total electricity and heating (GWh)

2022 2023 2024



Total

128
2022

127,6
2023

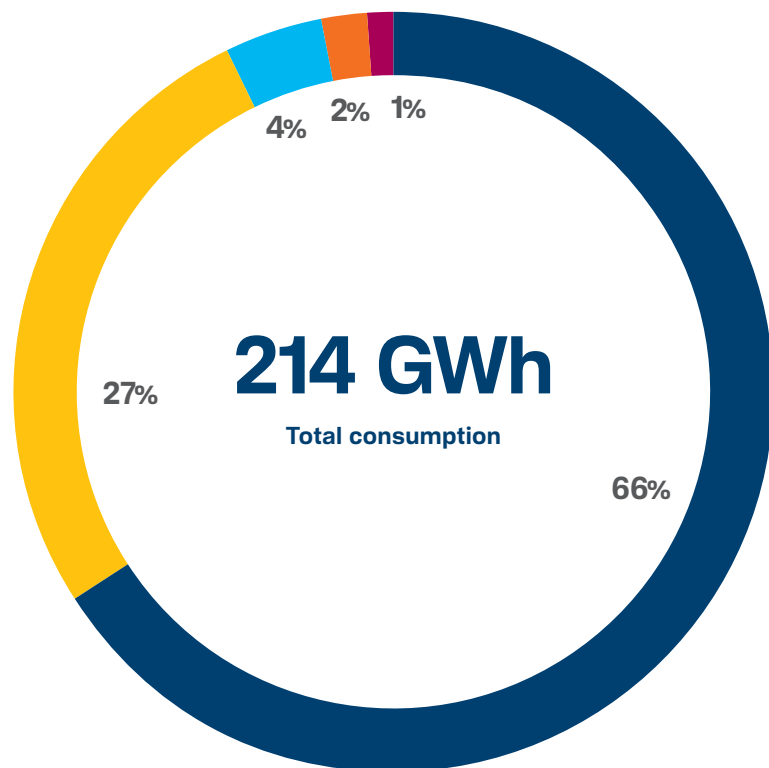
130,7
2024

+130%

Increase in share of photo-voltaic electricity consumption

* The data for 2021, 2022 and 2023 has been restated from that published in the 2023 Sustainability Report to reflect the revised calculation methodology, as detailed in section 06.2.4.

Hager Group energy mix 2024



Key

- Electricity
- Natural gas
- Other (LPG, Oil, District heating)
- Solar (offsite & self-produced)
- Biomass

* The data for 2021, 2022 and 2023 have been restated from those published in the 2023 Sustainability Report to reflect the revised calculation methodology, as detailed in section 06.2.4.

Inauguration of biomass installation in Vandenheim, France – in December 2024, the site became the Group's first to directly integrate a biomass system, preventing 140 tonnes of CO₂ emissions annually. The system is fuelled by local wood residues from the Vosges Mountains and the Black Forest.





06.4

Management of substances of concern and very high concern

In addition to reducing GHG emissions and improving energy management we have identified the responsible handling of hazardous substances – specifically, substances of concern (SoC) and substances of very high concern (SVHC) – as being critical for ensuring product safety, regulatory compliance and environmental protection.

We recently conducted a baseline quantification of SoC and SVHC across our product portfolio using product weight data, bill of materials (BOM) analysis, and supplier compliance information from our Assent platform. We calculated a total of approximately 48 tonnes of SoC/SVHC present in finished products manufactured during the reporting year.

Our quality control processes are designed to keep these substances within regulatory thresholds. However, emerging risks persist due to evolving legal requirements and the potential for such chemicals to contribute to environmental contamination, particularly affecting water quality.

In response to these risks we place utmost emphasis on regulatory compliance, meeting and anticipating the impact of all regulatory requirements, such as Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH), RoHS, Halogen, per- and polyfluoroalkyl substances (PFAS) and conflict minerals. We are also proactively collaborating with suppliers to mitigate the risks associated with hazardous substances, to improve transparency, minimise the use of high-risk substances, and promote safer alternatives where feasible.

This partnership approach supports continuous improvement in materials selection and process safety, while reinforcing our ability to respond to regulatory developments.

To reinforce this effort we collect data on the composition of all the components in our finished products, which then enables us to make informed decisions about our input materials. Our digital compliance platform Assent¹ also supports us in managing supply chain data.

As a result we are able to map suppliers by material type, spend and compliance requirements, with particular focus on hazardous substances. Thus far we have collected data on chemicals, including SVHC, for 98,5% of Hager product components (for DQ90 – products representing 90% of our turnover sold in European Union), in compliance with REACH. We have also collected hazardous substances data for 93,7% of our DQ90 product components, in compliance with the latest version of RoHS.

By prioritising hazardous substances in our data strategy we aim to ensure compliance, as well as to enhance product safety, protect human health and reduce environmental impacts – particularly where emissions or discharges may affect water or soil. In support of this ambition we have launched targeted initiatives addressing specific substance groups and emissions-related risks. These include a PFAS management programme and an expanded focus on the presence of SoC and SVHC in emissions from our operations.



¹ Assent is a supply chain sustainability management platform that supports companies in meeting regulatory and customer requirements related to product compliance, ESG and responsible sourcing. Through data collection, supplier engagement and due diligence workflows Assent helps to evaluate supply chain risks and improve transparency on topics such as REACH, RoHS, conflict minerals and human rights.



06.4.1

PFAS management programme

PFAS (per- and polyfluoroalkyl substances) are a group of persistent synthetic chemicals increasingly recognised for their potential environmental and health risks. In anticipation of stricter regulatory restrictions under REACH and other frameworks, Hager has initiated a structured PFAS management programme. This programme seeks to identify, monitor and progressively eliminate the use of PFAS in our product portfolio.

Our PFAS management programme covers the entire value chain, with a specific focus on both upstream supplier engagement and internal product stewardship. Through close supplier engagement and targeted data collection we are enhancing traceability and laying the groundwork for substitution strategies aligned with the precautionary principle.

Where PFAS have been identified we are actively collaborating with suppliers, research institutes and our engineering teams to research, validate and implement technically and economically viable alternatives. These partnerships enable us to evaluate alternative solutions, define feasible substitution pathways, and co-develop actionable roadmaps for the progressive elimination of PFAS from our products.

By embedding this programme into our Blue Planet Commitment we are anticipating evolving regulatory requirements and proactively reducing the environmental and health risks associated with PFAS. This approach ensures a rigorous and systematic transition away from PFAS, taking into account product performance, regulatory developments and supply chain realities – creating safer, more sustainable products for our customers, and a safer environment for our employees and the communities in which we operate.



“Science and research play a central role in managing eternal pollutants and their impacts, supporting us in identifying them, evaluating alternatives, and validating viable substitution strategies.

By working closely with suppliers, engineers and research partners, we are building a robust, knowledge-driven approach to eliminate PFAS and create safer, more sustainable products. Our PFAS management programme demonstrates how deep collaboration across the value chain is essential for driving meaningful sustainability outcomes.”

Estelle Hacquin
Programme Manager



06.4.2

Pollution to air, water and soil

As part of our broader commitment to pollution prevention under ESRS E2, Hager has launched a dedicated programme to manage the presence of pollutants, SoC and SVHC in emissions from our operations.

Started in 2024, this initiative focuses on identifying and mitigating potential emissions pathways that may lead to environmental contamination affecting air, water and soil quality. By standardising reporting practices across our sites, refining measurement methodologies and implementing preventive measures at selected sites, the programme supports our ambition to reduce the unintentional release of hazardous substances and reinforces our contribution to safer local ecosystems.

This comprehensive programme focuses on the following measures:

- Thorough assessment of our existing pollution management policies and practices across operational sites.
- Extensive mapping of our industrial processes to identify sources of pollution across our operations.
- Enhancing the accuracy and reliability of our pollutant measurements, enabling us to stay ahead of regulatory requirements and prepare for our obligations under the ESRS framework.
- Conducting a gap analysis to identify areas for improvement in our data management, techniques and policies.
- Development of a comprehensive roadmap for full ESRS E2 compliance, with an action plan that includes the allocation of resources, such as capital and operational expenditures, and the staffing required to meet regulatory expectations. We have prioritised initiatives that will enable us to report on our environmental performance in 2026 based on data from 2025.

In 2025 we began a pilot project to trial implementation of a transparency roadmap at three manufacturing locations: Arenzano, Obernai and Telford. These sites have been selected due to their unique production processes and importance for pollution monitoring.

The pilot project involves mapping operational processes and identifying the chemicals used or emitted at each location, assessing potential pollution sources, ensuring all relevant pollutants are adequately monitored, and standardising pollutant quantity data across the sites.

So far we have benchmarked key pollutants, such as VOCs, particulate matter and heavy metals against regulatory thresholds and industry norms, in line with ESRS E2-4 (Pollution to air, water and soil) and E2-5 (SoC and SVHC).

We are currently also developing environmental guidelines that standardise monitoring practices across all Hager sites. The guidelines will align with our broader environmental and sustainability policies, providing clear expectations for pollutant emissions monitoring.



06.5

Resource use and circularity

ESRS E5-5 §35, §36 and §40 Resource use and circularity

GRI 301 – Materials

We view the efficient use of resources and circularity as being fundamental for sustainability. These principles are a core pillar of our Blue Planet Commitment and E3 framework, and we are progressively embedding circular economy principles throughout our product portfolio and value chain.

The long-term environmental objective for Hager is to design products and materials in such a way as to maximise durability, reparability, reusability and recyclability, thereby reducing environmental impacts and promoting a sustainable value chain.

06.5.1

Circular economy principles in our inflows

GRI 301-1 and 301-2 Materials used

We are committed to progressively decoupling materials consumption from virgin resource extraction by increasing the share of secondary raw materials in our material inflows. In line with this ambition we have initiated actions to procure recycled materials for use in our products and packaging.

In 2024 the total mass of materials used to produce and package our primary products amounted to approximately 159 kilotonnes¹, comprising metals, plastics, chemicals, PVC and packaging materials. During the same year, we integrated a total of approximately 1,5* kilotonnes of recycled materials into our operations. This includes:

- 1 kilotonne of recycled metals, representing 2,4% of total metals used.
- 0,5 kilotonne of recycled plastics, accounting for 0,7% of total plastics used.

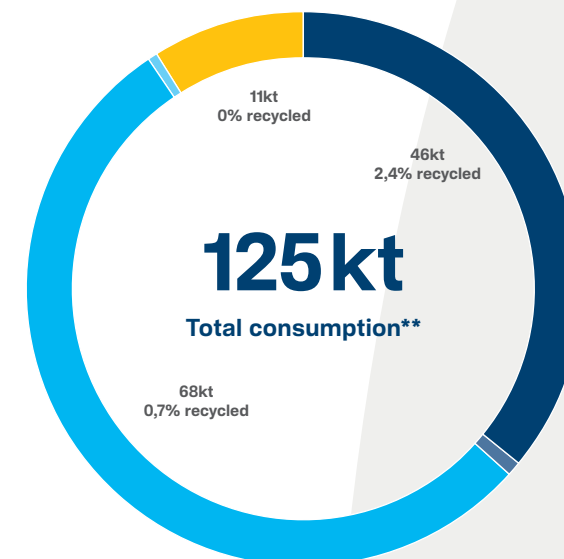
While the current proportion of secondary raw materials remains limited, these efforts

represent an important starting point. They are helping us build the internal capabilities, data systems and supplier partnerships needed to scale circular sourcing practices across the organisation.

We are now identifying further opportunities to substitute virgin inputs with recycled alternatives and support circularity across the value chain.

Total material inflows

- Metals
- Recycled metals
- Plastics, chemicals and PVC
- Recycled plastics, chemicals and PVC
- Packaging and consumables



* Data based on received supplier feedback.

** No distinction made between renewable and non-renewable material.

¹ Note that other categories like electronics and traded goods are not visible in the breakdown below.



06.5.2

Circular economy principles in our products¹

Hager is progressively integrating circular economy principles across our product portfolio whenever possible, with a focus on extending product lifespans, improving reparability and enhancing end-of-life materials recovery. While these principles are not yet systematically applied across all product groups, we are taking targeted action on efficient resource use and circularity.

One such initiative is the Blue Loop project, which contributes to prolonging the lifecycle of Witty EV charging stations. The project enables on-site repairs, the use of refurbished components, and enhanced customer support. These efforts help to reduce waste and support the broader transition towards more sustainable e-mobility solutions.

Durability is a core characteristic of our products, with most key product groups – such as metering boards, distribution boards and switching devices – being designed for up to 30 years of use, which is comparable with industry norms. EV charging stations and energy management solutions are designed for up to 15 years of use, while building automation and door communication systems are designed for up to ten years of use.

Recyclability is an increasingly important focus within our resource strategy. Core product groups, such as metering boards, distribution boards, cable management and wiring accessories currently contain up to 95% recyclable content by mass, with most materials being mechanically recoverable.

Products such as EV charging stations and door communication systems also achieve high recyclability rates (up to 60% and 80% respectively). However, recyclability is lower for certain technically complex or miniaturised products, where the integration of materials limits recovery. Notably, all of our product packaging is 100% recyclable.

Another important initiative is the Eco Skirting Trunking pilot project, launched as part of our Tehalit SL product line. By integrating 30% recycled PVC into the skirting trunking system we have significantly reduced our reliance on virgin materials, while maintaining high standards of durability, functionality and aesthetics. Initially piloted in Heltersberg, the project is now being expanded to our production site in Arenzano, reflecting its technical feasibility and sustainability impact.

06.5.3

Advancing circularity across the value chain

We are advancing our commitment to a circular economy by developing a comprehensive circularity strategy, supported by external expertise.

The plan focuses on two pillars: defining where to embed circular economy principles within our product portfolio and business model and how to operationalise and scale these principles.

The strategy prioritises profitability, access to critical raw materials and sustainability impact. It includes product diagnostics, regulatory context analysis and value chain partnerships across key markets (Germany, France, Switzerland, Netherlands, UK).

Ecoskirting trunking

30% recycled material

We cut CO₂e emissions by using at least 30% recycled materials, reducing primary raw materials while keeping all the functions and benefits of the tehali SL range.

At least 17% CO₂e savings

An environmental assessment (DIN ISO 14040) confirms at least 17% CO₂e reduction compared to the version made with virgin plastic.

A pilot for more

This ecoskirting trunking is a pilot in our CO₂e reduction programme. Additional sustainable trunking solutions are in development.

¹ The data disclosed on durability, reparability and recyclability is primarily based on expert estimates. These are informed by customer visits, exchanges with industry experts, informal market intelligence gathered at fairs and exhibitions, and, where applicable, standardised methodologies such as PEP Ecopassport Product Category Rules.



06.6

Biodiversity and water

Safeguarding biodiversity is vital for sustaining life as we know it. The health of our ecosystems directly supports our own wellbeing, which is why it is imperative for Hager to evaluate our impact on biodiversity.

In 2024 we continued to work proactively to contribute to the resilience of ecosystems, enhancing our performance in every area, so as to help sustain an environment that thrives.

06.6.1

Our biodiversity footprint

GRI 304-1, 304-2 and 304-4 Biodiversity

In 2023 Hager built on the milestone that was our first organisational Biodiversity Footprint Assessment (BFA). We used the Global Biodiversity Score (GBS) methodology, designed to measure the impact of our activities on biodiversity by considering the main drivers of biodiversity loss, including land and sea use, direct exploitation, climate change, pollution and invasive species.

It distinguishes between two types of impacts: the dynamic footprint, which captures changes, consumption, or restoration activities during the year assessed, and the static footprint, which refers to persistent or long-term effects.

These impacts are quantified using the Mean Species Abundance (MSA/km²) metric, where 1 MSA/km² represents the destruction of one square kilometre of pristine natural ecosystem. This approach enables a comprehensive evaluation of both immediate and lasting effects on biodiversity.

