

Perform.
Transform.
Care.



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Letter from the Chairman

Better buildings start with strong foundations

What makes a building better? Better materials, better technology, better design – all of these matter. But before any of that comes something even more important: the people who build it and the care they put into their work.

I have been part of Hager for more than two decades and have seen our company evolve through many transitions. Today, the decarbonisation and electrification of buildings is transforming our industry at unprecedented speed.



“As for the future,
your task is not
to foresee it,
but to enable it.”

Antoine de Saint-Exupéry



The current answers to these challenges may be different to those of decades ago, but our guidelines remain the same: build well, think long term, and stay true to our values.

2025 was a year that reinforced this conviction.

This year, Hager returned to blue – the colour most closely associated with our identity. For me, this is more than a design choice. It reflects clarity, confidence, and a company that knows what it stands for.

That same spirit was recognised externally as well. In 2025, Hager achieved the EcoVadis Platinum rating for the second consecutive year, placing us among the top 1% of companies worldwide for sustainability performance. This recognition belongs above all to our employees, whose commitment and integrity bring our values to life every day.

Buildings shape the future for generations. That is why the values that have shaped us – courage, authenticity, and integrity – matter more than ever.

Better buildings. Better tomorrows. For our family, these words are not a slogan – they are a promise we renew with every generation.

With sincere thanks to our employees, customers, and partners around the world.

Daniel Hager

Chairman of the Supervisory Board

Letter from the Chief Executive Officer

Better tomorrows start here

We spend over 90% of our lives in buildings. 38% of global CO₂ emissions come from buildings. 60% of the buildings that will exist by 2050 have not been built yet. These are the market realities we operate in right now, and they define a great commercial and environmental opportunity.

Hager does not need to pivot towards this opportunity. We are already in the centre of it. Our entire purpose is buildings, and buildings are where the energy transition must be delivered.

A strategic choice, not a slogan

In 2025, we sharpened our positioning around a simple conviction: better buildings create better tomorrows. Behind those words lies a deliberate strategic shift, firmly anchored in our vision to shape tomorrow's electrical world. We are evolving from a product supplier into a solution partner for the intelligent electrification of buildings.

Our clear mission connects our established strengths in energy distribution and protection with the growing demand for energy management, digital services, and connected building solutions. It positions Hager where commercial and sustainability ambitions point in exactly the same direction.

This shift changes how we work with our customers. Electricians and installers remain at the heart of everything we do. But increasingly, we also work alongside architects, specifiers, system integrators,



and facility managers who shape how buildings perform over their entire lifetime. Being a solution partner means being relevant to all of them.

Transforming how we serve and how we work

The biggest project we drove in 2025 was our operational transformation, built around two questions: how do we serve our customers better, and how do we make our own work life easier? On the customer side, we made ordering faster, simpler, and more transparent. Lead times are shorter, digital processing has become the norm, and environmental product data is now available for the vast majority of our portfolio. At Light + Building, we showed the breadth of what Hager can deliver today: a new wiring accessories system with 50% recycled content, a fully renewed e-mobility portfolio including our first bidirectional charging solution, and new digital tools for planning and commissioning. On the internal side, we simplified processes across functions, further strengthened the use of AI to improve planning accuracy, and continued investing in training for our teams and partners. These efforts belong together: when our people can work more effectively, our customers feel the difference.

Sustainability and commercial ambition are not pointing in different directions. At Hager, they are the same direction. That is what makes our position so strong.

Sustainability as a way of working

At Hager, sustainability shapes how we work. It is there when we source materials and choose suppliers. When we design products for longevity and circularity. When we manufacture with increasingly lower emissions and less waste. And when we bring solutions to market that help our customers reduce the environmental footprint of their buildings. The EcoVadis Platinum rating as well as the CDP A- rating are the outcome of sustainability being embedded in how this company operates, across every function and every market.

Ready for what comes next

Across 23 production sites and more than 100 markets, over 12.800 employees are delivering on this transformation every day. In the pages that follow, you will see what that looks like in practice: a stadium in Strasbourg powered by a locally rooted partnership, and energy management platforms that have helped reduce energy consumption by over one million megawatt-hours. Our position in the market, our close relationship with our customers, and the strength of our team give us a solid foundation for what comes next.



I would like to thank all our employees, customers, and partners for their trust and commitment throughout this year. I look forward to what we will achieve together. Let's make "Better buildings. Better tomorrows." happen!

A handwritten signature in black ink, reading 'S. Busse'.

Sabine Busse
Chief Executive Officer

Introduction

Our sustainable transformation journey

Hager's purpose has always been buildings. As the demands on buildings change – lower emissions, smarter energy use, greater resilience – so does what it means to serve them well. Sustainability is now inseparable from that purpose. It shapes the questions we ask at the start of every product development cycle, the standards we set for our suppliers, and the benchmarks we use to measure our own performance.

This section traces how that commitment translates into action: in our positioning, our operations, and the way we evolve as a company.

Across every role and country, our ability to deliver depends on competent and motivated people operating in a safe and fair environment. When a manufacturing team works safely, when an engineer develops new technical expertise, when a manager leads inclusively, creativity becomes natural and contributes to stronger outcomes. This is how sustainability and business performance reinforce each other – through the people who make it real every day.

Franck Houdebert
Chief Human Resources Officer
and Sustainability Sponsor

The part of our sustainability work that people see least is the infrastructure behind it. In 2025, we reached a point where more than 80% of our high-volume products carry an environmental product declaration. That did not come from a single initiative. It came from years of aligning various teams, from sales to engineering, around a shared standard. Sustainability at Hager is a transformation practice. That is both less glamorous and more durable than any campaign.

Matthieu Alexandropoulos
Sustainability Director



Brand Positioning

Our brand promise

The way buildings consume and manage energy is changing fundamentally. Hager's new brand positioning – partner for safe, sustainable, and intelligent electrification of buildings – is built to meet that change.