The Biodiversity Footprint Assessment study revealed that:

- Nearly 90% of our biodiversity footprint comes from Scope 3 impacts (similar to our carbon footprint).
- Our biodiversity impact is in line with industry averages but still lower than that of our main competitors.
- Our impacts are primarily linked to pressures arising from climate change; thus, our climate strategy plays a central role in managing our biodiversity footprint.
- Only two of our facilities (Arenzano and Bliestkastel) are located within Key Biodiversity Areas (KBA). In these regions the level of pressure on biodiversity can lead to significant impacts. To mitigate any potential negative effects in these areas Hager is committed to taking all necessary measures to minimise risk.

We have also used the Integrated Biodiversity Assessment tool¹ (IBAT) to identify protected environments and KBAs², and count critically endangered, endangered and vulnerable IUCN³ red list species found within a 50km radius of our operational sites.

This process revealed that seven Hager sites are in proximity to protected areas. Also, many of our sites are close to habitats which host a total of 230 critically endangered, 604 endangered and 1.395 vulnerable species.

These important insights can now be factored into decision-making around site development, and will help to guide opportunities for positive biodiversity measures and enhancement. Looking ahead, we aim to conduct biodiversity assessments every three years and act upon these if necessary.

- ¹ The Integrated Biodiversity Assessment Tool (IBAT) is a web-based decision-support tool that provides access to global biodiversity datasets, including those from the IUCN Red List of Threatened Species, World Database on Protected Areas (WDPA), and Key Biodiversity Areas (KBA). It supports businesses, financial institutions, and governments in assessing biodiversity risks and opportunities during planning and decision-making processes. www.ibat-alliance.org.
- ² Key Biodiversity Areas (KBA) are sites that contribute significantly to the global persistence of biodiversity, identified based on standardised criteria related to threatened species, ecosystems and ecological integrity. The KBA framework is co-ordinated by the KBA Partnership, including organisations such as BirdLife International, IUCN and Conservation International. www.keybiodiversityareas.org.
- ³ The International Union for Conservation of Nature (IUCN) is a global authority on the status of the natural world and the measures needed to safeguard it. It maintains the IUCN Red List of Threatened Species™, which is the most comprehensive inventory of the global conservation status of plant and animal species. www.iucn.org.



06.6.2

Water management

GRI 303-3 Water withdrawal

Of all the natural resources the earth provides, water is the most critical. The free availability of fresh, clean water is essential for life itself, so at Hager we take our water usage very seriously. Measures to prevent storage tank leakage and improve rainwater harvesting have been ongoing in 2024 and 2025.

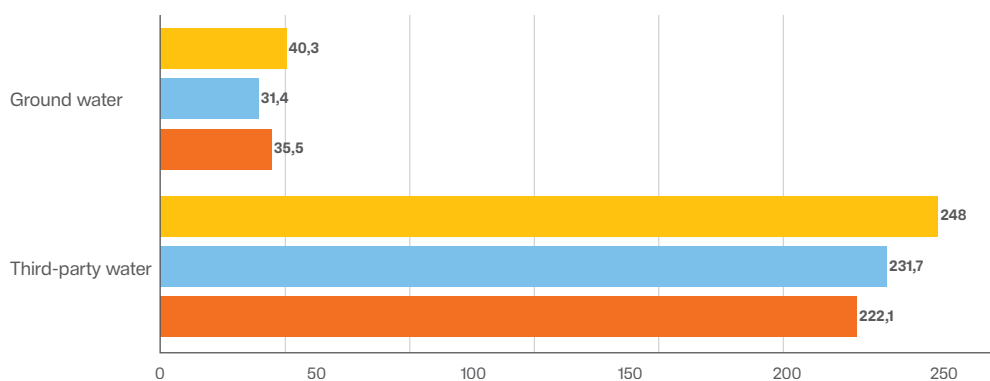
In addition, a new initiative has been launched at our Obernai site to promote water circularity within the relay production section. This project enables the recycling and reuse of process water, resulting in an expected annual reduction of 1.920m³ in freshwater consumption.

The result of these initiatives has been a significant reduction in overall water consumption, from 292,3 ML in 2021 to 257,6 ML in 2024. This corresponds to a decrease of 24% in our water consumption intensity, with water use per unit of gross turnover falling from 130 m³/€ million in 2021 to 99 m³/€ million in 2024.

We have also conducted a water scarcity assessment, which revealed that two Hager manufacturing sites are situated in areas categorised as high or extremely high water stress basins. We are committed to reducing our water footprint in these areas, and actively implementing water efficiency initiatives.

Total water withdrawal (ML)

2022 2023 2024



257,6 ML

ML water consumption in 2024,
down from 292,3 ML in 2021

32%

reduction in our water
consumption intensity

99 m³/€m

reduction in our water
consumption intensity

Total

288,3

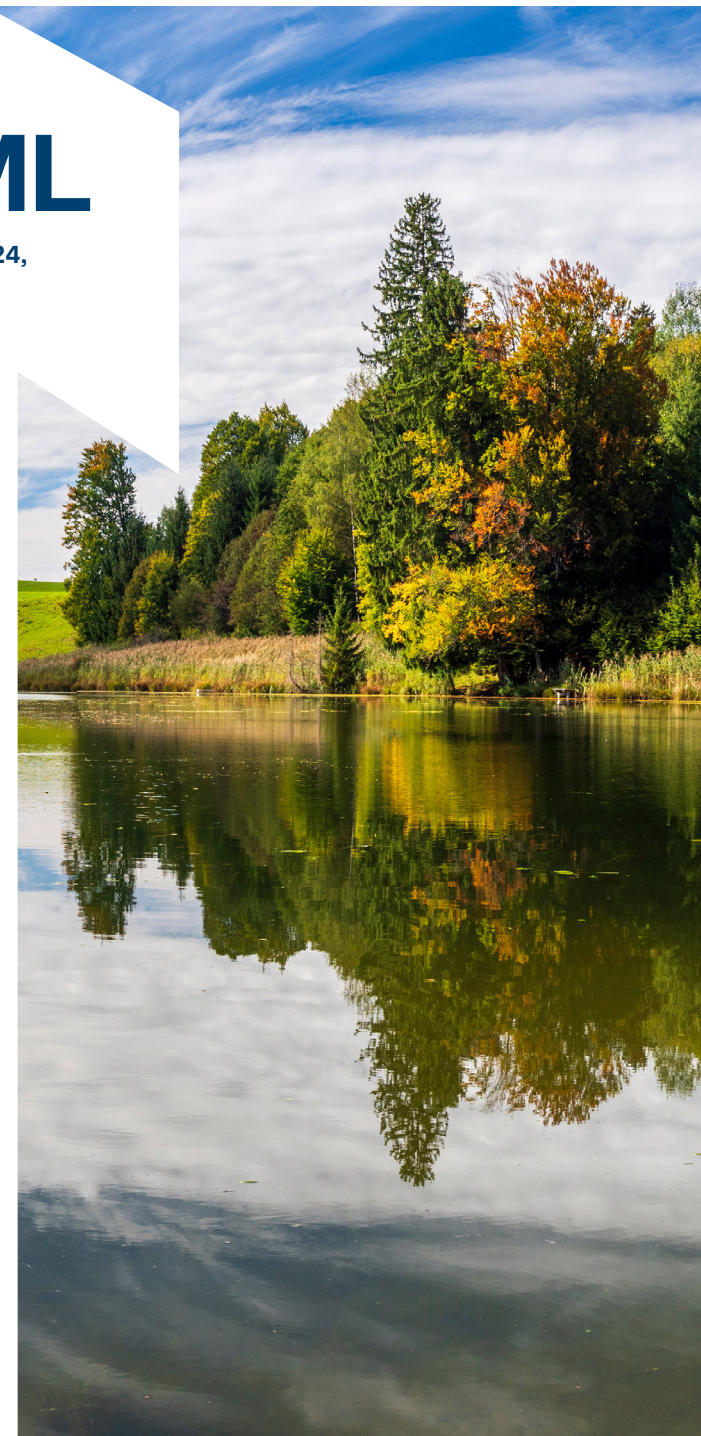
2022

263,1

2023

257,6

2024





06.7

Waste management

GRI 306-3 to 306-4 Waste
ESRS E5-5 §38 Resource use
and circularity

Waste reduction is essential for the mitigation of biosphere impacts. Improvements in our data collection methodology mean that Hager now has a clearer picture of the waste we generate, and its disposal. We now understand the total weight of waste generated in metric tonnes, and can break down this total by composition.

In 2024 we generated a total of 16 kt waste, including WEEE and hazardous waste (special industrial waste). 97% of the total waste generated was non-hazardous, with metal waste representing the largest share.

Compared to the baseline year 2021, the overall quantity of waste has decreased, with the most significant reduction observed in metal waste, which declined by around 35%. Similarly, the quantity of hazardous waste fell by approximately 38% compared to 2021, reflecting our continued efforts to reduce environmental impact and improve waste management practices.

In 2024 Hager managed a diverse range of waste streams with a focus on recycling and responsible disposal.

Waste generated (tonnes)

		2021*	2022*	2023*	2024
Non-hazardous waste	Metal	11.339,3	11.788,0	14.047,7	7.327,3
	Plastic	2.316,6	2.769,4	4.501,8	2.651,1
	Normal industrial waste mix	1.589,9	1.519,3	1.690,1	1.664,6
	Cardboard	1.450,7	1.556,6	4.366,3	1.100,3
	Copper	1.523,8	1.121,3	1.375,0	526,8
	Wood	818,4	734,0	824,8	861,7
	Mixed electronics and WEEE	427,1	376,2	186,3	131,9
	Bio-waste	152,8	40,8	53,6	35,4
	Batteries and piles	132,6	1,4	3,6	7,7
	Other	423,0	0,6	263,4	307,4
	Paper	789,1	787,2	788,0	937,3
Hazardous waste	Special industrial waste	714,9	412,5	576,4	444,9

* The data for 2021, 2022 and 2023 has been restated from that published in the 2023 Sustainability Report to reflect the revised calculation methodology, as detailed in section 06.2.4.



2024 waste management

		Recycling (tonnes)	Incineration (tonnes)	Mean end of life (tonnes)*
Non-hazardous waste	Metal	7.275	0	52
	Plastic	1.648	784	219
	Normal industrial waste mix	601	539	525
	Cardboard	1.090	2	8
	Copper	527	0	0
	Wood	594	139	128
	Mixed electronics and WEEE	132	0	0
	Bio-waste	16	20	0
	Batteries and piles	8	0	0
	Other	0	0	307
	Paper	289	0	648
Hazardous waste	Special industrial waste	274	102	69

Of the total amounts of non-hazardous materials generated, 7,275 tonnes of metals, 527 tonnes of copper and 1,090 tonnes of cardboard were recycled. Only small residual quantities of these materials were incinerated or sent to landfill. Plastic waste showed a more varied distribution, with 1.648 tonnes recycled, 784 tonnes incinerated and 219 tonnes remaining at end-of-life, indicating a more complex recovery profile.

Other streams like wood and industrial waste were split between recycling and incineration, while categories such as mixed electronics, batteries and bio-waste were handled with no recorded end-of-life waste.

Hazardous waste, including 274 tonnes of special industrial waste, was primarily recycled, though 102 tonnes were incinerated. These figures, as shown in the table below, reflect current waste management practices and highlight areas for potential optimisation, particularly in plastic and mixed waste recovery.



07

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07.1

GRI Content Index

Statement of use

Hager SE (Hager Group) has reported in accordance with the GRI Standards for the period 01.01.2024 and 31.12.2024. It also includes ESRS interoperability.

GRI 1 used

GRI 1: Foundation 2021

GRI standard/ other source	Disclosure	ESRS alignment	Location/explanation	Omission		
				Requirement(s) omitted	Reason	Explanation
General Disclosures						
GRI 2: General Disclosures 2021	2-1 Organisational details		a. Hager SE b. Hager SE (Hager Group) is a family-owned company. c. The headquarter of the Group is in Blieskastel, Germany d. Section Hager at a glance	A white cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.		
	2-2 Entities included in the organisation's sustainability reporting	ESRS 2 BP-1 §5a, (b) i	a. Appendix-I Hager entitites (2024) b. All entitites in the Hager SE (Hager Group) financial reporting are included in ist sustainability report c. Section 1.3.2 Scope and external assurance Estimation methodologies like extrapolation are implemented when data availability and quality do not meet the required standards. To illustrate, extrapoloation is used as an alternative when isolated office size is deemed not material in termso fimpact. Newly acquired entities are included in sustainability reporting as part of an onboarding period implemented by our manufacturing department.			
	2-3 Reporting period, frequency and contact point		a. 1 January to 31 December, frequency of sustainability reporting is annual b. 1 January to 31 December c. 12.09.2025 d. contact			
	2-4 Restatements of information	ESRS 2 BP-2 §13 (a) to (c), §14 (a) to ©	a. Section 6.2.4.2 Our 2021 baseline			



GRI standard/ other source	Disclosure	ESRS alignment	Location/explanation	Omission		
				Requirement(s) omitted	Reason	Explanation
GRI 2: General Disclosures 2021	2-5 External assurance		<p>a. Hager Group underwent external assurance of its sustainability report for the first time in the 2024 reporting year. While a formal policy for seeking external assurance is not yet established, our practice is to comply with all applicable legal requirements for assurance engagements. In such cases, members of the Board of Directors are informed of the assurance scope and results, and are involved in reviewing and approving the relevant legal documents. Senior executives are also engaged in providing the required information to the assurance provider to facilitate the process.</p> <p>b. Section 1.3.2 Scope and external assurance Assurance statement</p>	A white cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.		
	2-6 Activities, value chain and other business relationships	ESRS 2 SBM-1 §40 (a) i to (a) ii, §42 (c)	<p>a. According to the Global Industry Classification Standard (GICS), Hager Group is active in the Industrial Sector, under Capital Goods: Electrical Equipment. According to the Sustainable Industry Classification System, Hager Group is active in the Thematic Sector: Resource Transformation under: Electrical & Electronic Equipment (RT-EE).</p> <p>b. Section 1.5 Collaborative value chain for sustainability Section Hager at a glance Section Products and services – Hager Group Sustainability Report 2023</p> <p>c. Other relevant business relationships are:</p> <ul style="list-style-type: none"> – Technology and innovation partnerships with research institutions and universities for research and development – Third-party logistics providers – Banks and financial institutions – Government Agencies and Regulatory Bodies – Consumer support and after-sales service – Labor unions and workforce representatives – IT service providers <p>d. No significant changes observed in the activities, value chain and other business relationships from the previous reporting year</p>			
	2-7 Employees	ESRS 2 SBM-1 §40 (a) iii; ESRS S1 S1-6 §50 (a) to (b) and (d) to (e), §51, §52	<p>a. to c. Appendix-V Human Resources (HR) data</p> <p>d. While Hager Group has a global presence, its production is mainly concentrated in Europe. In most of the countries outside Europe, except China and India, we have distribution and service offices. As a result there is a high concentration of employees in Europe, China and India. Places with below 100 employees are all service and distribution offices.</p> <p>e. Hager Group's talent attraction and retention initiatives have contributed to a decrease in the company's attrition rate, from 7,8% in 2023 to 7,6% in 2024. The overall workforce reduction reflects the company's strategic adaptation to the evolving economic landscape, ensuring a balanced approach to workforce stability and sustainable growth.</p>	b (iii). Non-guaranteed hours employees, and breakdown by gender and by region	Not applicable	Hager Group has not enrolled and employee as non-guaranteed hours employees



GRI standard/ other source	Disclosure	ESRS alignment	Location/explanation	Omission		
				Requirement(s) omitted	Reason	Explanation
GRI 2: General Disclosures 2021	2-8 Workers who are not employees	ESRS S1 S1-7 §55, §56	<p>a. & b. Appendix-V Human Resources (HR) data</p> <p>a. 75% of those workers represent Leased employees, employed by a third party leasing company. They worked in our Manufacturing & Logistics sites as well as Contractors who help us to acquire a given skill set or special field of expertise for defined period of time.</p> <p>The remaining 25%; of the workers represented New Acquired Company employees, our own workforce from the recently acquired companies and are on the way to be integrated to our Processes.</p> <p>c. No significant fluctuation in the external worker has been noticed between 2023 and 2024.</p>			
	2-9 Governance structure and composition	ESRS 2 GOV-1 §21(a) to (c), and (e), §22 (a), §23	<p>a. & b. Section 3.3 Sustainability governance</p> <p>c. Appendix-III Management structure (2024)</p>			
	2-10 Nomination and selection of the highest governance body		<p>a. The highest governance body has two boards: the Executive Board and the Supervisory Board.</p> <p>b. Executive Board: It is crucial to note that, as per section 76 of the Stock Corporation Act, in Hager SE, only a natural person with unlimited legal capacity can be a member of the board. It is strictly prohibited for a person to be a member of the executive board if the person:</p> <ul style="list-style-type: none"> i. is subject to a reservation of consent (Section 1825 of the Civil Code) in whole or in part when managing their financial affairs ii. takes up a profession or a professional branch due to a court judgement or an enforceable decision of an administrative authority, cannot be a member of the board, and may not carry out a trade or a branch of trade if the object of the business corresponds in whole or in part of the object of the ban, or iii. has been convicted of one or more intentionally committed criminal offences listed in Section 76(3) of the Stock Corporation Act. <p>Supervisory Board: The member of the Supervisory Board, a role of significant responsibility, must have reached the age of 30 and must be an individual who, based on training and experience, can fulfil the tasks assigned to the Supervisory Board. As per section 100 of the Stock Corporation Act, in Hager SE, no one may be a member of the supervisory board who:</p> <ul style="list-style-type: none"> i. is already a member of the supervisory board of ten commercial companies that are legally required to form a supervisory board, ii. is the legal representative of an enterprise controlled by the company iii. is the legal representative of a company whose supervisory board considers a member of the executive board as its member. 			



GRI standard/ other source	Disclosure	ESRS alignment	Location/explanation	Omission		
				Requirement(s) omitted	Reason	Explanation
GRI 2: General Disclosures 2021	2-11 Chair of the highest governance body		Mr. Daniel Hager is the Chairman of the Supervisory Board and he is not a senior executive in the organisation	b. if the chair is also a senior executive, explain their function within the organisation's management, the reasons for this arrangement, and how conflicts of interest are prevented and mitigated.	Not applicable	The chairman is not a senior executive
	2-12 Role of the highest governance body in overseeing the management of impacts	ESRS 2 GOV-1 §22(a) to (c); GOV-2 §26 (a) to (b); SBM-2 §45 (d)	a. & b. Section 3.3 Sustainability governance c. The Supervisory Board, as the highest governance body, regularly reviews the effectiveness of the organisation's processes related to due diligence and impact management. This review is mandated to occur at least once every calendar quarter, as per the rules of procedure for the supervisory board. Additionally, significant decisions and outcomes of these processes are reported to the Supervisory Board on a regular basis, ensuring transparency and accountability in governance practices.			
	2-13 Delegation of responsibility for managing impacts	ESRS 2 GOV-1 §22 (c); GOV-2 §26 (a)	a. Section 3.3 Sustainability governance b. The executive board and the supervisory board work closely together for the benefit of the company. The Executive Board informs the Supervisory Board regularly, promptly and comprehensively about the organisation's impact on the economy, environment, and people. The Executive Board and the Supervisory Board agree on a reporting system for this purpose. When reporting, the Executive Board must address any deviations in actual developments from previously reported goals and provide reasons. The Executive Board must inform the Supervisory Board in particular about any deficiencies that arise in the risk management system to be set up by the Executive Board in accordance with Section 91 (2) AktG. Each board member reports separately to the supervisory board about the individual departments. Management reports and documents required for decisions, in particular the annual financial statements, the consolidated financial statements and the audit reports, must be sent to the members of the Supervisory Board as early as possible before the meeting. As a rule, the management board reports must be submitted in writing unless, in individual cases, oral reporting is sufficient or necessary due to the urgency.			
	2-14 Role of the highest governance body in sustainability reporting	ESRS 2 GOV-1 §22 (b); IRO-1 53(d)	a. Section 1.3 Sustainability reporting excellence	b. if the highest governance body is not responsible for reviewing and approving the reported information, including the organisation's material topics, explain the reason for this.	Not applicable	Highest governance body is responsible for reviewing and approving the reported information



GRI standard/ other source	Disclosure	ESRS alignment	Location/explanation	Omission		
				Requirement(s) omitted	Reason	Explanation
GRI 2: General Disclosures 2021	2-15 Conflicts of interest		a. Section 4.1 Our ethical commitment Section 4.3 Driving ethical behaviour	b. report whether conflicts of interest are disclosed to stakeholders, including, at a minimum, conflicts of interest relating to: i. cross-board membership; ii. cross-shareholding with suppliers and other stakeholders; iii. existence of controlling shareholders; iv. related parties, their relationships, transactions, and outstanding balances.	Confidentiality constraints	Hager Group sustainability report discloses the number of cases regarding conflict of interest. However, due to sensitivity reasons the details of such issues are kept confidential.
	2-16 Communication of critical concerns	ESRS 2 GOV-2 26(a); ESRS G1 G1-3 §18 (c)	a. & b. Section 4.4 Reporting integrity alerts a. GCC (Group Compliance Committee) information channels and tools i. The register of conflicts of interest available in many languages (French – German – English – Chinese – Polish – Italian – Spanish – Portuguese). Employees and manager are given access to this register where they can fill the information about the received gift thanks to a drop-down menu. This data, fed into a summary Excel file, is accessible to members of the Group Compliance Committee (“GCC”) in the “compliance-home” area. The GCC will go through the file every quarter. The HR representative on the GCC is the owner of this process who communicates about the ethical concerns to the Board of Directors. ii. Implementation of the HAGER Integrity Reporting System “Let’s talk” Available to all employees of Hager Group and to all external partner (temporary employees, customers, suppliers, other business partner). It’s planned to organise a final report of the outcome of every case to the GCC which will decide (i) to inform the Board of Directors about cases with high risk for financial damages or reputation immediately and (ii) about appropriate suitable measures.			



GRI standard/ other source	Disclosure	ESRS alignment	Location/explanation	Omission		
				Requirement(s) omitted	Reason	Explanation
GRI 2: General Disclosures 2021	2-17 Collective knowledge of the highest governance body	ESRS 2 GOV-1 §23	<p>a. Management Summer School (MSS) has strengthened the sustainability competencies of its highest governance body. It brings together Board members, senior leaders, young talents, and external experts to explore topics central to innovation, digitalisation, and sustainable development. The MSS includes guest speakers, cross-industry learning expeditions, and site visits, providing diverse insights into transformation and best practices. This ongoing learning journey ensures the Group's leadership remains equipped to integrate sustainability into strategic decision-making.</p> <p>Additionally, Hager Group has established governance mechanisms to collectively strengthen sustainability expertise. The Board of Directors regularly deliberates on strategy, policies, and sustainable development goals, supported by the Sustainability Council led by the CHRO with participation from the CTO and CMO. This council identifies material impacts, risks and opportunities, sets goals, and monitors progress, with outcomes such as the Sustainability Policy and Blue Planet Commitment strategy. Sustainability matters identified by the Council are systematically integrated into Board meetings, ensuring that oversight of IROs is embedded in collective decision-making. This approach enhances the overall knowledge and capacity of the governance bodies.</p>			
	2-18 Evaluation of the performance of the highest governance body		<p>a. The Supervisory Board of Hager Group assesses the performance of the executives on the Board of Directors based on the annual targets set by the Board of Directors. These targets are aligned with the company's strategic priorities and include a significant focus on sustainability.</p> <p>b. The evaluation process is independent and aligns with the group and individual targets of the executives on the Board of Directors and is conducted twice a year.</p> <p>c. The Supervisory Board members decide the actions in response to the evaluations, including the performance based incentive.</p>			
	2-19 Remuneration policies	ESRS 2 GOV-3 §29 (a) to (d)	a. i. & b. Section 3.3.2 Incentive policy	<p>a. describe the remuneration policies for members of the highest governance body and senior executives, including:</p> <p>ii. Sign-on bonus or recruitment incentive payments</p> <p>iii. termination payments;</p> <p>iv. clawbacks;</p> <p>v. retirement benefits;</p>	Not applicable	Not a regular element, so no policy



GRI standard/ other source	Disclosure	ESRS alignment	Location/explanation	Omission		
				Requirement(s) omitted	Reason	Explanation
GRI 2: General Disclosures 2021	2-20 Process to determine remuneration	ESRS 2 GOV-3 §29 (e)	<p>a. Hager Group salary management principles are based on market best and standard practices. The salary and increment for each job band take local market specificities (inflation, unemployment, labour regulations, etc.) into consideration. It also counts in employee contribution while evaluating an individual's evolution. The salary management principles in Hager Group consider two groups: Senior Managers and executives and below Senior Managers.</p> <p>Senior Managers & Executives:</p> <ol style="list-style-type: none"> 1) In Germany and France, there is an industry-specific predefined salary range for each job band. The annual base salary is decided from this range. 2) In the rest of its operating countries, Hager Group considered Mercer's median to decide the annual base salary per job band. Mercer is the world's largest and most comprehensive remuneration database. 3) Group Compensation and Benefits prepares and coordinates Salary Reviews at the group level. <p>Below Senior Managers:</p> <ol style="list-style-type: none"> 1) Mercer median on Target Total Cash (Annual Base Salary + any Target short-term or Target sales bonus) is used to assess the salary per job band. 2) Salary review (files) prepared and coordinated by Local HRBPs/People Solutions according to Group C&B guidelines. <p>Hager Group applies a Merit Matrix for senior managers and executives to link annual salary increments with individual performance, Compa Ratio (current salary vs. median), and the merit budget. The matrix is updated annually by country, reflecting local salary budgets, inflation, and specific context. Performance is assessed through an annual appraisal rating (1–5), based on continuous delivery, alignment with leadership behaviours, and Hager Group values.</p> <p>In addition, salary management principles account for statutory or negotiated general increases set by governments or social partners, which apply regardless of individual performance.</p> <p>This remuneration process is approved by the Board of Directors. When determining the total remuneration of an executive board member the supervisory board ensures that it is appropriate for the board members tasks and services, including sustainability and long-term development-related tasks.</p>	b. report the results of votes of stakeholders (including shareholders) on remuneration policies and proposals, if applicable.	Not applicable	Remuneration policy is finalised in board meeting after consent of all the executives. No voting system is involved in the process.
	2-21 Annual total compensation ratio			Completely Omitted	Not applicable	The comparison is not meaningful because compensation varies by country and is based on local market conditions. Therefore, such a calculation does not provide a valid conclusion.



GRI standard/ other source	Disclosure	ESRS alignment	Location/explanation	Omission		
				Requirement(s) omitted	Reason	Explanation
GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	ESRS 2 SBM-1 §40 (g)	CEO Letter			
	2-23 Policy commitments	ESRS 2 GOV-4; MDR-P §65 (b) to (c) and (f); ESRS S1 S1-1 §19 to §21; ESRS S4 S4-1 §15 to §17; ESRS G1 G1-1 §9	a. to f. Section 4.1 Our ethical commitment Declaration of principles on respect for human rights Ethics Charter			
	2-24 Embedding policy commitments	ESRS 2 GOV-2 §26 (b); ESRS G1 §10 (g)	a. Section 3.4 Embedding sustainability in daily operations Section 4.3 Driving ethical behaviour			
	2-25 Processes to remediate negative impacts	ESRS S1 S1-3 §32 (b), (c) and (e)	a. to c. Section 4.3 Driving ethical behaviour Section 5.4 Social dialogue d. To ensure the effectiveness and continuous improvement of its grievance mechanisms, Hager Group has established an Ethics Ambassadors network. These are employees who voluntarily promote and support ethical business conduct across the organisation. They also play an active role within the grievance system, "Let's Talk", by raising concerns, participating in internal investigations, and providing input to enhance the system. Additionally, through regular dialogue with colleagues, Ethics Ambassadors contribute to the review, operation, and ongoing improvement of grievance mechanisms. e. The effectiveness of Hager Group's grievance system, "Let's Talk", is tracked through a set of KPIs and a follow-up on remediation plans. They are reviewed each week by the Ethics Team, and regularly reviewed by the Vorstand, our Board of Directors. For instance, the timeliness of the resolution process, the closure rate, the impact on stakeholders are important elements that are scrutinised. The effectiveness of the grievance mechanisms can be seen through the impact it has. When a grievance is substantiated, it leads to actions and/or sanctions. For instance, in 2024, 5 disciplinary dismissals were issued. It can also be seen through the number of concerns received, which highlights an increasing trust in the grievance system. Between 2023 and 2024, the number of reports received increased by 28%.			



GRI standard/ other source	Disclosure	ESRS alignment	Location/explanation	Omission		
				Requirement(s) omitted	Reason	Explanation
GRI 2: General Disclosures 2021	2-26 Mechanisms for seeking advice and raising concerns	ESRS S1 S1-3 §32 (d); ESRS G1 G1-1 §10 (a); G1-3 §18 (a)	a. Section 4.3 Driving ethical behaviour Section 4.4 Reporting integrity alerts			
	2-27 Compliance with laws and regulations	ESRS G1 G1-4 §24(a) & (b) ESRS S1 S1-17 §103 (c) & (d)	a. There are not instances of non-compliance with laws and regulations registered in the reporting period. b. There are not monetary fines imposed on Hager Group in the reporting period due to non-compliance with laws and regulations.	c. describe the significant instances of non-compliance; d. describe how it has determined significant instances of non-compliance.	Not applicable	Hager Group has not paid any fine or non-monetary sanctions for reasons of non-compliance with laws and regulations.
	2-28 Membership associations		As a member of the ZVEI Germany's Electro and Digital Industry, Hager Group provides expert input in the opinion-forming process that shapes and promotes sustainable development in Germany and Europe. In addition to the ZVEI, Hager Group is an active member in the following associations: – The German Sustainable Building Council (DGNB) – Europe's biggest network for sustainable building. – European Committee of Electrical Installation Equipment Manufacturers (CECAPI). – Coordinating Committee for the Associations of Manufacturers of Switchgear and Control gear equipment for industrial, commercial and similar use in the European Union. (CAPIEL). – Europe's technology industries at EU level: innovative companies across the mechanical engineering, electrical and electronics, ICT and metal technology sectors that develop and manufacture the products, systems and services that enable a prosperous and sustainable future: ORGALIM. – The Spanish Association of Manufacturers of Electrical Material (AFME). – UK trade association for manufacturers and providers of energy infrastructure technologies and systems (BEAMA). – The trade association for electro digital technologies in France (GIMELEC). – The French Industrial Alliance that offers electrical and digital solutions to give life and animate the building for the benefit of its occupants (IGNES). – The French Federation of Electrical, Electronic and Communication Industries. (FIEEC) – The Austrian Association of the electrical and electronics industry (FEEI). – Federation of electrotechnical and electronics sector in Italy (ANIE).			
	2-29 Approach to stakeholder engagement	ESRS 2 SBM-2 §45 (a) i to (a) iv; ESRS S1 S1-2 §28	a. Section 2.1.1.2 Stakeholder mapping and engagement			