38%

of global CO₂ emissions are accounted for by buildings



The building sector is transforming faster than at any point in the past seventy years. Buildings account for 38% of global CO₂ emissions. Still, 75% of European buildings are not energy efficient. And 60% of the buildings that will exist by 2050 have not been built yet.

These numbers reflect a reality that the people who plan, install, and manage buildings encounter every day. The systems they design are growing more complex. The expectations placed on them – from regulators, from building owners, from society – are rising. What they need is not another product, but a partner who helps

them meet these demands with integrated solutions they can rely on.

For Hager, meeting that need starts with a clear principle: making buildings safe, sustainable, and intelligent. Safe, because protecting people and property remains the starting point of every installation. Sustainable, because the choices made today shape how a building will consume energy for decades to come. Intelligent, because connected, data-driven solutions give building professionals the tools to move from passive consumption to active energy management.

The result goes beyond the building itself. When energy is actively managed, operating costs fall, systems become more resilient, and every building becomes part of a cleaner, more balanced energy system. In short: better buildings create better tomorrows, for those who own, operate and live in them and for the communities around them.

Making this happen requires more than technology. It requires a partner that provides high-quality, intelligent solutions and guidance at every step. Hager has shaped the electrical world for over seventy years, and that history carries a conviction: progress is always a shared effort.



Brand Positioning

The return to blue

A new brand positioning only works if it connects strategy, identity, and what a company delivers. Chief Marketing Officer Mike Elbers and Christoph Ringwald, Senior Director Communications and Public Relations, explain how Hager brought the three together.

Over the past eighteen months, you and your team have led a comprehensive repositioning of the Hager brand. What was the trigger?

Elbers: The energy transition is reshaping how buildings work. They need to consume less, generate their own energy, manage it intelligently. In the building sector, where we have been operating for decades, that's creating new customer relationships for us. Planners, system integrators, facility managers, building owners. These are people who need a partner that thinks in systems, that can support them from design through to operation. We have the solutions and the expertise for that. But the brand we had was still anchored in the product business we grew up with. There was a gap between what Hager can do and how Hager was perceived. The repositioning closes that gap.

What does the new positioning express that the old one didn't?

Ringwald: We've always stood for safety and simplicity. That hasn't gone away. But we've added a third dimension: intelligence. Connected systems and solutions that help buildings actively manage their energy. That changes what we can offer and who we talk to. A specifier working on a commercial building has different expectations from an installer fitting a consumer unit. The brand now has room for both conversations. That's new.



“There was a gap between what Hager can do and how Hager was perceived. The repositioning closes that gap.”

Mike Elbers
Chief Marketing Officer

Hager is over seventy years old. What role does that history play in a brand built for the future?

Elbers: A central one. The values this company was built on by the Hager family – courage, authenticity, integrity – aren’t historical artefacts. They show up every day in how we work with customers. The closeness, the directness, the willingness to get into a problem together rather than hand down a solution from a distance. Customers tell us that’s what sets Hager apart. It’s a competitive advantage right now, and we’ve made it a central part of the new positioning.

One of the most striking changes is the colour. Why go all in on blue?

Ringwald: Because Hager has always been blue. When we operated under a broader group structure, the visual identity naturally became more diverse – more brands, more colours. Pulling everything back to one unified blue was a conscious decision: one company, one identity, one direction. And internally, the reaction confirmed it was right. Our employees identified with it immediately. That matters enormously when your people are your strongest brand ambassadors.

Better buildings. Better tomorrows. is a confident statement. What gives it weight?

Elbers: The products, systems, and solutions we offer. We just brought genuine innovations to market alongside the new positioning: a switching programme that combines two strong design traditions under the Hager name, the next generation of our EV charging platform, one of the first standardised bidirectional charging solutions for the home market. These are substantial moves.

So, brand positioning and innovation go hand in hand?

Ringwald: They have to. The brand sets the ambition; innovation is how we meet it. One without the other doesn’t work – a bold positioning with nothing behind it is empty, and great products without a clear story don’t land the way they should. Getting both right at the same time is what makes the difference.

“Pulling everything back to one unified blue was a conscious decision: one company, one identity, one direction.”

Christoph Ringwald
Senior Director Communications and Public Relations



Operational Excellence

Transforming operations

Behind every product that arrives on time, every commitment kept, is an operation designed to make it happen.

Every product Hager delivers begins long before it reaches the customer. Hager operates 23 production sites and multiple distribution centres across Europe and beyond. Every day, teams on the shop floor manufacture, assemble, and test thousands of products – from circuit breakers to complete energy distribution systems. In parallel, Hager is advancing its Industry 4.0 roadmap: connecting machines, digitalising production execution, and equipping operators with real-time data to make better decisions, faster. Across distribution, integrated logistics ensure that the right product reaches the right place at the right time.

The question operational excellence answers is whether the promises made can be kept – consistently, at scale, every time. In 2025, Hager restructured its operational backbone around three priorities.

Strategic sourcing has moved from reactive supply management to proactive partnership. The company deepened relationships with more than thirty key suppliers, embedded sustainability into sourcing decisions, and built the resilience needed for uncertain markets. The progress made is also reflected in the EcoVadis Platinum rating.

66

Operational excellence ensures that systems, processes, and teams run smoothly so that every customer interaction reflects the quality we stand for. It is this reliability that gives us permission to innovate. Customers trust new ideas from Hager because they trust how we deliver today.

Ralph Fürderer
Chief Technology Officer

End-to-end reliability targets complexity – the enemy of a kept promise. Hager is streamlining its product portfolio, deploying integrated digital planning, and connecting every part of the value chain through shared, real-time visibility of demand and capacity. For customers, the difference is concrete: faster response times and reliable delivery commitments.

Process excellence is the next frontier. Hager is investing in simplifying how teams work across functions – through structured improvement and smarter tools – so that decisions flow more naturally from one part of the business to the next.