GRI standard/ other source	Disclosure	ESRS alignment	Location/explanation	Omission		
				Requirement(s) omitted	Reason	Explanation
GRI 2: General Disclosures 2021	2-30 Collective bargaining agreements	ESRS S1 S1-8 §60 (a)	a. Appendix-V Human Resources (HR) data	b. for employees not covered by collective bargaining agreements, report whether the organisation determines their working conditions and terms of employment based on collective bargaining agreements that cover its other employees or based on collective bargaining agreements from other organisations.	Information unavailable/incomplete	Approximately 10% of our workforce is not currently covered by a collective bargaining agreement. For these employees, we are in the process of strengthening our internal procedures to ensure that their working conditions and terms of employment are, wherever feasible, aligned with the provisions of collective agreements applied within the organisation. At present, the employment conditions for these employees fully comply with the applicable national labour laws and regulations in the countries where they are employed.
Material topics						
GRI 3: Material Topics 2021	3-1 Process to determine material topics	ESRS 2 IRO-1 §53 (b) ii to (b) iv	a. & b. Section 2.1 Methodology	A white cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.		
	3-2 List of material topics	ESRS 2 SBM-3 §48 (a)	a. & b. Section 2.2.4 Finalisation and validation of material topics			



GRI standard/ other source	Disclosure	ESRS alignment	Location/explanation	Omission		
				Requirement(s) omitted	Reason	Explanation
GRI 3: Material Topics 2021	3-3 Management of material topics		a. to f. Section 3.5 Sustainable sourcing			
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers		a. Section 3.5.6 Supporting local suppliers b. "Local" refers to the countries where we have "significant locations of our operations" c. "Significant locations of operations" are the countries of Hager SE's manufacturing sites: France, Germany, Italy, Switzerland, Poland, China, India, Spain			
GRI 3: Material Topics 2021	3-3 Management of material topics		a. & b. Appendix-II Impacts, Risks and Opportunities (IROs) (2024) c. Section 3.4 Embedding sustainability in daily operations d. to f. Chapter 4 - Ethics			
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption		a. All the 23 manufacturing locations, i.e. 100% of Hager Group operation sites are assessed for risks related to corruption. b. Section 4.2 Ethical risk assessment			
	205-2 Communication and training about anti-corruption policies and procedures	ESRS G1 G1-3 §20, §21 (b) and (c)	a. All 11 members of our governance bodies, including the Board of Directors and Supervisory Board, have been fully informed (100% coverage) about our Ethics Charter and its anti-corruption policies. Whistleblowing procedures are detailed in the 'Let's Talk' document. Both resources are accessible via our Document Management System and Hager Live platform, ensuring transparency and easy reference. b. Appendix-IV Ethics data c. Section 3.5.2 Supplier code of conduct d. 66% of Board of directors have received training on anti-corruption. Remaining has started and under progress. e. Section 4.3.1 Ethics training programme			
	205-3 Confirmed incidents of corruption and actions taken	ESRS G1 G1-4 §25	a. to c. Section 4.4 Reporting integrity alerts d. No public legal cases regarding corruption brought against the organisation or its employees during the reporting period.			



GRI standard/ other source	Disclosure	ESRS alignment	Location/explanation	Omission		
				Requirement(s) omitted	Reason	Explanation
GRI 3: Material Topics 2021	3-3 Management of material topics	ESRS E5 E5-1 §12; E5-2 §17; E5-3 §21	a. & b. Appendix-II Impacts, Risks and Opportunities (IROs) (2024) c. & d. Section 6.5 Resource use and circularity	e. report the following information about tracking the effectiveness of the actions taken: i. processes used to track the effectiveness of the actions ii. goals, targets, and indicators used to evaluate progress iii. the effectiveness of the actions, including progress toward the goals and targets iv. lessons learned and how these have been incorporated into the organisation's operational policies and procedures f. describe how engagement with stakeholders was informed the actions taken (3-3-d), and how it has informed whether the actions have been effective (3-3-e)	Information unavailable/ incomplete	Hager Group has only recently initiated actions on this topic. As a result, no formal targets or monitoring processes have yet been established to assess effectiveness. In the absence of such mechanisms, we are currently unable to report on actions and the effectiveness of these actions to our stakeholders.
GRI 301: Materials 2016	301-1 Materials used by weight or volume	ESRS E5 E5-4 §31 (a)	a. Section 6.5.1 Circular economy principles in our inflows			
	301-2 Recycled input materials used	ESRS E5 E5-4 §31 (c)	a. Section 6.5.1 Circular economy principles in our inflows			
	301-3 Reclaimed products and their packaging materials			Completely Omitted	Information unavailable/ incomplete	Hager Group currently do not compile this data.



GRI standard/ other source	Disclosure	ESRS alignment	Location/explanation	Omission		
				Requirement(s) omitted	Reason	Explanation
GRI 3: Material Topics 2021	3-3 Management of material topics		a. & b. Appendix-II Impacts, Risks and Opportunities (IROs) (2024) c. & d. Section 16.3 Energy f. At each manufacturing site, stakeholders responsible for energy management are actively involved in discussions and decision-making on energy-related matters. The outcomes of their initiatives are shared with them through internal meetings and are also reported in the company's sustainability report.	e. report the following information about tracking the effectiveness of the actions taken: i. processes used to track the effectiveness of the actions ii. goals, targets, and indicators used to evaluate progress iii. the effectiveness of the actions, including progress toward the goals and targets iv. lessons learned and how these have been incorporated into the organisation's operational policies and procedures	Information unavailable/incomplete	Hager Group does not have a specific goal linked to this topic. The topic is managed in alignment with our GHG reduction targets.
GRI 302: Emissions 2016	302-1 Energy consumption within the organisation	ESRS E1 E1-5 §37 & §38	a. to c. & e. Section 6.3.2 Our energy mix d. Appendix-VI Environment data f. & g. Section 6.3.1 Methodology			
	302-2 Energy consumption outside of the organisation		a. Appendix-VI Environment data b. & c. We monitor the energy consumption of our third-party logistics providers, as these activities fall under our Scope 3-1 emissions (Purchased Goods and Services). Energy data, including electricity and natural gas consumption, is collected annually in kWh from each site. When site-specific data is not available, consumption is estimated based on the area (m ²) used by our operations. No conversion ratio is applied.			
	302-3 Energy intensity	ESRS E1 E1-5 §40	a. & b. Appendix-VI Environment data c. & d. Section 6.3.2 Our energy mix			



GRI standard/ other source	Disclosure	ESRS alignment	Location/explanation	Omission		
				Requirement(s) omitted	Reason	Explanation
GRI 302: Emissions 2016	302-4 Reduction of energy consumption		a. & b. Appendix-VI Environment data c. & d. Section 6.3.2 Our energy mix			
	302-5 Reductions in energy requirements of products and services		There is no significant reduction in energy requirement of our sold products and services	b. Basis for calculating reductions in energy consumption, such as base year or baseline, including the rationale for choosing it. c. Standards, methodologies, assumptions, and/or calculation tools used.	Not applicable	No calculation is being made because the energy requirement of sold products and services remains the same.
GRI 3: Material Topics 2021	3-3 Management of material topics		a. & b. Appendix-II Impacts, risks and opportunities (IROs) (2024) c. Section 3.4 Embedding sustainability in daily operations d. Section 6.1 Our Blue Planet Commitment e. Section 6.2.3 SBTi commitment f. All the stakeholders responsible for GHG emission management are actively involved in discussions and decision-making on topic. The outcomes of their initiatives are shared with them through internal meetings and are also reported in the company's sustainability report.			
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	ESRS E1 E1-6 48 (a) & (b)	a. Section 6.2.4.3 Emissions evolution overview b. & e. to g. Section 6.2.4.1 Methodology c. Appendix-VI Environment data d. Section 6.2.4.2 Our 2021 baseline			
	305-2 Energy indirect (Scope 2) GHG emissions	ESRS E1 E1-6 §49 (a) & (b)	a. & b. Section 6.2.4.3 Emissions evolution overview c. & e. to g. Section 6.2.4.1 Methodology d. Section 6.2.4.2 Our 2021 baseline			



GRI standard/ other source	Disclosure	ESRS alignment	Location/explanation	Omission		
				Requirement(s) omitted	Reason	Explanation
GRI 305: Emissions 2016	305-3 Other indirect (Scope 3) GHG emissions	ESRS E1 E1-6 §51	a. Section 6.2.4.3 Emissions evolution overview b. d. & f. to g. Section 6.2.4.1 Methodology e. Section 6.2.4.2 Our 2021 baseline	c. Biogenic CO ₂ emissions in metric tonnes of CO ₂ equivalent.	Not applicable	In our GHG emission calculation, wherever applicable, biogenic emission is a part of the emissions per category. It is not calculated separately.
	305-4 GHG emissions intensity	ESRS E1 E1-6 §53	a. to c. Appendix-VI Environment data d. All the listed cases are included in the calculation			
	305-5 Reduction of GHG emissions		a. & d. Section 6.2.4.3 Emissions evolution overview b. & e. Section 6.2.4.1 Methodology c. Section 6.2.4.2 Our 2021 baseline			
	305-6 Emissions of ozone-depleting substances (ODS)			Completely Omitted	Not applicable	Hager Group production system does not have the emission of such gases
	305-7 Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions			Completely Omitted	Not applicable	Hager Group production system does not have the emission of such gases



GRI standard/ other source	Disclosure	ESRS alignment	Location/explanation	Omission		
				Requirement(s) omitted	Reason	Explanation
GRI 3: Material Topics 2021	3-3 Management of material topics		a. to f. Section 3.5.3 Managing supply chain risk: leveraging AI for real-time ESG risk monitoring			
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	ESRS G1 G1-2 §15 (b)	a. Total 2.075 active suppliers were screened using environmental criteria. No new suppliers were added in the reporting year.			
	308-2 Negative environmental impacts in the supply chain and actions taken		a. Section 3.5.3 Managing supply chain risk: leveraging AI for real-time ESG risk monitoring b. 7 c. 22 d. 0,34% e. 0			
GRI 3: Material Topics 2021	3-3 Management of material topics		a. & b. Appendix-II Impacts, risks and opportunities (IROs) (2024) c. & d. Section 5.5 Our learning organisation Section 5.6 Strategic workforce planning f. Section 5.4 Social dialogue	e. report the following information about tracking the effectiveness of the actions taken: i. processes used to track the effectiveness of the actions ii. goals, targets, and indicators used to evaluate progress iii. the effectiveness of the actions, including progress toward the goals and targets iv. lessons learned and how these have been incorporated into the organisation's operational policies and procedures	Information unavailable/ incomplete	Hager group has initiated Human sustainability programme in 2025. Under this programme goals and targets related to these topics will be finalised.



GRI standard/ other source	Disclosure	ESRS alignment	Location/explanation	Omission		
				Requirement(s) omitted	Reason	Explanation
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	ESRS S1 S1-6 §50 (c)	a. & b. Appendix-V Human Resources (HR) data			
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	ESRS S1 S1-11 §74; §75; §AR 75		Completely Omitted	Information unavailable/incomplete	We don't have the overview currently. We will start working on it from 2026
	401-3 Parental leave	ESRS S1 S1-15 §93	a. to c. Appendix-V Human Resources (HR) data	d. Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work, by gender. e. Return to work and retention rates of employees that took parental leave, by gender	Information unavailable/incomplete	Report not yet available for such calculation. Data will be available for 2026.
GRI 3: Material Topics 2021	3-3 Management of material topics		a. & b. Appendix-II Impacts, risks and opportunities (IROs) - 2024 c. to f. Section 5.7 Occupational health and safety			
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	ESRS S1 S1-1 §23; S1-1 §23	a. Section 5.7 Occupational health and safety All manufacturing sites are currently individually third-party certified to ISO45001, Safety and Health Management system. Hager Group recognises that OH&S risk is primarily located in this area. There is no legal requirement to implement ISO45001, although the local legislation for the countries we operate in do require we discharge our duty of care for a safety and healthy workplace by implementing safe systems of work. b. Current scope for activities under ISO45001 include manufacturing (electro-mechanical switch manufacturing including injection moulding, steel stamping, and manual assembly) and related logistics for raw materials internal logistics and warehousing.			



GRI standard/ other source	Disclosure	ESRS alignment	Location/explanation	Omission		
				Requirement(s) omitted	Reason	Explanation
GRI 403: Occupational Health and Safety 2018	403-2 Hazard identification, risk assessment, and incident investigation	ESRS S1 S1-3 §32(b) and §33	<p>a. to c. Section 5.7 Occupational health and safety</p> <p>d. We have a well-established health & safety reporting and investigation process. The process has clearly laid out the timeline for raising (1) a safety alert, (2) conduct a investigation according to 5Why methodology, (3) Analysis of contributing factors according to Organisation/Procedure/Team and individual actions/absent defences categories, (4) recommendations to mitigation current risks and preventive actions to help prevent repeat events, and (5) lessons learned to help the organisation reflect and implement relevant improvements outside where the incident occurred.</p> <p>Responsible persons are assigned for the process steps and resulting actions. As per the process a safety alert must be raised within 24 hours of an incident. Site/function leader is responsible to raise the alert. Investigation of the incident and its report along with the recommended improvements has to be submitted within 5 working days of the incident by the site/function leader. Once the investigation report along with the recommendations is submitted the Group H&S Board (scope extended Group-wide in Q3, 2024) will review the accident report and decide any further actions It is also obligatory to organise an F2F meeting between management and employee within 5 working days after return to work. Site/function leader and the direct manager is responsible to conduct this meeting.</p> <p>The investigation process is being upgraded to the formal Incident Cause Analysis Method (ICAM), beginning in 2025, with training for 30 Manufacturing Sites H&S specialists and Group H&S staff.</p>	c. A description of the policies and processes for workers to remove themselves from work situations that they believe could cause injury or ill health, and an explanation of how workers are protected against reprisals.	Not applicable	There is no policy like this at group level. The new OH&S function of Hager Group will make policies and processes, including how workers can remove themselves from work situations and that they believe could cause injury or ill health, and how they can be protected from reprisals.
	403-3 Occupational health services		a. Section 5.7.3 Health and care management			
	403-4 Worker participation, consultation, and communication on occupational health and safety		<p>a. Hager SE is committed to ensure the health and safety of its employees and other stakeholders vital for its safe operations. It also has a culture to take the views of its stakeholders into account while developing, implementing and evaluating any system. For the Health and Safety function, this is currently managed at a subsidiary level, where employees can contact the occupational safety specialist or their direct manager should they have any concerns or feedback regarding OH&S. An effective and immediate method for employee participation and raise their voice on H&S is Kaizen alerts cards. These Kaizen cards are available on subsidiary for workers to fill in when they identify a near-miss or safety risk to report on for immediate and/or longer-term actions to address them.</p> <p>H&S information, updates, lessons learned from incidents and other communication takes place in weekly team meetings on Manufacturing sites. Communication will continue to be improved as the Group H&S functions establishes communication processes in 2025</p> <p>b. There are dedicated Occupational Safety Committees per subsidiary that meet regularly (typically quarterly but that could vary depending on the country). The committees typically consist of the specialist for occupational safety (HS Manager) of the specific subsidiary, safety officers, company doctors, members of the work council, fire protection officer the operations manager, an HR manager, and a representation from top management.</p> <p>The European Works Council also have a Health and Safety subcommittee which is directly informed by the Group H&S Director (from Q3, 2024).</p>			



GRI standard/ other source	Disclosure	ESRS alignment	Location/explanation	Omission		
				Requirement(s) omitted	Reason	Explanation
GRI 403: Occupational Health and Safety 2018	403-5 Worker training on occupational health and safety		<p>a. Manufacturing employees (most high risk function) are 100% trained on the risk assessments for the job/tasks that they carry out. This includes annual reviews and continuous improvements through Kaisen cards and/or after incidents, and specific training on manual handling and ergonomics.</p> <p>Skill matrices are locally developed to assign risk-based training to employees according to their role(s), e.g. forklift operator, first aider, fire marshal, including refresher/recertification training intervals.</p> <p>This will be expanding in descending order of risk exposure to Logistics, Sales, Energy Management and office-based support Services.</p>			
	403-6 Promotion of worker health		a. & b. Section 5.7.3 Health and care management			
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	ESRS S2 S2-4 §32 (a)		Completely Omitted	Information unavailable/incomplete	Hager SE do not have system at present to prevent or mitigate the OH&S risks caused by its business relationships, directly linking to its own operations, products, or services. However, Hager SE recognises the need for such a system and will work towards establishing it.
	403-8 Workers covered by an occupational health and safety management system	ESRS S1 S1-14 §88 (a); §90		Completely Omitted	Information unavailable/incomplete	All our manufacturing sties are individually third-party certified to ISO45001, Safety and Health Management Systems. However, we do not have the precise data on the coverage. The should be available in the next reporting cycle.



GRI standard/ other source	Disclosure	ESRS alignment	Location/explanation	Omission		
				Requirement(s) omitted	Reason	Explanation
GRI 403: Occupational Health and Safety 2018	403-9 Work- related injuries	ESRS S1 S1-4, §38 (a); S1-14 §88 (b) and (c);	<p>a. i. to iii. & b. i. to iii. Appendix-V Human Resources (HR) data</p> <p>a. iv. and b. iv. The main types of work related injury are: Ergonomics or repetitive strain, Manual Handling, Sharps, blades, Hit by object</p> <p>a. v. and b. v. 26.307.243 hours</p> <p>c. The work-related hazards that pose a risk of high-consequence injury are determined using risk assessment which include a matrix risk rating, and is supplemented by H&S Board incident reviews and lessons learned.</p> <p>The work-related hazards that pose a risk of high-consequence injury: Manual Handling, Repetitive movements, manual assembly, Moving material, Sharps, Logistics, forklift movements.</p> <p>Out of the listed hazards, repetitive movements, manual assembly, logistics and forklift movements has caused or contributed to high-consequence injuries during the reporting period.</p> <p>To eliminate these hazards, task forces, with senior management sponsors and expert teams have been established for Ergonomics and Forklifts. These teams will report to the H&S Board, with risk mitigation improvement projects for these hazards, based on the hierarchy of prevention, in Q3 2025. This does not include improvements made after incident reporting and routine risk assessments.</p> <p>d. A risk register project to describe the top 20 H&S risks across Hager SE, including currently risk mitigation measures, their effectiveness and what improvement plans are currently underway. A first report is expected in Q3, 2025.</p> <p>e. All the employees of Hager SE are included in this disclosure.</p> <p>f. Section 5.7 Occupational health and safety</p> <p>g. Appendix-V Human Resources (HR) data</p>	<p>b. For all workers who are not employees but whose work and/or workplace is controlled by the organisation:</p> <p>iii. The number and rate of recordable work-related injuries;</p>	Information unavailable/incomplete	b. We do not have a separate record of the work related injuries of the workers who are not employees of Hager group. We will work on this and try to submit the data in the following report.
				b. v. For all workers who are not employees but whose work and/or workplace is controlled by the organisation:	Confidentiality constraints	In France it is illegal to record worked hours by external force.



GRI standard/ other source	Disclosure	ESRS alignment	Location/explanation	Omission		
				Requirement(s) omitted	Reason	Explanation
GRI 403: Occupational Health and Safety 2018	403-10 Work- related ill health	ESRS S1 S1-4, §38 (a); S1-14 §88 (b) and (d);	<p>a. i. and b. i. The are no fatalities or work-related ill health incidents recorded in the reporting year. This includes both employees and non-employees.</p> <p>a. iii. and b iii. The main types of work-related ill health: ergonomics related to repetitive strain injuries leading to restricted work cases.</p> <p>c. The work-related hazards that pose a risk of ill health: Manual Handling, Repetitive movements, manual assembly. Risk assessments include a matrix risk rating, and is supplemented by H&S Board incident reviews and lessons learned.</p> <p>Out of the listed hazards, repetitive movements in manual assembly caused or contributed to ill-health during the reporting period.</p> <p>To eliminate these hazards, task forces, with senior management sponsors and expert teams have been extablised for Ergonomics and Forklifts. These teams will reports the H&S Board, with risk mitigation improvement projects for these hazards, based on the hierarchy of prevention, in Q3 2025. This does not include improvements made after incident reporting and routine risk assessments.</p> <p>d. All the employees of Hager SE are included in this disclosure.</p>	<p>a. For all employees: ii. The number of cases of recordable work-related ill health.</p> <p>b. For all workers who are not employees but whose work and/or workplace is controlled by the organisation: ii. The number of cases of recordable work-related ill health.</p>	Information unavailable/incomplete	Hager SE manages these records at local level according to the compliance requirements in that region. However, no group level reporting system has been established yet on occupation health issues. This is being included in H&S statistics for 2025"
				e. Any contextual information necessary to understand how the data have been compiled such as any standards, methodologies, and assumptions used.	Not applicable	There are no fatalities or work-related health incidents recorded in the reporting period.



GRI standard/ other source	Disclosure	ESRS alignment	Location/explanation	Omission		
				Requirement(s) omitted	Reason	Explanation
GRI 3: Material Topics 2021	3-3 Management of material topics		a. & b. Appendix-II Impacts, risks and opportunities (IROs) (2024) c. & d. Section 5.5 Our learning organisation f. Hager Group conducts well-structured performance and development interviews, with a key focus on identifying and consolidating stakeholder development needs, such as internal mobility opportunities and training requirements. A dedicated team within the Human Resources department reviews these needs at both the individual and organisational level to ensure targeted and effective training provision for each employees.	e. report the following information about tracking the effectiveness of the actions taken: i. processes used to track the effectiveness of the actions ii. goals, targets, and indicators used to evaluate progress iii. the effectiveness of the actions, including progress toward the goals and targets iv. lessons learned and how these have been incorporated into the organisation's operational policies and procedures	Information unavailable/incomplete	Hager group has initiated Human sustainability programme in 2025. Under this programme goals and targets related to these topics will be finalised.
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	ESRS S1 S1-13 §83 (b)	a. Section 5.5.3 Hi! University Appendix-V (HR data)			
	404-2 Programmes for upgrading employee skills and transition assistance programmes		a. & b. Section 5.5.3 Hi! University	b. Transition assistance programmes provided to facilitate continued employability and the management of career endings resulting from retirement or termination of employment.	Not applicable	Hager Group does not offer a specific transition assistance programme. However, employees can use our training platform, Hi! University, to upgrade their skills, which may aid them in their transition and facilitate continued employability.
GRI 404: Training and Education 2016	404-3 Percentage of employees receiving regular performance and career development reviews	ESRS S1 S1-13 §83 (a)	a. Section 5.5.4 Performance and development interviews (PDI) Appendix-V (HR data)			



GRI standard/ other source	Disclosure	ESRS alignment	Location/explanation	Omission		
				Requirement(s) omitted	Reason	Explanation
GRI 3: Material Topics 2021	3-3 Management of material topics		a. & b. Appendix-II Impacts, risks and opportunities (IROs) (2024) c. & d. Section 5.8 Diversity, equity and inclusion	e. report the following information about tracking the effectiveness of the actions taken: i. processes used to track the effectiveness of the actions ii. goals, targets, and indicators used to evaluate progress iii. the effectiveness of the actions, including progress toward the goals and targets iv. lessons learned and how these have been incorporated into the organisation's operational policies and procedures f. describe how engagement with stakeholders was informed the actions taken (3-3-d), and how it has informed whether the actions have been effective (3-3-e)	Information unavailable/ incomplete	Hager group has initiated Human sustainability programme in 2025. Under this programme goals and targets related to these topics will be finalised. The goals setting also includes stakeholder feedback.
	405-1 Diversity of governance bodies and employees	ESRS S1 S1-6 §50(a); S1-9 §66 (a) to (b); S1-12 §79	a. & b. Section 5.8 Diversity, equity and inclusion Appendix-V Human Resources (HR) data			
GRI 405: Diversity and Equal Opportunity 2016	405-2 Ratio of basic salary and remuneration of women to men	ESRS S1 S1-16 §97 and §98		Completely Omitted	Information unavailable/ incomplete	Hager Group is adapting its process to get this information at global level in accordance with Pay Transparency EU directive. The deadline to implement the process is by 2026.
GRI 3: Material Topics 2021	3-3 Management of material topics	ESRS G1 G1-2 §12 and §15 (a)	a. to f. Section 3.5.3 Managing supply chain risk: Use of SPHERA for real-time ESG risk monitoring			



GRI standard/ other source	Disclosure	ESRS alignment	Location/explanation	Omission		
				Requirement(s) omitted	Reason	Explanation
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	ESRS G1 G1-2 §15 (b)	a. Total 2.075 active suppliers were screened using environmental criteria. No new suppliers were added in the reporting year.			
	414-2 Negative social impacts in the supply chain and actions taken		a. Section 3.5.3 Managing supply chain risk: leveraging AI for real-time ESG risk monitoring b. 19 c. 39 d. 0,92% e. 0			
GRI 3: Material Topics 2021	3-3 Management of material topics		a. & b. Appendix-II Impacts, risks and opportunities (IROs) - 2024 c. to d & f. Section 4.7 Product safety	e. report the following information about tracking the effectiveness of the actions taken: i. processes used to track the effectiveness of the actions ii. goals, targets, and indicators used to evaluate progress iii. the effectiveness of the actions, including progress toward the goals and targets iv. lessons learned and how these have been incorporated into the organisation's operational policies and procedures	Not applicable	We have a set process to ensure the product safety of each and every product we manufacture. This is a part of our quality commitment. Therefore, there is not set target to monitor quality.



GRI standard/ other source	Disclosure	ESRS alignment	Location/explanation	Omission		
				Requirement(s) omitted	Reason	Explanation
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories		a. Section 4.7 Product safety			
	416-2 Incidents of non- compliance concerning the health and safety impacts of products and services	ESRS S4 S4 -4 §35	a. & b. Section 4.7 Product safety			



GRI Content Index

Voluntary disclosure of non-material topics with reference to GRI

GRI standard/ other source	Disclosure	ESRS alignment	Location/explanation	Omission		
				Requirement(s) omitted	Reason	Explanation
Water and Effluent						
GRI 303: Water and Effluents 2018	303-3 Water withdrawal		a. to d. Section 6.6.2 Water management Appendix-VI Environment data			
Biodiversity						
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas		a. i, iii. to vii. Section 6.6.1 Our biodiversity footprint Appendix-VI Environment Data	a. For each operational site owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas, the following information: ii. Subsurface and underground land that may be owned, leased, or managed by the organisation;	Not applicable	There is no subsurface and underground land owned, leased or managed by Hager Group. Size of operation site was not used as a parameter for assessment.
	304-2 Significant impacts of activities, products and services on biodiversity		a. & b-i to ii. Section 6.6.1 Our biodiversity footprint Appendix-IV Environment Data	b. Significant direct and indirect positive and negative impacts with reference to the following: iii. Duration of impacts; iv. Reversibility or irreversibility of the impacts.	Information unavailable/incomplete	We have not estimated the duration and reversibility or irreversibility of the impacts.
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations		a. i. to iii. Section 6.6.1 Our biodiversity footprint Appendix-VI Environment Data	a. Total number of IUCN Red List species and national conservation list species with habitats in areas affected by the operations of the organisations, by level of extinction risk: iv. Near threatened v. Least concern	Information unavailable/incomplete	We have not estimated for the level of risk near threatened and least concern.

**GRI Content Index** continued

Voluntary disclosure of non-material topics with reference to GRI

GRI standard/ other source	Disclosure	ESRS alignment	Location/explanation	Omission		
				Requirement(s) omitted	Reason	Explanation
Waste						
GRI 306: Waste 2020	306-3 Waste generated		a. & b. Section 6.7 Waste management Appendix-VI Environment Data			
	306-4 Waste diverted from disposal		a. i. to ii, b. i. to ii. & e. Section 6.7 Waste management Appendix-VI Environment Data	b. Total weight of hazardous waste diverted from disposal in metric tonnes, and a breakdown of this total by the following recovery operations: i. Preparation for reuse c. Total weight of non-hazardous waste diverted from disposal in metric tonnes, and a breakdown of this total by the following recovery operations: i. Preparation for reuse	Not applicable	Our waste management mainly includes recycling and incineration. At the moment there is no waste record diverted to be reused.
				d. For each recovery operation listed in Disclosures 306-4-b and 306-4-c, a breakdown of the total weight in metric tonnes of hazardous waste and of non-hazardous waste diverted from disposal: i. onsite; ii. offsite	Information unavailable/incomplete	We do not have the information for this reporting cycle. We will update it in next reporting cycle.



07.2

ESRS Content Index

Statement of use

Hager SE (Hager Group) has reported additional data with reference to ESRS for the period 01.01.2024 and 31.12.2024

ESRS general disclosure/ topics	Sub-topics	Section	Location/ explanation
General Disclosures			
ESRS 2 General Disclosures	BP-1	5	b. No subsidiary is exempted from the consolidated sustainability reporting. c. Section 1.3.2 Scope and external assurance d. No information was omitted to protect intellectual property, know-how or the results of innovation. e. No disclosure exemptions for impending developments or matter in the course of negotiation, as provided for in articles 19a(3) and 29a(3) of Directive 2013/34/EU, were applied.
	BP-2	9	a. In this report, we apply the short-, medium-, and long-term time horizons defined in ESRS 1 section 6.4 for reporting purposes: – Short-term: 0-1 year – Medium-term: 1-5 years – Long-term: 5-10 years
	BP-2	10	a. to d. Section 6.2.4.1 Methodology
	BP-2	14	a. to c. Section 6.2.4.2 Our 2021 baseline
	BP-2	15	Section 1.3.2 Scope and external assurance
	GOV-5	36	a. to e. Section 1.3 Sustainability reporting excellence
	SBM-2	45	a. & b. Section 2.1.1.2 Stakeholders mapping and engagement
	SMB-3	48	b. Appendix-II (IROs)
	IRO-1	53	a. & c. Section 2.1 Methodology e. & f. Section 3.3 Sustainability governance
Material topics			
ESRS E1 Climate Change	E1-1	16	a. Section 6.2.3 SBTi commitment b. Section 6.2.5 Decarbonisation plan
	SBM-3	18	Section 6.2 Our Climate Transition Plan



ESRS general disclosure/ topics	Sub-topics	Section	Location/ explanation
ESRS E1 Climate Change	SBM-3	19	a. to c. Section 6.2 Our Climate Transition Plan
	IRO-1	20	a. to c. Section 6.2.4.1 Methodology Section 6.2 Our Climate Transition Plan
	IRO-1	21	Section 6.2 Our Climate Transition Plan
	E1-2	24	Section 3.4 Embedding sustainability in daily operations
	E1-2	25	a. & b. Climate Protection We aim to decouple our operations from resource consumption and minimise our environmental impact by reducing emissions, waste, and pollution. Our climate strategy aligns with the 1,5°C target, integrating science-based risk mitigation and resilience into business operations and long-term planning. c. Energy Efficiency We comply with all legal requirements on energy use and are committed to continuously improving energy performance through efficient technologies and operational excellence. Our approach includes expanding energy management systems, aligned with ISO 50001, as a key pillar of our climate and sustainability strategy.
	E1-3	28	Section 6.2.5 Decarbonisation plan
	E1-3	29	a. & b. Section 6.2.5 Decarbonisation plan
	E1-4	32	Section 6.2.3 SBTi commitment
	E1-4	33	Section 6.2.3 SBTi commitment
	E1-4	34	b. to e. Section 6.2.3 SBTi commitment f. Section 6.2.5 Decarbonisation plan
	E1-4	39	Section 6.3.2 Our energy mix Appendix-VI Environment data
	E1-5	41	Section 6.3.2 Our energy mix Appendix-VI Environment data"
	E1-5	42	Hager Group is present in Electrical and electronic equipment manufacturing sector. Accordingly, the manufacturing sector from the list of high impact sectors in NACE Sections A to H and Section L (as defined in Commission Delegated Regulation (EU) 2022/1288) is considered in the energy intensity calculation.
	E1-6	46	Section 6.2.4.1 The methodology
	E1-6	47	Section 6.2.4.1 The methodology
	E1-6	50	a. Section 6.2.4.1 The methodology
	E1-6	52	a. & b. Section 6.2.4.3 Emissions evolution overview Appendix-IV Environment data
	E1-9	66	a. to d. Section 6.2.1 Climate physical risks Section 6.2.2 Climate transition risks and opportunities