AI in operations

Hager is embedding artificial intelligence into its operational processes. Machine learning improves demand planning by analysing market signals and seasonal patterns. Real-time algorithms help match customer orders with available production capacity. On the shop floor, automated data collection replaces manual entry – making operations faster and more reliable. And across the company, an AI assistant supports teams in their daily work.

Introduction

Innovating sustainable offers

Sustainability at Hager is most tangible in what we bring to market. In 2025, Hager introduced a new generation of solutions that connect energy distribution, energy management, and digital intelligence into integrated systems for residential, commercial, and industrial buildings. The ambition: to turn buildings from passive energy consumers into active participants in the energy transition.

This starts with the electrical backbone. Hager combines circuit protection, distribution boards, and wiring systems with energy storage, EV charging, and intelligent management software. Together, these create a connected ecosystem where energy is produced, stored, distributed, and optimised within a single building or across

an entire portfolio. Innovation in materials, connectivity, and system design runs through every layer of this offer.

The following pages show how this translates into practice: a new wiring accessories system that sets new standards in circular product design with 50% recycled plastics and native smart-building connectivity, a stadium renovation proving Hager's capability for large-scale, sustainability-driven projects, a renewed EV charging portfolio with bidirectional Vehicle-to-Home technology, and AI-driven platforms that help buildings optimise consumption in real time.



Wiring Accessories

The switch to circular

Billions of switches and sockets are installed worldwide every year, almost all from virgin plastics. Hager's new wiring accessories system challenges that default.

Management summary

The challenge: wiring accessories are produced and installed by the billion, almost exclusively from virgin plastics. Their cumulative environmental footprint is significant yet largely unaddressed.

The approach: a new wiring accessories system using 50% post-consumer recycled plastics, Cradle to Cradle Certified® Full Scope at the Bronze level according to version 4.1, plastic-free recycled packaging, and native smart-building connectivity, delivered at no price increase.

The impact: up to 1.793 tonnes of CO₂ equivalent saved over five years, harmful substances restricted by design, and circular materials made the accessible default for specifiers and installers.

Every building has them: switches by the door and along the corridor wall or sockets behind the desk. Wiring accessories are the most-touched, most-visible electrical components in any space. Yet for decades, the industry has produced them the same way: from virgin plastics, packed in plastic, without questioning the environmental cost of components installed by the billion.

Circular by design

Hager's new wiring accessories system, built on a unified 55 × 55 mm platform across four design lines, uses 50% post-consumer recycled plastics in all visible components. "The components people interact with every day are now part of a circular economy. That was the ambition from the very beginning," explains François Vanhoutte, Programme Manager at Hager.



A large share of the system is C2C Certified® Full Scope at the Bronze level according to version 4.1. This means, for example, that harmful substances including PFAS, PVC, and halogenated flame retardants are restricted in use. All

packaging uses recycled cardboard and paper only, eliminating plastic entirely. “We rethought the product and everything around it. Better materials, better methods, better impact across the whole lifecycle,” adds François Vanhoutte.

When the better choice costs the same as the conventional one, even for the most accessible products, there is no reason left not to make the leap. That is how you shift an entire industry and genuinely reduce environmental impacts.

François Vanhoutte
Programme Manager at Hager



From sustainable to smart

Better materials reduce environmental impact. Intelligent connectivity multiplies the effect. With native Matter capability and Samsung SmartThings certification, the system integrates directly into smart building environments, enabling automation of lighting, shading, and control of any other Matter device from the wall. KNX Secure touch sensors extend the range into professional building management, linking every switch point to the distribution board. The result is a wiring accessories system that addresses both the material footprint and the operational efficiency of a building in a single, unified platform.

Proof at scale

Over the first five years of production, the new system is projected to save up to 1.793 tonnes of CO₂¹ equivalent through the use of post-consumer recycled polycarbonate, compared to virgin plastics. The range comes at no additional cost compared to the previous standard portfolio. Circularity scales without a price barrier, making sustainable specification the path of least resistance. “When the better choice costs the same as the conventional one, even for the most accessible products, there is no reason left not to make the leap. That is how you shift an entire industry and genuinely reduce environmental impacts,” says François Vanhoutte.