ESRS general disclosure/ topics	Sub-topics	Section	Location/ explanation
ESRS E5 Resource use and Circularity	E5-5	35	Section 6.5 Resource use and circularity Appendix-VI Environment data
	E5-5	36	Section 6.5 Resource use and circularity Appendix-VI Environment data
ESRS S1 Own Workforce	S1-2	27	a. to e. Section 5.3 Our feedback culture Section 5.4.1 Workforce engagement governance
	S1-8	60	a. to c. Appendix-V Human Resources (HR) data
	S1-8	63	a. to b. Section 5.4.1 Workforce engagement governance Appendix-V Human Resources (HR) data
	S1-12	79	Appendix-V Human Resources (HR) data
	S1-17	102	Section 4.4 Reporting integrity alerts Appendix-V Human Resources (HR) data
	S1-17	103	b. No complaints recorded in the reporting year
	S1-17	104	a. No severe human rights incidents recorded in the reporting year
ESRS S4 Consumers and End-Users	S4-3	25	a. to d. Section 4.7 Product safety
	S4-3	26	Section 4.7 Product safety
ESRS G1 Business Conduct	G1-1	10	e. Section 4.3 Driving ethical behaviour
	G1-2	14	In 2024, Hager Group introduced its Sustainable Sourcing Charter, outlining our commitment to responsible sourcing and fair business practices. We ensure transparent and impartial supplier selection, reject unfair contractual terms, and adhere to timely payments in line with legal and contractual obligations. We engage regularly with suppliers to strengthen collaboration and uphold a strict zero-tolerance policy on corruption.
	G1-2	15	Section 3.5 Sustainable sourcing
	G1-3	21	a. Section 4.3.1 Ethics training programme



Appendix-I Hager entities (2024)

Sr. No.	Entities
1	Hager Electro Pty Ltd
2	Weber South Pacific Pty Ltd
3	Hager Electro Ges.m.b.H.
4	Hager Modulec SA
5	Hager doo
6	Hager Electric (Huizhou) Ltd
7	Hager Electric Management (Shanghai) Ltd
8	Hager Metal Works (DongGuan) Co Ltd
9	Dongguan EFEN Electrical Products Co Ltd
10	Hager Electro sro
11	Hager Electro SAS
12	Hager Controls SAS
13	Hager SAS
14	Eficia SAS
15	Advizeo SAS
16	Hager Safety SAS
17	Finatrys SAS
18	Hager Next SAS
19	Hager SE
20	Hager Electro GmbH & Co. KG
21	Hager Electro Geschäftsführungsgesellschaft mbH
22	Hager International GmbH
23	Hager Vertriebsgesellschaft mbH & Co. KG
24	Hager Vertriebs Geschäftsführungsgesellschaft mbH
25	Hager Eastern Europe GmbH

Sr. No.	Entities
26	Hager Energy GmbH
27	Tehalit GmbH
28	Hager North and Central Europe GmbH
29	Noris GmbH
30	Polo Industrie GmbH
31	locate solution GmbH
32	Hager Systems Beteiligung GmbH
33	Hager Safety Deutschland GmbH
34	Berker GmbH & Co. KG
35	Elektroapparatebau Ottfingen GmbH
36	Hager Hellas SA
37	Hager Electro Ltd
38	Hager KFT
39	Hager Electro Private Ltd
40	PT Hager Electro Indonesia
41	Hager Services Ltd
42	Hager Ltd
43	Hager Italia Partecipazioni Srl
44	Hager Lumetal Spa
45	Silam-Plast Srl
46	Bocchiotti Spa
47	Kompongo S.R.L.
48	Hager Bocchiotti Spa
49	Herholdt Controls Srl
50	Ippomene Srl



Appendix-I Hager entities (2024) continued

Sr. No.	Entities
51	PM Flex Srl
52	AB Plast Srl
53	PM Holding Sarl
54	Hager Investment SA
55	Hager Engineering (M) SDN BHD
56	Hager Limited
57	PM Flex Norge AS
58	Hager Polo Spzoo
59	Hager Production Poland Spzoo
60	Hager Business Services Spzoo
61	Hager Sistemas Electricos Modulares SA
62	Hager Qatar QFZ LLC
63	Hager Romania SRL
64	Hager Electro Sys Pte Ltd
65	Hager Industrial de Envolventes SAU

Sr. No.	Entities
66	Hager Sistemas SAU
67	Pmflex Group Northern Europe AB
68	Hager Elektro AB
69	Elektrofabriken i Malmö AB
70	Hager AG
71	Hager Systems AG
72	Hager Industrie AG
73	Hager Electro BV
74	Hager Elektrik Tic Ltd Sir
75	Hager Middle East FZE
76	Polo elektroobladnannia
77	Hager UK Ltd
78	Hager Engineering Ltd
79	Hager Ltd
80	Iboco Corporation



Appendix-II Impacts, Risks and Opportunities (IROs) (2024)

Sustainability topic	Relevant ESRS topic	Sub-topics	Type of IRO	Location in value chain	IRO description	Hager Group's strategy and business model to manage the IROs
Climate Change Mitigation and Adaptation	ESRS E1 – Climate Change	<ul style="list-style-type: none"> Climate Change Adaptation Climate Change Mitigation 	Negative Impact	Material & Components Sourcing – Upstream	Raw material extraction and processing contribute to high emissions	<ul style="list-style-type: none"> Increasing the reliance on recycled materials Mapping high-risk suppliers via EcoVadis IQ+ and encouraging them to set out decarbonisation targets and action plans Real-time monitoring of risks in relation to climate change via Sphera Platform
Climate Change Mitigation and Adaptation	ESRS E1 – Climate Change	<ul style="list-style-type: none"> Climate Change Mitigation 	Negative Impact	Production and Manufacturing – Own Operation	Reliance on specific raw materials limits flexibility and increases climate vulnerability	<ul style="list-style-type: none"> Development and exploration of low-carbon alternatives for raw materials Focus on eco-designed products, such as Cubyko Leaf, which reduces CO₂ emissions by at least 3%
Climate Change Mitigation and Adaptation	ESRS E1 – Climate Change	<ul style="list-style-type: none"> Climate Change Mitigation 	Negative Impact	Use Phase – Downstream	Depending on the customer's energy sources, product use-phase emissions vary significantly	<ul style="list-style-type: none"> Development of energy-efficient product designs to reduce customer energy use Promotion of smart energy management systems for households and businesses
Climate Change Mitigation and Adaptation	ESRS E1 – Climate Change	<ul style="list-style-type: none"> Climate Change Mitigation 	Risk	Production and Manufacturing – Own Operation	Carbon pricing and emissions taxation increase operational costs	<ul style="list-style-type: none"> Enhancing circular economy practices by optimizing material use Implementing strategies to reduce carbon emissions from operations
Climate Change Mitigation and Adaptation	ESRS E1 – Climate Change	<ul style="list-style-type: none"> Climate Change Adaptation Climate Change Mitigation 	Risk	Production and Manufacturing – Own Operation	Supply chain disruptions due to extreme weather events	<ul style="list-style-type: none"> Implementing supply chain resilience strategies Enhancing risk management frameworks to address physical climate risks
Energy	ESRS E1 – Climate Change	<ul style="list-style-type: none"> Energy 	Negative Impact	Material & Components Sourcing - Upstream	The extraction and processing of materials require significant energy inputs, leading to high emissions	<ul style="list-style-type: none"> Integrating recyclability and circular economy principles since recycled material extraction consumes less energy Collaboration with suppliers to adopt renewable energy sources and improve energy efficiency
Energy	ESRS E1 – Climate Change	<ul style="list-style-type: none"> Energy 	Negative Impact	Production and Manufacturing – Own Operation	Dependence on fossil fuels and energy-intensive production increases climate impact	<ul style="list-style-type: none"> Transition towards energy-efficient production processes Implementation of LED lighting, building insulation, and heat recovery systems to enhance efficiency Implement emerging technologies that reduce energy intensity
Energy	ESRS E1 – Climate Change	<ul style="list-style-type: none"> Energy 	Risk	Production and Manufacturing – Own Operation	Rising energy prices increase operational costs. Energy price fluctuations increase volatility in cash flows	<ul style="list-style-type: none"> Adopting Power Purchase Agreements (PPA) for renewable energy procurement Improved energy efficiency of production processes
Substances of concern and very high concern	ESRS E2 – Pollution	<ul style="list-style-type: none"> Substances of concern Substances of very high concern 	Negative impact - Potential	Production and Manufacturing – Own Operation	Emission of substances of concern and high concern in effluent or air could cause health issues to the community where we are operating	<ul style="list-style-type: none"> Monitor the substances of concern and high concern emissions, and when needed take precautionary measures.



Appendix-II Impacts, Risks and Opportunities (IROs) (2024) continued

Sustainability topic	Relevant ESRS topic	Sub-topics	Type of IRO	Location in value chain	IRO description	Hager Group's strategy and business model to manage the IROs
Substances of concern and very high concern	ESRS E2 – Pollution	<ul style="list-style-type: none"> Substances of concern Substances of very high concern 	Risk	Development and Product Design – Own Operation	Stricter regulations on hazardous substances may require reformulation of products	<ul style="list-style-type: none"> Transitioning to safer and eco-friendly chemicals in production
Substances of concern and very high concern	ESRS E2 – Pollution	<ul style="list-style-type: none"> Substances of concern Substances of very high concern 	Risk	Production and Manufacturing – Own Operation	Legal claims for health impacts caused by substances of (very high) concern	<ul style="list-style-type: none"> Implementing strict hazardous substance management and training programs
Resource Use and Circularity	ESRS E5 – Resource Use and Circularity	<ul style="list-style-type: none"> Resources inflows, including resource use 	Negative Impact	Development and Product Design – Own Operation	Product design and its bill of material suggests the use of non-renewable or non-recyclable materials	<ul style="list-style-type: none"> Advancing eco-design and material innovation research. Promoting circularity in product development, repairation systems for products
Resource Use and Circularity	ESRS E5 – Resource Use and Circularity	<ul style="list-style-type: none"> Resources inflows, including resource use 	Risk	Production and Manufacturing – Own Operation	Rising (secondary) raw materials prices and resource scarcity create cost pressures	<ul style="list-style-type: none"> Increasing material recovery, recycling, and reuse in manufacturing Investing in bio-based, synthetic, or composite materials to reduce reliance on raw materials Developing modular, repairable, and recyclable products to comply with stricter circularity requirements
Product Sustainability	ESRS E5 – Resource Use and Circularity	<ul style="list-style-type: none"> Resource outflows related to products and services 	Opportunity	Production and Manufacturing – Own Operation	Rise of new business models (10Rs services, energy management, electric mobility, energy storage)	<ul style="list-style-type: none"> Hager Group is embracing a shift towards circular economy business models, aligned with the 10Rs approach, focusing on recyclability and repairability
Product Sustainability	ESRS E5 – Resource Use and Circularity	<ul style="list-style-type: none"> Resource outflows related to products and services 	Opportunity	Use Phase – Downstream	Products that improve energy efficiency in residential, commercial, and industrial buildings	<ul style="list-style-type: none"> The Group is actively working on energy storage, bidirectional charging, and intelligent building solutions for efficient energy use. The Group is leveraging digital innovation through acquisitions like Eficia and Advizeo to develop and scale products and services that directly improve energy efficiency in residential, commercial and industrial buildings.
Employees engagement and labour rights	ESRS S1 – Own Workforce	<ul style="list-style-type: none"> Working time Adequate wages Social Dialogue Freedom of association Collective agreement Work-life balance Secure employment 	Negative Impact-Potential	Production and Manufacturing – Own Operation	Poor working conditions, including inadequate labour practices and limited employee engagement, negatively impact well-being, retention, and productivity.	<ul style="list-style-type: none"> People frame: the cornerstone of our culture and the backbone of Project 2030; outlining our values in daily interactions with stakeholders and decision-making, actions and attitudes expected from employees, and leadership principles United Nation Global Compact partner to foster Corporate Social Responsibility Programmes targeting our young talents, such as the TAI Community in France, Germany, and Poland Tell us!: Employee survey focused on motivation, performance, and engagement questions IC Agents: internal communications network, aimed at informing and communicating with all our employees around the world, Hager Group Awards: Honouring of outstanding projects Declaration for human rights Mental health support and physical health offerings (e.g., sports courses, gym)



Appendix-II Impacts, Risks and Opportunities (IROs) (2024) continued

Sustainability topic	Relevant ESRS topic	Sub-topics	Type of IRO	Location in value chain	IRO description	Hager Group's strategy and business model to manage the IROs
Employees engagement and labour rights	ESRS S1 – Own Workforce	<ul style="list-style-type: none"> – Child Labour – Forced Labour – Privacy 	Risk	Production and Manufacturing – Own Operation	Non-compliance with Human Rights issues may lead to reputation damage	<ul style="list-style-type: none"> – Policies and strict compliance measures to avoid human rights violation
Talent attraction, training and development	ESRS S1 – Own Workforce	<ul style="list-style-type: none"> – Training and skills development 	Risk	Production and Manufacturing – Own Operation	Higher recruitment costs due to increased competition for skilled labour. Loss of internal knowledge in case of lack of intergenerational training. Lack of trained technicians.	<ul style="list-style-type: none"> – Expanding technical and leadership training programs through Hi! University – Providing a structured corporate learning platform offering online courses, academies, and personalized development programs – Encouraging employees to explore cross-functional roles through structured internal mobility programs – Promoting knowledge transfer programs to mitigate risks associated with a loss of intergenerational workforce exchanges
Occupational health and safety	ESRS S1 – Own Workforce	<ul style="list-style-type: none"> – Health and safety 	Negative Impact	Production and Manufacturing – Own Operation	Absence of workplace safety measures and absence of safety training increases the risk of frequent and severe health and safety risks	<ul style="list-style-type: none"> – Hager Group's European Works Council initiatives, maintaining a Zero Tolerance for Accidents policy – Conducting regular safety campaigns and monthly reports on work-related injuries – Strengthening safety protocols, training programs, and protective measures
Occupational health and safety	ESRS S1 – Own Workforce	<ul style="list-style-type: none"> – Health and safety 	Risk	Production and Manufacturing – Own Operation	Medical and compensation costs and increased absenteeism and lower productivity in case of workplace injuries and poor working conditions	<ul style="list-style-type: none"> – Conducting regular safety campaigns and monthly reports on work-related injuries – Providing employees with appropriate Personal Protective Equipment (PPE) – Providing access to health professionals as well as mental and physical health support ensures a safe working environment for all employees, improving their well-being
Diversity and inclusion	ESRS S1 – Own Workforce	<ul style="list-style-type: none"> – Diversity – Employment and inclusion of person with disability 	Risk	Production and Manufacturing – Own Operation	Attracting a more diverse workforce is unavoidable since workforce in Germany and France is ageing	<ul style="list-style-type: none"> – Hager Group actively promotes equal opportunities and an inclusive work environment
Diversity and inclusion	ESRS S1 – Own Workforce	<ul style="list-style-type: none"> – Measures against violation and harassment – Gender equality and equal pay 	Risk	Production and Manufacturing – Own Operation	Stricter regulations requiring compliance with diversity laws (e.g., quota)	<ul style="list-style-type: none"> – Having implemented mandatory ethics and diversity training to address unconscious biases and ensure fair treatment – Maintaining to increase the representation of women in management, also including executive and senior management positions



Appendix-II Impacts, Risks and Opportunities (IROs) (2024) continued

Sustainability topic	Relevant ESRS topic	Sub-topics	Type of IRO	Location in value chain	IRO description	Hager Group's strategy and business model to manage the IROs
Product safety	ESRS S4 – Consumers and End-Users	– Personal safety of consumers and/or end-users	Negative Impact-Potential	Use Phase – Downstream	The absence of complete product documentation and non-compliance with safety requirements can lead to hazardous situations for end-users, such as electric shocks, fire risks, or product malfunctions due to faulty design, misuse, or use in unsuitable environments.	<ul style="list-style-type: none"> – Safety instructions for critical products to educate and make users aware of risks. – Quality control and assurance system during design and during production phase. – Customer feedback system in case of complaints and concerns.
Product safety	ESRS S4 – Consumers and End-Users	– Personal safety of consumers and/or end-users	Risk	Use Phase – Downstream	Recalls/withdrawals of products, leading to additional costs for quality control and recall management	<ul style="list-style-type: none"> – Conducting Failure Mode and Effects Analysis (FMEA) to identify potential product risks and implement process updates
Product safety	ESRS S4 – Consumers and End-Users	– Personal safety of consumers and/or end-users	Risk	Use Phase – Downstream	Legal risks from non-compliance with safety regulations	<ul style="list-style-type: none"> – Integrate the regulatory requirements into product design and QA/QC management
Business Conduct	ESRS S4 – Consumers and End-Users	– Corruption and bribery	Risk	Production and Manufacturing – Own Operation	Engaging in corruption/ bribery and having untransparent lobbying practices	<ul style="list-style-type: none"> – Well established ethical policy and grievance mechanism to monitor and control unethical practices. – There are training modules and the availability of Ethics Ambassadors as for employee awareness



Appendix-III Management structure (2024)

		Member types			
Name	Position	Gender (M/F)	Executive	Non-Executive	Independent
Supervisory Board					
Daniel Hager	Chairman	M		X	
Dr. Filip Thon	Member	M			X
Peter Hager	Member	M		X	
Prof. Dr. Gisela Lanza	Member	F			X
Prof. Dr. Rainer Lorz	Deputy Chairman	M			X
Antoine Raymond	Member	M			X
Board of Directors					
Sabine Busse	Chief Executive Officer	F	X		
Franck Houdebert	Chief Human Resource Officer	M	X		
Mike Elbers	Chief Marketing officer	M	X		
Dr. Ralph Fürderer	Chief Technical Officer	M	X		
Michael Flieger	Chief Financial Officer	M	X		



Appendix-IV Ethics data

Grievance mechanism – Let's talk!

Dishonest behaviour allegations	2022	2023	2024
Conflict of interests	–	10	7
Theft	–	4	0
Fraud	–	2	4
Integrity	–	2	2
Corruption	2	1	0

Policy communication

Anti-corruption policies and procedures communicated – Function			
Employee functions	2022	2023	2024
Data Protection	100%	100%	100%
Group Legal and Risk Management	100%	100%	100%
Group Social Responsibility	100%	100%	100%
Sales & Marketing Europe	98%	99%	99%
Solution Development	99%	98%	99%
Group Quality & Environment	99%	98%	99%
Finance	99%	98%	100%
Product Engineering	99%	98%	99%
Human Resources	97%	97%	100%
Digital and Information	97%	97%	99%
Industrial Engineering	99%	97%	100%
Group Real Estate, Investments & Business Services	98%	96%	98%
Group Support Functions & Top Management	92%	96%	95%
SDM Business Unit Safety	100%	96%	100%
Social	94%	95%	95%
Group Strategy	100%	94%	100%
Group Communication	100%	94%	100%

Anti-corruption policies and procedures communicated – Function			
Employee functions	2022	2023	2024
Sales & Marketing Engine Room	89%	90%	85%
International Sales	82%	89%	92%
India & China Sales	82%	82%	78%
Hager Next	89%	82%	100%
Sourcing & Supply Chain	78%	79%	82%
Manufacturing	55%	60%	65%
BU Energy Management	42%	38%	40%
EFICIA	–	–	44%
PM Flex	–	–	18%
Herholdt Controls Srl	–	–	5%
Operations	–	–	100%



Appendix-IV Ethics data continued

Anti-corruption policies and procedures communicated – Country						
Country	2022		2023		2024	
	No. of employees	% of employees communicated	No. of employees	% of employees communicated	No. of employees	% of employees communicated
Australia	93	70%	105	71%	95	53%
Austria	25	100%	30	100%	26	100%
Belgium	23	100%	24	100%	23	96%
Bosnia and Herzegovina	20	85%	20	85%	21	81%
China	1.561	40%	1.482	37%	1.529	35%
Czech Republic	24	100%	24	96%	22	100%
France	3.672	83%	3.550	84%	3.469	86%
Germany	4.094	74%	4.184	76%	3.995	78%
Greece	37	69%	37	62%	35	69%
Hong Kong Special Administrative Region of China	11	100%	12	92%	12	100%
Hungary	16	83%	16	88%	15	87%
India	131	79%	158	82%	150	84%
Indonesia	8	100%	9	89%	7	100%
Ireland	23	83%	22	83%	25	81%
Italy	488	60%	496	62%	513	52%
Luxembourg	2	100%	1	100%	2	100%
Malaysia	19	100%	20	95%	18	100%
Netherlands	124	98%	124	99%	134	100%
Poland	1.503	63%	1.530	76%	1.485	87%
Portugal	57	85%	59	92%	58	91%
Qatar	4	100%	4	100%	3	100%
Romania	14	67%	13	85%	13	85%
Singapore	13	100%	15	94%	17	100%
Spain	190	67%	213	81%	211	89%



Appendix-IV Ethics data continued

Anti-corruption policies and procedures communicated – Country						
Country	2022		2023		2024	
	No. of employees	% of employees communicated	No. of employees	% of employees communicated	No. of employees	% of employees communicated
Sweden	46	97%	44	98%	45	63%
Switzerland	364	65%	390	78%	387	97%
Turkey	13	80%	12	100%	13	85%
Ukraine	31	64%	31	60%	29	63%
United Arab Emirates	25	100%	24	100%	24	100%
United Kingdom	255	88%	283	84%	265	87%
United States	17	50%	15	44%	16	44%



Appendix-V Human resources data

Employees total headcount

Source: Headcount & movement PowerBI

Internal workforce

Headcount as of end of December (no additional calculation)

Total headcount	2022	2023	2024
Internal workforce	12.903	12.947	12.657

Total headcount – Gender	2022	2023	2024
Male	7.693	7.727	7.609
Female	5.210	5.220	5.048

Total headcount – Region	2022	2023	2024
AMERICAS	17	15	16
APAC	1.836	1.801	1.828
EUROPE	11.008	11.090	10.773
MENEAT	42	40	40

Total headcount – Country	2022	2023	2024
Australia	93	105	95
Austria	25	30	26
Belgium	23	24	23
Bosnia and Herzegovina	20	20	21
China	1.561	1.482	1.529
Czech Republic	24	24	22
France	3.672	3.550	3.469
Germany	4.094	4.184	3.995
Greece	37	37	35
Hong Kong Special Administrative Region of China	11	12	12
Hungary	16	16	15

Total headcount – Country	2022	2023	2024
India	131	158	150
Indonesia	8	9	7
Ireland	23	22	25
Italy	488	496	513
Luxembourg	2	1	2
Malaysia	19	20	18
Netherlands	124	124	134
Poland	1.503	1.530	1.485
Portugal	57	58	58
Qatar	4	4	3
Romania	14	13	13
Singapore	13	15	17
Spain	190	213	211
Sweden	46	44	45
Switzerland	364	390	387
Turkey	13	12	13
Ukraine	31	31	29
United Arab Emirates	25	24	24
United Kingdom	255	283	265
United States	17	15	16



Appendix-V Human resources data continued

Total headcount – Permanent /Temporary employees

Source: Headcount & movement PowerBI

Internal workforce

As of end of December

Permanent/ Temporary employees – Gender	2022		2023		2024	
	Male	Female	Male	Female	Male	Female
Permanent	6.758	4.568	6.934	4.717	7.003	4.703
Temporary	935	642	792	503	606	345

Permanent/ Temporary employees – Region	2022		2023		2024	
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
AMERICAS	17	0	15	0	16	0
APAC	1.783	53	1.795	6	1.826	2
EUROPE	9.487	1.521	9.801	1.289	9.825	948
MENEAT	39	3	40	0	39	1
Total	11.326	1.577	11.651	1.295	11.706	951



Appendix-V Human resources data continued

Total headcount – workforce type

Source: Headcount & movement PowerBI

Internal workforce

As of end of December

This measure reflects end of period and counts each individual as one employee, regardless of whether he or she works full time or part time.

Workforce type – Total	2022	2023	2024
Permanent employee	11.326	11.651	11.706
Fixed-term employee	1.289	1.015	664
Apprentice	230	235	249
Intern	58	46	38

	2022		2023		2024	
Workforce type – Gender	Female	Male	Female	Male	Female	Male
Permanent employee	4.568	6.758	4.717	6.934	4.703	7.003
Fixed-term employee	575	714	438	577	284	380
Apprentice	48	182	49	186	47	202
Intern	19	39	16	30	14	24



Appendix-V Human resources data continued

Total headcount – Full-time/ Part-time employees

Source: Headcount & movement PowerBI

Internal workforce

As of end of December

	2022		2023		2024	
Full-time/ Part-time employees – Gender	Male	Female	Male	Female	Male	Female
Full-time	7.552	4.735	7.570	4.739	7.453	4.559
Part-time	141	475	156	481	156	489

	2022		2023		2024	
Full-time/ Part-time employees – Region	Full-time	Part-time	Full-time	Part-time	Full-time	Part-time
AMERICAS	17	0	15	0	16	0
APAC	1.832	4	1.799	2	1.827	1
EUROPE	10.397	611	10.455	635	10.130	643
MENEAT	41	1	40	0	39	1



Appendix-V Human resources data continued

Employees turnover

Source: Headcount & movement PowerBI

Internal workforce – Permanent employees only

As of end of December

The data is compiled only for voluntary terminations. For the calculation method, please check the table at the end.

Employee turnover – Total	2022	2023	2024
Voluntary terminations	1.082	883	901
Voluntary turnover rate	10,3%	7,8%	7,7%

Employee turnover – Gender	2022			2023			2024		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
Terminations (No.)	423	659	1.082	343	540	883	341	560	901
Turnover (%) - Distribution by gender	4%	6,3%	10,3%	3%	4,8%	7,8%	2,9%	4,8%	7,7%

Employee turnover – Region	2022		2023		2024	
	Terminations	Turnover rate	Terminations	Turnover rate	Terminations	Turnover rate
AMERICAS	1	0,0%	2	0,0%	1	0,0%
APAC	746	7,1%	549	4,9%	600	5,2%
EUROPE	329	3,1%	331	2,9%	295	2,5%
MENEAT	6	0,1%	1	0,0%	5	0,0%
Total	1.082	10,3%	883	7,8%	901	7,7%



Appendix-V Human resources data continued

Employee hiring

Source: Headcount & movement PowerBI - cumulated hires

Internal workforce – Permanent employees only

As of end of December

Hires: All except Rehire and Rehire with new employment

	2022			2023			2024		
Employee hiring - Gender	Female	Male	Total	Female	Male	Total	Female	Male	Total
Hires (No.)	279	561	840	590	853	1,443	398	744	1,142
Hiring Rate (%)	2,16%	4,35%	6,51%	4,56%	6,59%	11,15%	3,14%	5,88%	9,02%

	2022		2023		2024	
Employee hiring - Age Group	Hires	Hiring rate	Hires	Hiring rate	Hires	Hiring rate
60 years and +	11	0,09%	13	0,10%	7	0,06%
50–59 years	117	0,91%	105	0,81%	76	0,60%
40–49 years	201	1,56%	261	2,02%	187	1,48%
30–39 years	327	2,53%	599	4,63%	487	3,85%
21–29 years	182	1,41%	424	3,28%	340	2,69%
<=20 years	2	0,02%	41	0,32%	45	0,36%

	2022		2023		2024	
Employee hiring - Region	Hires	Hiring rate	Hires	Hiring rate	Hires	Hiring rate
AMERICAS	4	0,03%	4	0,03%	4	0,03%
APAC	70	0,54%	628	4,85%	678	5,36%
EUROPE	759	5,88%	809	6,25%	453	3,58%
MENEAT	7	0,05%	2	0,02%	7	0,06%



Appendix-V Human resources data continued

Total headcount – External workforce

Source: Headcount & movement PowerBI

External workforce

As of end of December

External workforce – Total	2022	2023	2024
External Workforce	1.796	1.525	1.569

Diversity – Top management

Source: Headcount & movement PowerBI

Internal workforce

As of end of December

Employee category: Top executives, executives, senior managers

	2022		2023		2024	
Top management – Gender	Female	Male	Female	Male	Female	Male
Top executives, executives, senior managers	43	216	56	195	58	198
in %	17%	83%	22%	78%	23%	77%

Top management – Age group	2022	2023	2024
60 years and +	50	47	49
50–59 years	134	125	132
40–49 years	62	70	66
30–39 years	13	9	9
21–29 years	0	0	0
<=20 years	0	0	0



Appendix-V Human resources data continued

Diversity – Employees age group

Source: Headcount & movement PowerBI

Internal workforce

As of end of December

Employees – Age group	2022	2023	2024
60 years and +	1.294	1.066	1.147
50–59 years	3.357	3.215	3.152
40–49 years	3.385	3.435	3.427
30–39 years	3.252	3.431	3.327
21–29 years	1.566	1.690	1.482
<=20 years	49	110	122

Diversity – Employee category

Source: Headcount & movement PowerBI

External workforce

As of end of December

Employee category – Gender	2022		2023		2024	
	Female	Male	Female	Male	Female	Male
Top executives	4	22	5	21	5	21
Executives	19	113	21	96	22	102
Senior Managers	20	81	30	78	31	75
Managers & professionals	423	1.822	516	2.109	534	2.133
Specialists	1.476	2.663	1.495	2.696	1.508	2.689
Operators & services	3.077	2.432	3.024	2.406	2.830	2.268
Not applicable	191	560	129	319	118	321
Total	5.210	7.693	5.220	7.725	5.048	7.609



Appendix-V Human resources data continued

Diversity – Employee category

Source: Headcount & movement PowerBI

External workforce

As of end of December

Employee category – Age group	2022						2023				2024			
	60 years and +	50–59 years	40–49 years	30–39 years	21–29 years	<=20 years	60 years and +	50–59 years	40–49 years	<=20 years	40–49 years	30–39 years	21–29 years	<=20 years
Top Executives	6	18	2				7	15	4		3			
Executives	29	66	30	7			25	61	27		30	4		
Senior Managers	15	50	30	6			15	49	39		33	5		
Managers & professionals	245	696	729	504	71		212	727	866		869	725	102	
Specialists	435	1.056	1.054	1.159	434	1	343	1.008	1.063	2	1.102	1.210	507	2
Operators & services	528	1.398	1.410	1.424	743	6	435	1.342	1.421	27	1.375	1.343	628	30
Not applicable	36	73	130	152	318	42	29	13	15	80	15	40	245	90
Total	1.294	3.357	3.385	3.252	1.566	49	1.066	3.215	3.435	109	3.427	3.327	1.482	122