By the numbers

50%

post-consumer recycled plastics in all visible components²

1.793 tCO₂e

projected savings over 5 years

0 price increase

vs. previous standard range

0%

plastic in packaging

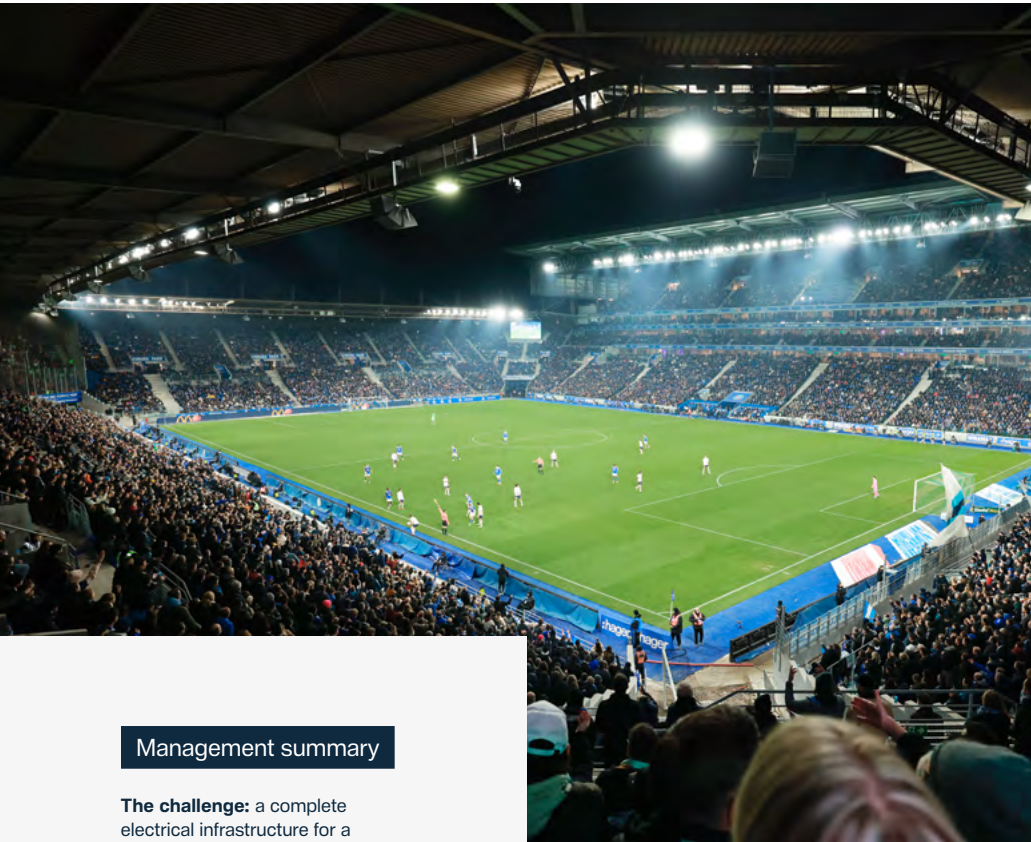
4 design lines

on one unified 55x55 mm platform

Wiring accessories will be installed in buildings that stand for decades. The material they are made from was always going to matter. Now it does.

¹ Estimate based on lifecycle comparison between virgin and post-consumer recycled polycarbonate and expected production volumes.

² According Environmental Claim Validation Procedure (ECVP) for Recycled Content, UL ECVP 2809-2.



Management summary

The challenge: a complete electrical infrastructure for a 32.000-seat stadium renovation, delivered under strict schedule constraints in coordination with five local installation partners.

The approach: Hager provided the full system, from a 12-metre main switchboard to 10.000 wall-mounted devices, supported by a dedicated buffer stock and BIM-integrated planning alongside the ELSA consortium.

The impact: a future-ready arena targeting a reduction in GHG emissions of more than 50%, built through regional collaboration that strengthened local employment and delivered 60.000 hours of social inclusion work.



RCA Stadium

Powering performance, locally

The Meinau Stadium's €160 million renovation required an electrical infrastructure as ambitious as the arena itself. Hager and five Alsatian partners delivered – with a collaborative, locally rooted model designed to deliver long-term value for both the venue and the regional ecosystem.

On Sunday, 9 November, 32.000 supporters filled the newly expanded Meinau Stadium in Strasbourg, France, to watch Racing Club de Strasbourg Alsace take on Lille. Two years of construction had reshaped the historic venue from the ground up. Capacity grew from 26.000 to 32.000 seats³. The entire architecture and infrastructure were redesigned to create a high-performance, future-ready arena capable of hosting major international sporting events. And behind every floodlight, every safety system, every media feed and hospitality suite, a completely new electrical infrastructure was carrying the load.

Building from the backbone out

At the heart of the installation delivered by Hager sits a 12-metre main switchboard integrating four TGBT 2500 A panels and 12 air circuit breakers, supported by 80 secondary panels distributed across the venue⁴. More than 10.000 wall-mounted devices⁵ from the gallery and cubyko^{6, 7} ranges and 150 km of cabling connect every

^{3, 4, 5} [Hager Group: Hager electrifies Strasbourg's iconic RCSA Stadium. Online press release, 19 November 2025.](#)

⁶ Developed in France under the Hager brand, cubyko is a range of sockets and switches made from recycled ocean-bound plastic.

⁷ Hager Group: Référence chantier: stade de la Meinau à Strasbourg. Project reference, n.d., hager.com/fr/references-chantiers/stade-meinau-strasbourg.

corner of the stadium, from pitch-side operations to the uppermost stands. Together, these systems form a resilient backbone that secures energy distribution for lighting, safety, media infrastructure, and match-day operations. Beyond performance, the electrical infrastructure was designed with long-term reliability in mind, essential for a public venue expected to operate efficiently and safely for decades.

Planning relied on building information modelling throughout, ensuring coordination

By the numbers

10.000+

wall-mounted devices

150 km

of cabling

860 m²

of photovoltaic panels

60.000 hours

of social inclusion work

32.000

seats (up from 26.000)

between trades and efficient execution across a complex, multi-phase programme. “Delivering the Meinau Stadium infrastructure marks a significant step for Hager in demonstrating our capability to deliver complex, large-scale projects. It reflects the trust placed in us for emblematic venues like this,” says Laurent Kuntzmann, District Sales Manager – Project North-East.

Five companies, one mission

The scale of the project demanded more than a single contractor. Hager partnered with the ELSA consortium, a dedicated group of five Alsatian electrical installation companies. The collaboration kept expertise local, reduced transport-related emissions, and strengthened regional employment. Hager adapted its processes, planning, and logistics to the consortium’s unique structure. By setting up a dedicated buffer stock for the project, Hager helped secure timelines while limiting emergency deliveries, contributing to a more responsible and efficient supply chain.

“When five local partners and an industrial manufacturer align around a shared objective, the result goes beyond efficient delivery. It creates lasting capability in the region,” Laurent Kuntzmann adds.

A stadium that gives back

But the Meinau Stadium’s transformation extends beyond its electrical systems. In its final configuration, scheduled for next summer, the arena will integrate 860 m² of photovoltaic panels, natural shading

elements crafted from recycled A340 aircraft fuselages, and a reimagined urban layout that opens the stadium towards its surrounding district, featuring a 5.000-capacity fan zone, 2.500 bicycle spaces, and 650 newly planted trees. The project targets a reduction of more than 50% in greenhouse gas emissions. Approximately 60.000 hours of social inclusion work were carried out on site, contributing directly to the project’s local social impact⁸.

When five local partners and an industrial manufacturer align around a shared objective, the result goes beyond efficient delivery. It creates lasting capability in the region.

Laurent Kuntzmann

District Sales Manager – Project North-East



For Hager, the project represents more than a technical milestone. It illustrates a broader vision of sustainable development: one built on local trust, shared expertise, and long-term value creation for the regional ecosystem. “This project shows what happens when shared values meet shared ambition. A local stadium, built by local expertise,” Laurent Kuntzmann concludes.

⁸ [Hager Group: Hager electrifies Strasbourg’s iconic RCSA Stadium. Online press release, 19 November 2025.](#)

EV + Bidirectional Charging

From charging to participating

As electric mobility accelerates, Hager is building the infrastructure that connects it to the energy system, from continental-scale charging to bidirectional integration in the home.

Europe's electricity system is changing shape. Renewable generation is expanding, but its variability creates new challenges for balancing supply and demand. At the same time, millions of electric vehicles are arriving on the roads, each carrying a battery of 50 to 90 kWh, five to ten times larger than most residential storage systems. A vast distributed storage capacity already exists within households. The question is whether it can be activated.

Powering the network

When TotalEnergies, one of Europe's largest charge point operators, set out to expand its charging network across B2C, B2B, and public segments, they needed more than hardware: interoperability across markets, regulatory compliance, cybersecurity, and operational reliability at every location.

"We brought together competitive hardware, integrated software for monitoring and control, and services designed around two KPIs: maximising uptime and optimising total cost of ownership," explains Marie Hutzinger, Head of Marketing eMobility. "That combination earned us a five-year partnership."

With REACH and RoHS compliance, verified Product Environmental Profiles, cybersecurity aligned with EU regulations, and a pan-European service network, Hager gave TotalEnergies a single partner for its electrification journey from procurement to long-term operation.

From charging to giving back

Charging gets electricity into the vehicle. Bidirectional charging lets it flow the other way, enabling EVs to act as electricity storage devices and EV charging stations to act as facilitators of energy management. Electricity stored in the e-vehicle battery can be used by the household in the evening during peak energy prices or electric shutdown. The EV stops being a passive load and becomes part of the home energy system.



In the last twelve months, we completely renewed our e-mobility portfolio, from residential AC charging through commercial infrastructure to bidirectional charging. With TotalEnergies, we proved we can deliver at continental scale. With bidirectional charging, we are opening the next chapter: the EV as an active part of the building's energy system. That is where charging, storage, and energy management converge, and that is where Hager is heading.

Octavian Craciun
Lead Director Charging Business



Hager tested this in a three-year field study with Audi. Ten employee households with photovoltaic systems took part, examining how Vehicle-to-Home performs in everyday life, including days when vehicles were unavailable during peak solar hours.

Over three years, vehicle batteries supplied an average of 7.000 kWh to participating households, equivalent to roughly two years of consumption for a typical three-person home.

“The EV becomes part of the building's energy intelligence,” says Ulrich Reiner, Innovation Manager E-Mobility & Energy. “That changes the economics of home energy fundamentally.”

The integrated advantage

These results depend on more than the charger. At Hager, bidirectional charging sits within an integrated ecosystem of photovoltaic generation, and intelligent energy management. This is made possible by Hager's Flow solution, the integration of 360 AI, and electric mobility.

Because Hager provides charging, storage, and energy management as one solution, the vehicle battery and home battery work together, allowing households to reduce energy costs while maintaining flexibility. Combined with optimised sizing and intelligent control, savings of up to €450 per year are achievable.

In Germany, this integrated approach also extends to multi-family buildings. Through the Mieterstrom model, Hager and its partner metergrid enable locally generated solar energy to be supplied directly to tenants. Metering infrastructure, energy management, and billing are combined into one seamless solution, turning shared residential buildings into active participants in the energy system.

Access starts with charging. Optimisation starts with bidirectional capability. Energy management orchestrates the whole. The same principle applies at commercial scale, where Hager's energy management platforms, stationary storage, and charging infrastructure already form a complete offer for buildings with far larger energy profiles. As Vehicle-to-Grid applications mature, the potential grows further. Hager is already building that foundation.

Management summary

The risk: renewable variability strains Europe's grid while millions of EV batteries sit idle, their distributed storage capacity untapped.

The approach: Hager delivers continental-scale charging through its TotalEnergies partnership and integrates bidirectional Vehicle-to-Home technology into E3/DC's ecosystem, validated in a three-year field test with Audi.

The impact: 7.000 kWh fed back to households over three years, up to 9% energy autonomy gain, savings of up to €450 per year, and the EV transformed from passive consumer to active energy asset.

Hager's brand portfolio spans the electrical backbone of buildings:

From electrical systems and protective solutions to e-mobility and digitally integrated energy management, we have been acquiring and growing well-renowned brands to meet market demands.

:hager

Specialist in electrical installation products and systems for residential, commercial, and industrial buildings.

advizeo
by Hager

Energy management solution supporting companies and local authorities in reducing the energy consumption of their buildings.

eficia
by Hager

Innovative energy management software that offers the first fully integrated solution for optimising the energy efficiency of buildings.

ENERGY STORAGE
E3A DC

Energy solutions for solar energy storage, backup power supply, and e-mobility for residential commercial applications.

BOCCHIOTTI

Specialist in protective pipework, switchboards, exchanges, and cassettes.

Pmflex™

European specialist in electrical conduits.

About Our Company

Hager at a glance

In 2025, Hager underlined its trajectory as a solution partner for the electrification of buildings in its brand positioning. With a unified brand identity and connected capabilities across three business areas, the company entered 2026 ready to grow.