Disability

Source: Headcount & movement PowerBI

External workforce

As of end of December

Disability	2022	2023	2024
Internal workforce	404	424	414
in %	3%	3%	3%



Appendix-V Human resources data continued

Performance and Development Interview (PDI) – Gender

Source: Successfactors – CSR PDI Campaign

* Group Process for Performance & Career development review is deployed for all permanent employees in all countries (except Operators & Services) which covers 54% of our Internal Workforce. Sometimes local process are in place for Operators & services but no global reporting is available for the moment. The breakdown by gender applies on those 54% (employee in scope)

PDI – Gender	2022	2023*	2024*
Male	not available	71%	71%
Female	not available	29%	29%

PDI – Employee category	2022	2023*	2024*
Top executives	not available	not available	1%
Executives	not available	not available	2%
Senior managers	not available	not available	2%
Managers & professionals	not available	not available	37%
Specialists	not available	not available	58%

Training

Source: Powerpoint – Isabelle Wiedemann (excel from Successfactor data)

Internal workforce

As of end of December

Average number of training hours – Gender	2022	2023	2024
Male	17	16	18
Female	15	15	18
Total	16	16	18

Average number of training hours – Function	2022	2023	2024
BU Energy Management (B.046)	9	19	16
Data Protection (B.039)		3	not existing anymore
Digital and Information (B.011)	14	11	15
Finance (B.010)	10	8	10
Group Communications (B.006)	15	32	14
Group Health & Safety (B.058)			18
Group Legal and Risk Management (B.007)	17	13	9
Group Quality & Environment (B.012)	25	28	27
Group Real Estate, Investments & Business Services (B.018)	12	16	15
Group Social Responsibility (B.043)	10	16	21
Group Strategy (B.008)	10	9	10
Group Support Functions & Top Management (B.013)	17	4	4
Hager Next (B.053)		20	22
Human Resources (B.015)	17	13	20
India & China Sales (B.054)		13	17
Industrial Engineering (B.003)	20	26	22
International Sales (B.050)	12	9	11
Manufacturing (B.037)	17	16	21
Product Engineering (B.004)	22	25	22
Sales & Marketing Engine Room (B.051)	13	17	16
Sales & Marketing Europe (B.052)	17	15	13
SDM Business Unit Safety Detectors (B.048)	24	12	12
Social (B.017)	16	17	19
Solution Development and Marketing (B.049)	14	12	24
Sourcing & Supply Chain (B.036)	13	15	14



Appendix-V Human resources data continued

Training

Source: Powerpoint – Isabelle Wiedemann (excel from Successfactor data)

Internal workforce

As of end of December

Average number of training hours – Employee category	2022	2023	2024
Top Executives	not available	9	10
Executives	not available	11	9
Senior Managers	not available	9	13
Managers & Professionals	not available	16	18
Specialists	not available	17	19
Operators & Services	not available	15	19



Appendix-V Human resources data continued

Collective agreement and social dialogue coverage

Collective agreement – Total coverage	2021	2023	2024
% of workforce represented by worker's representatives*	95%	96%	97%
% of workforce covered by a collective agreements #	76%	90%	90%

* Taken into account the worker's representatives for small countries in EU works council

Taken into account the local agreement in Poland (working time conditions agreement / Health insurance)

Coverage rate	2023			2024		
	Collective Bargaining Coverage		Social dialogue	Collective Bargaining Coverage		Social dialogue
Coverage Rate	Employees - EEA (for countries with >50 empl. representing >10% total empl.)	Employees – Non-EEA (estimate for regions with >50 empl. representing >10% total empl)	Workplace representation (EEA only) (for countries with >50 empl. representing >10% total empl)	Employees - EEA (for countries with >50 empl. representing >10% total empl.)	Employees – Non-EEA (estimate for regions with >50 empl. representing >10% total empl)	Workplace representation (EEA only) (for countries with >50 empl. representing >10% total empl)
0-19%	EUROPE (CH/UK)			EUROPE (CH/UK)		
20-39%						
40-59%						
60-79%						
80-100%	France	APAC (CHINA)	France	France	APAC (CHINA)	France
	Germany		Germany	Germany		Germany
	Italy		Italy	Italy		Italy
	Netherlands		Netherlands	Netherlands		Netherlands
	Poland		Poland	Poland		Poland
	Portugal		Portugal	Portugal		Portugal
	Spain		Spain	Spain		Spain



Appendix-V Human resources data continued

Parental leave

Source: Parental leave in Successfactor

Internal workforce

From January 2024 to December 2024

Parental leave also includes maternity leave

Parental leave - Gender	2024							
	Entitled to parental leave		Took parental leave		Return from parental leave		Return to work rate	
	Female	Male	Female	Male	Female	Male	Female	Male
Internal employees	2.649	4.815	89	96	84	107	3%	2%
Total - France & Germany*	7.464		185		191		3%	

* We are on the process of cimiling the data and we focus so far on France & Germany internal workforce which represents 60% of our employees. The reason of selecting those two countries are based on data maturity and significant locations of employment.

Safety

The formula used to compile and calculate the LTAR data at group level: $\sum(\text{No. Of LTAs} * 1.000.000) / \sum(\text{No. Of working hours in the reporting year})$

The data includes both employees and non-employees. Currently we do not differentiate between worker titles, all are included in our statistics. This will improve over the next period.

Safety	2021	2022	2023	2024
Fatalities	0	0	0	0
High-consequence injuries	0	0	0	0
Recordable work-related injuries	87	82	93	69

Safety	2021	2022	2023	2024
LTAR	3,93	3,35	3,94	2,62



Appendix-V Human resources data continued

Additional information

Topics	Contextual information	Calculation/ Consolidation method
Headcount	<p>The headcount reflects the number of employees working at hager.</p> <p>This measure reflects end of period and counts each individual as one employee, regardless of whether he or she works full time or part time.</p> <p>The value of headcount can therefore only be 0 or 1.</p>	<p>Total number of employees working at hager end of month, whatever their activity rate.</p> <p>If the last day worked of the employee is the last day of the month, he is still active and then is still counted for the related month.</p>
Internal workforce	<p>Internal workforce is grouping Individuals having directly a contract with Hager and for which Hager is the employer. It corresponds to Permanent employee, Fixed-term employee, Intern and apprentice.</p>	
External workforce	<p>External workforce is grouping Individuals having not directly a contract with Hager, but from a third party company and for which Hager is not the employer. It corresponds to Leasing, Contractor, Discovery Intern, Joint Venture employee and New Acquired Company Employee.</p>	
Voluntary turnover rolling rate	<p>Proportion of permanent employees we lose following their voluntary decision to leave hager (resignation or leave without notice)</p>	<p>(Count of Voluntary Terminations for Permanent during the last 12 previous months)/ (Average Headcount End of the months for Permanent during the last 12 previous months)</p>



Appendix-VI Environment data

Energy

Energy sold and total energy consumption

	2021	2022	2023	2024
Electricity (GWh)	0	0,02	0,03	0,05
Heating (GWh)	0	0,00	0,00	0,00
Cooling (GWh)	0	0,00	0,00	0,00
Steam (GWh)	0	0,00	0,00	0,00
Total energy sold (GWh)	0	0,02	0,03	0,05

	2021	2022	2023	2024
Total energy consumption within the organisation (GWh)	254,59	244,46	231,07	213,98

Energy consumption outside of the organisation

	2021	2022	2023	2024
Original data (GWh)	0	5,07	3,24	1,49
Extrapolation (GWh)	0	5,15	1,67	1,42
Total energy consumption outside of the organization (GWh)	0	10,22	4,91	2,91

Energy intensity

	2021	2022	2023	2024
Turnover (B€)	2,25	2,44	2,83	2,60
Energy intensity (GWh/B€)	113	100	82	82

Energy consumption reduction

	2021	2022	2023	2024
Amount of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives (joules or multiples)	254,59	-10,13	-23,51	-40,61

Emissions

Biogenic emission

	2021	2022	2023	2024
Biogenic CO ₂ emissions (tCO ₂ e)"	53	46	98	199

Emission intensity

	2021	2022	2023	2024
Turnover (B€)	2,25	2,44	2,83	2,60
GHG emissions intensity ratio (ktCO ₂ e/B€) (Σ(scope 1,2,3)/ Turnover)	883	736	602	591



Appendix-VI Environment data continued

Water

Water withdrawal from water stress areas

	2021	2022	2023	2024	Comment
Surface water	0	0	0	0	Main usage of water: – sanitary use in all site – tower and building cooling
Ground water	0	0	10,24	11,32	
Seawater	0	0	0	0	
Produced water	0	0	0	0	
Third-party water	0	12,27	1,98	1,97	
Total water withdrawal from water stress areas (ML)	0	12,27	12,22	13,28	

Type of water consumed

Total other-water withdrawal (>1000 mg/L TDS) (ML)	0	0	0	0
Total fresh-water withdrawal (<=1000 mg/L TDS) (ML)	292,30	288,26	263,02	257,59



Appendix-VI Environment data continued

Biodiversity

For each operational site owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas, the following information:

2023						
Geographic location	Blieskastel	Heltersberg	Kornik	La roca del Valles	Ottfingen	Saverne
Position in relation to the protected areas	<1km	<1km	<1km	<1km	<1km	<1km
Types of operation	Production and distribution of EEE	Production and distribution of EEE	Production and distribution of EEE	Production and distribution of EEE	Production and distribution of EEE	Production and distribution of EEE
Size of operation site (km²)	89	256	33	17	41	9
Biodiversity value characterised by the attribute of the protected area or area of high biodiversity value	Landscape Protection Area; Special Protection Area (birds directive); nature reserve; sites of community importance (haitats directive); special areas of conservation (habitats directive)	UNESCO-MAB Biosphere Reserve	Protected Landscape Area	Protection Plan; Special Areas of Conservation (Habitats Directive)	Landscape Protection Area	UNESCO-MAB Biosphere Reserve
Biodiversity value characterised by listing of protected status (such as IUCN Protected Area Management categories)	V; IV	Not applicable	Not applicable	V	V	Not applicable



Appendix-VI Environment data continued

Nature of significant direct and indirect impacts on biodiversity with reference to one or more of the following:

2024	
Use of manufacturing plants	Manufacturing and distribution of EEE products
pollution	<p>In 2025, Hager Group conducted an assessment of pollution measurements in 3 sites, in accordance with ESRS E2-4 and E2-5. These plants were selected because they are representative of the majority of processes used across our manufacturing facilities.</p> <p>Initial findings from this dry run:</p> <p>E2-4: pollutants covered under E2-4 were found to be below the E-PRTR thresholds and aligned with local regulatory requirements.</p> <p>E2-5: The substances monitored under E2-5 require more stringent oversight to ensure compliance. Hager is currently developing a group-wide procedure to assess and monitor these substances across all manufacturing sites.</p>
introduction of invasive species, pests and pathogens	<p>This KPI is not monitored by Hager Group. However, Hager Group does not expect any significant impact as it follows customs regulations and environmental guidelines that prevent the introduction of invasive species.</p>
reduction of species	<p>No related KPI monitored. However, Hager Group does not expect any significant impact.</p>
habitat conversion	<p>Hager Group does not monitor related KPIs. However, Hager Group does not expect any substantial impact because:</p> <ul style="list-style-type: none">- In the case of construction measures, specifications are defined through the building permit (e.g., ecological compensation measures and building permit conditions). External experts on soil, animal welfare/species protection, and water protection are also involved in new building projects (e.g., Blieskastel).- Action plans to preserve natural habitats have been implemented at certain sites (e.g., Bischwiller has implemented an "eco-responsible cross-project").
changes in ecological processes outside the natural range of variation	<p>Hager Group follows local regulations and no substantial impact have been monitored in our sites.</p>



Appendix-VI Environment data continued

Significant direct and indirect positive and negative impacts with reference to the following:

	2023	comment
Species affected	Not measured	Biodiversity is not considered material to Hager Group's operations. Therefore, Hager Group did not conduct an advanced biodiversity impact assessment in 2024. However, the BFA (Biodiversity Footprint Assessment) carried out for 2023, which assessed the area impacted by Hager Group, is still considered relevant.
Extent of areas impacted	<ul style="list-style-type: none">– Terrestrial dynamic impact: 11 MSA.km²– Terrestrial static impact: 328 MSA.km²	
Duration of impacts	<p>By definition of the BFA:</p> <ul style="list-style-type: none">– dynamic footprint: caused by changes, consumptions or restorations during the period assessed.– Static footprint includes all the 'persistent' or 'long-lasting' effects which remain over time.	
Reversibility or irreversibility of the impacts	<p>By definition of the BFA:</p> <ul style="list-style-type: none">– Dynamic impact is reversible;– Static impact is persistent.	

Total number of IUCN Red List species and national conservation list species and habitats in areas affected by the operations of the organizations, by level of extinction risk

	2023
Critically endangered	207
Endangered	549
Vulnerable	1.179
Near threatened	No information
Least concerned	No information



Appendix-VI Environment data continued

Waste

Total weight of waste diverted from disposal in metric tonnes, and a breakdown of this total by recovery operations:

tonnes	2021				2022				2023				2024			
	Total	Recycling	Incineration	Mean end of life	Total	Recycling	Incineration	Mean end of life	Total	Recycling	incineration	Mean end of life	Total	Recycling	Incineration	Mean end of life
Non-hazardous waste																
Metal	11.339	11.339	0	0	11.788	11.720	68	0	14.048	13.976	60	12	7.327	7.275	0	52
Plastic	2.317	958	509	850	2.769	2.392	318	60	4.502	3.800	601	100	2.651	1.648	784	219
Normal industrial waste mix	1.590	1	1.239	350	1.519	169	1.199	151	1.690	203	1.368	119	1.665	601	539	525
Cardboard	1.451	1.188	0	263	1.557	1.545	0	11	4.366	4.361	0	5	1.100	1.090	2	8
Copper	1.524	1.524	0	0	1.121	1.121	0	0	1.375	1.375	0	0	527	527	0	0
Wood	818	591	50	177	734	618	116	0	825	647	176	1	862	594	139	128
Mixed electronics & WEEE	427	80	1	346	376	173	0	203	186	186	0	0	132	132	0	0
Bio waste	153	118	3	32	41	23	18	0	54	42	11	0	35	16	20	0
Batteries and Piles	133	132	0	1	1	0	0	1	4	3	0	1	8	8	0	0
Plastic Packaging	0	0	0	0	0	0	0	0	0	0	0	0	0			
Others	423	113	1	309	1	0	0	0	263	0	0	263	307	0	0	307
Paper	789	158	0	631	787	157	0	630	788	158	0	630	937	289	0	648
Hazardous waste																
Special industrial waste	715	280	205	230	412	17	361	34	576	82	472	22	445	274	102	69



Appendix-VII Hager Group locations with the highest climate physical risk exposure (2024)

Rank	Location	Natural hazard	Exposure
1	Bischwiller	Flood, Collapse	100 Years / 100 Years
2	Emmenbruecke	Flood	100 Years
3	Schalksmühle	Flood	100 Years
4	Blieskastel	Stormwater	100 Years
5	Vendenheim	Flood, Collapse	500 Years / 100 Years
6	Chaponnay	Freeze, Collapse	
7	Pune	Stormwater	100 Years
8	Ottfingen	Stormwater	100 Years
9	Arenzano	Stormwater	100 Years
10	Dongguan	Wind, Flood	105 mph / 100 Years



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