Hager develops, manufactures, and delivers electrical products, solutions, and services for residential, commercial, and industrial buildings. Its solutions integrate energy distribution and protection, wiring accessories, and building controls with electric vehicle charging, stationary storage, and energy management software – designed to work as one system across the full building lifecycle. As a family-owned company with approximately 12.800 employees⁹, 23 production sites, and presence in more than 100 markets, Hager combines seven decades of electrical expertise with the scale and agility to meet the demands of a building sector in transformation.

⁹ Includes employees of recently acquired entities. They are excluded from the sustainability report as their data were not yet fully integrated into the HRIS.

Company facts

as of 31 December 2025

Employees:

12.800

Nationalities:

96

Countries in which Hager products are available:

>100

Turnover in €:

3,0 bn

Production facility locations worldwide:

23



Introduction

Sustainable growth horizons

The building sector is undergoing a structural transformation. Because buildings account for 38% of global emissions, decarbonisation mandates, renovation waves, and the rapid electrification of heating and mobility are reshaping what buildings must deliver and how they must perform. These forces are long-term. They will outlast any single economic cycle.

For Hager, this creates a compelling strategic environment. The demand for intelligent, efficient electrical solutions for buildings has never been greater. And 60% of the buildings needed in 2050 have yet to be built. Whether in new construction or the renovation of existing stock, buildings must become smarter about how they produce, store, and manage energy. That requires the kind of electrical infrastructure and expertise Hager has built over more than seven decades.

At the same time, our current market position leaves significant room to grow. The opportunity ahead is defined by structural demand, a broad and expanding addressable market, and a strategy that connects our three business areas into a coherent offer for customers across the full building lifecycle.

The following pages explore how the market developed in 2025, what is driving change across our industry, and how we intend to capture the growth this market offers.

Market review

Navigating change, building momentum

A look at the market forces shaping our industry and how Hager responded in 2025.

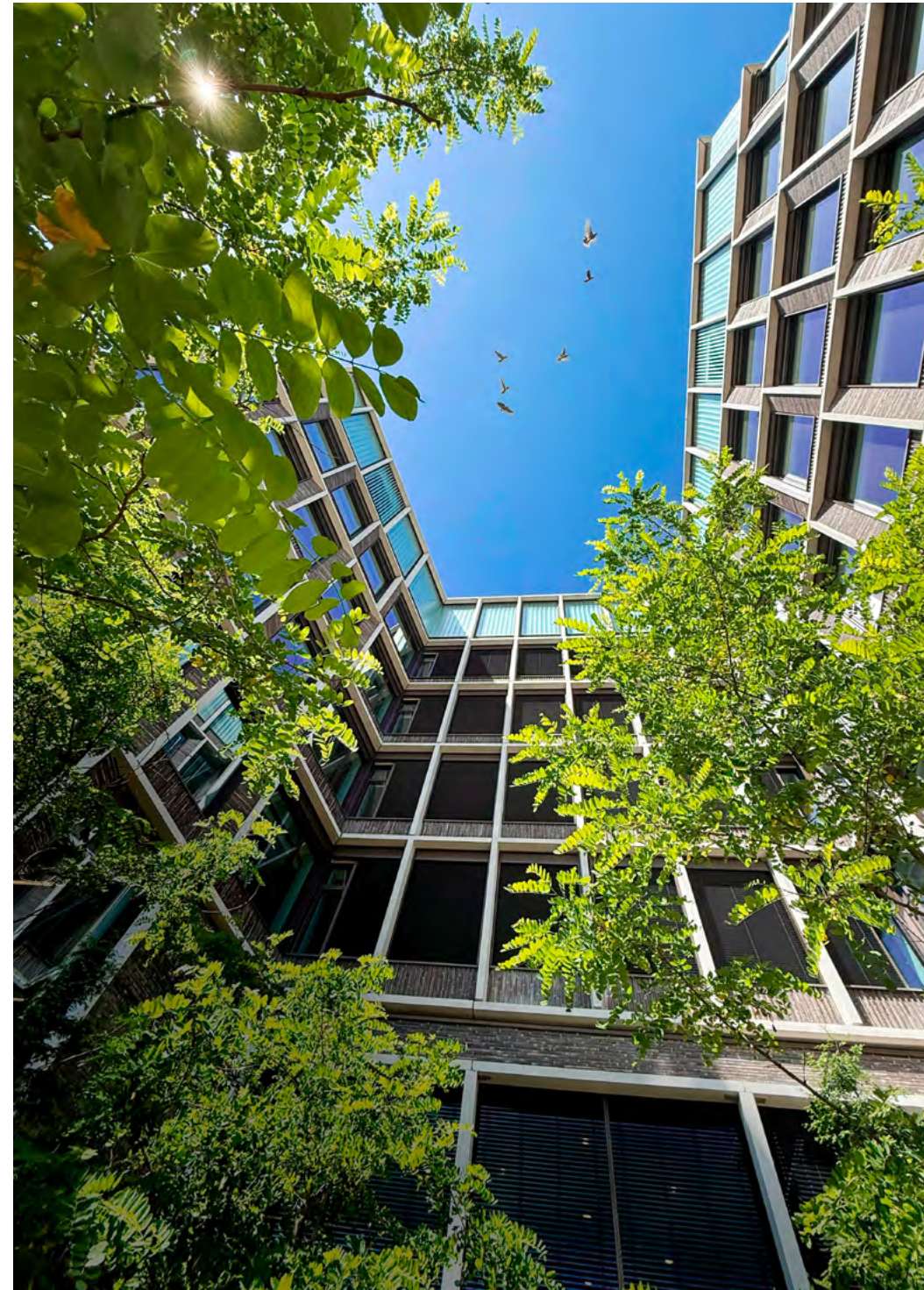
The market for building electrification is large, growing, and undergoing a fundamental shift. The energy transition, tightening renovation requirements, and the electrification of heating and mobility are creating sustained demand for intelligent electrical solutions. Commercial construction has been particularly strong, increasingly outpacing the residential segment across Europe.

Hager operates at the centre of this market and the room to grow is significant.

2025: pressure and progress

The year brought real headwinds. Residential construction remained subdued. Declining energy prices slowed investment in energy management. Competition intensified on all fronts.

Yet Hager made measurable progress on the things that matter most to customers. More than half of all product transactions are now processed electronically. Make-to-order lead times have been reduced from seven days to two. Verified environmental data is available for over 80% of our product range. And our EcoVadis Platinum rating, achieved for the second consecutive year, has become a tangible factor in winning business.



Three questions for

Michael Flieger, Chief Financial Officer



Hager has begun the transition from transformation to growth in 2026. What does that shift require?

Discipline. We spent two years rebuilding our operational foundations and improving profitability. That work is paying off. Now it is time to scale the business. We need to convert the momentum from the second half of 2025 into consistent, profitable volume growth across every market.

What would a successful 2026 look like for Hager – not in numbers, but in terms of what you would see and feel in the market?

Customers choosing us for projects they wouldn't have considered us for two years ago. Panel builders coming back because delivery works. Specifiers putting us into their plans because they trust the system, not just the component. And internally – teams seeing how their operational improvements connect to the growth we're delivering. That's when you know the transformation has landed.

What market development are you watching most closely?

Energy management. The turnaround in 2025 proved we can build a competitive offer at speed. Now we must turn it into a successful business and reclaim our market share – internationally, profitably, and in a way that reinforces our core business. Every energy management solution we sell drives demand for protection devices, distribution systems, and cable management. If that multiplier effect takes hold across markets, it changes the growth profile of the entire company.

The second half of 2025 saw a clear shift. The electrification segment moved from contraction to growth. Our project business won larger contracts, including the complete electrical system for the Meinau Stadium in Strasbourg. In energy management, the team renewed the entire EV charging portfolio in under twelve months and signed a five-year AC charging partnership with TotalEnergies, using our newly launched Witty charging stations.

Looking ahead

Growth in 2026 will be driven by volume. For our customers and partners, that means a continued focus on the quality, availability, and integration of the solutions they rely on every day. The structural demand is there. The capabilities are in place. Our ambition is to grow faster than the market we serve.



Market outlook

Tomorrow won't wait

Marie Ziegler, Vice President Strategy and Innovation at Hager, on why intelligent buildings are no longer a vision and why Hager is built to lead the transition.

Buildings are at the centre of the energy transition. What does that mean for Hager?

Buildings account for 38% of global CO₂ emissions, and 75% of that comes from how they operate, not how they're built. At the same time, 90% of today's buildings will still be standing in 2050. Most of them are far from efficient. That's why renovation is such a critical focus for us. Meanwhile, new buildings need to be designed for a completely different energy landscape. We address both – from the switchboard outward – with electrification solutions, energy management, EV charging, and storage.

Which solutions will have the greatest impact?

The most visible one is EV charging. People see it, they interact with it. But the most impactful will be energy management software and services. Managing how energy flows inside a building, optimising consumption, integrating solar, storage, and vehicles into one intelligent system – that's what makes the real difference. We've been talking about smart homes for twenty years, but that was mostly about comfort: lights, blinds, convenience. What's coming now is different. It's about ensuring energy continuity, minimising costs, and making sure your car is charged when you need it, without giving it a thought.



66

We've been talking about smart homes for twenty years. What's coming now is fundamentally different – it's no longer about comfort, it's about energy continuity.

Marie Ziegler

Vice President Strategy and Innovation

How far along is this shift to buildings as active energy participants?

We're in the transition phase. Buildings used to only consume energy. Tomorrow, they will produce, store, and optimise it as part of a larger ecosystem. We call it a microgrid – and with it we're moving from centralised to decentralised, from continuous to intermittent sources, and from surplus to scarcity. You cannot solve that equation without thinking at system level.

Bidirectional charging connects buildings and vehicles. How close is that reality?

We've been co-developing V2X solutions with major European automotive players for three years. Vehicle-to-Home, Vehicle-to-Grid: the technology is ready, and we're preparing market launch. The timing depends on standard alignment across the automotive and energy sectors. But consider this: the battery in a car holds significant capacity. If you can orchestrate thousands of those batteries centrally, you gain resilience. You avoid blackouts. You balance the grid. That's the potential.

The switchboard sits at the heart of this. What does innovation look like there?

The switchboard is the interface between the grid and everything inside the building. Safety remains our first priority. That never stops. But the key innovation ahead is making every switchboard smart: embedding a brain that manages loads, optimises resources, and communicates with the wider system. We own that critical junction point. That's where our expertise matters most.

Hager invests in long-term scenario planning. Why does that matter now?

Because the future won't wait. Every year, my team analyses macro trends, such as technology, regulation, competition, or geopolitics. We've developed four disruptive scenarios the company could face within the next decade: accelerated geopolitical fragmentation, climate tipping points, AI disruption, and radical technology shifts. These not only help us to challenge our assumptions, but also to prepare operations, partnerships and our innovation pipeline. Two weeks after we defined one scenario, reality caught up. That's why this work matters: it connects long-term thinking to short-term action.

What makes Hager well-positioned for this transformation?

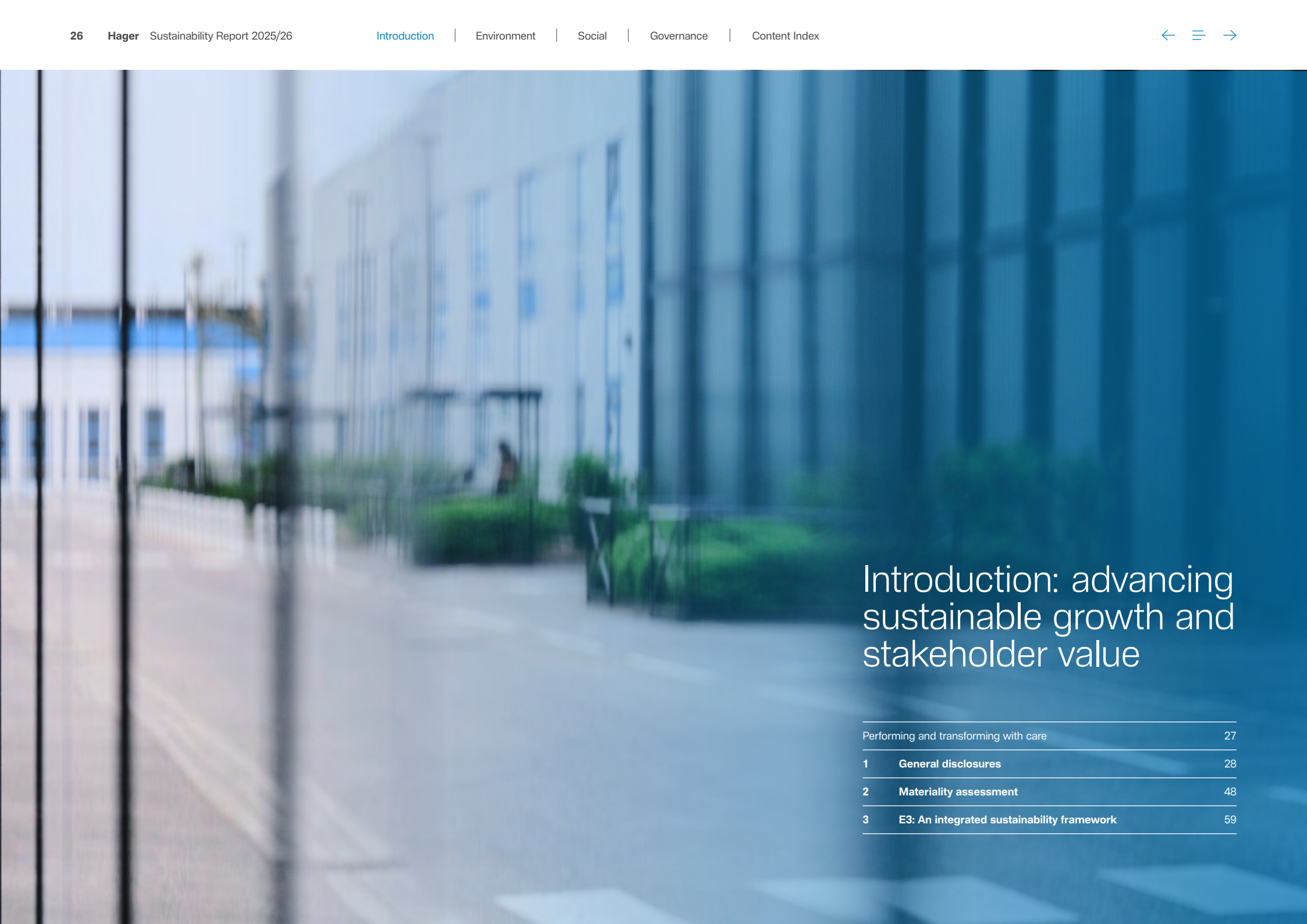
We sit at the electrical backbone of the building. That gives us a unique position to integrate intelligence where it matters most. We combine 70 years of electrical expertise with a growing capability in intelligent solutions and services. And we think in ecosystems – buildings, vehicles, grids, people. Our role is to bring those worlds together: safe, smart, and seamless.

Our sustainability journey

Navette 100% électrique
Pour un monde plus propre

air décarboné et moins pollué.

Better buildings
Better tomorrows **:hager**



Introduction: advancing sustainable growth and stakeholder value

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Performing and transforming with care

by [Franck Houdebert](#)

Chief Human Resources Officer and Sustainability Sponsor



Care fuels our human energy and collective momentum to move and succeed together.

[Franck Houdebert](#)

Chief Human Resources Officer and Sustainability Sponsor

Better buildings. Better tomorrows. These four words express Hager's brand concept and set the direction of this report. Safe, sustainable, and intelligent electrification of buildings is our business. The strategy we execute, the solutions we bring to market, and the brand we have reaffirmed are grounded in one conviction: the energy transition creates opportunity, and capturing it is the most durable path to growth.

Better buildings is a promise about impact. Buildings that are electrified, automated, and connected to renewable energy reduce carbon emissions, lower energy costs, and make communities more resilient. Delivering that promise responsibly means managing what goes into the buildings we help create: the substances in our materials, the emissions from our manufacturing sites, the resilience of our supply chain. Better tomorrow begins in how we design, source, and manufacture today.

Better buildings ultimately start with people. Across every role and country, our ability to deliver depends on competent and motivated people operating in a safe and fair environment. Health and safety, open dialogue and feedback, lifelong learning, engagement, and fair treatment are some key conditions that foster a strong collective dynamic to sustainably perform in our business. When a manufacturing team works safely, when an engineer develops new technical expertise, when a manager leads inclusively, initiatives and creativity become natural and contribute to create better solutions and stronger outcomes. This is part of caring. Care fuels our human energy and collective momentum to move and succeed together. It is how Hager behaves and acts. Together, we grow.

This report tracks progress, combining the sustainability statements that meet our regulatory and disclosure obligations with the business cases that show what those

commitments look like in practice. Solar generation powering our production in Pune. Electric trucks reshaping internal delivery flows. Lower-impact materials entering our supply chain. Early-careers investment building the capabilities we will need as we move towards 2030. These are evidence that sustainability and business performance reinforce each other when the strategy is coherent, and that better buildings and better tomorrows are the same goal.

We go beyond what is required of us because credible transformation does not stop at our own walls. Our partners, suppliers, installers, and customers are part of what we are building. The standards we set for ourselves, we extend through collaboration, transparency, and long-term relationships that create shared value.

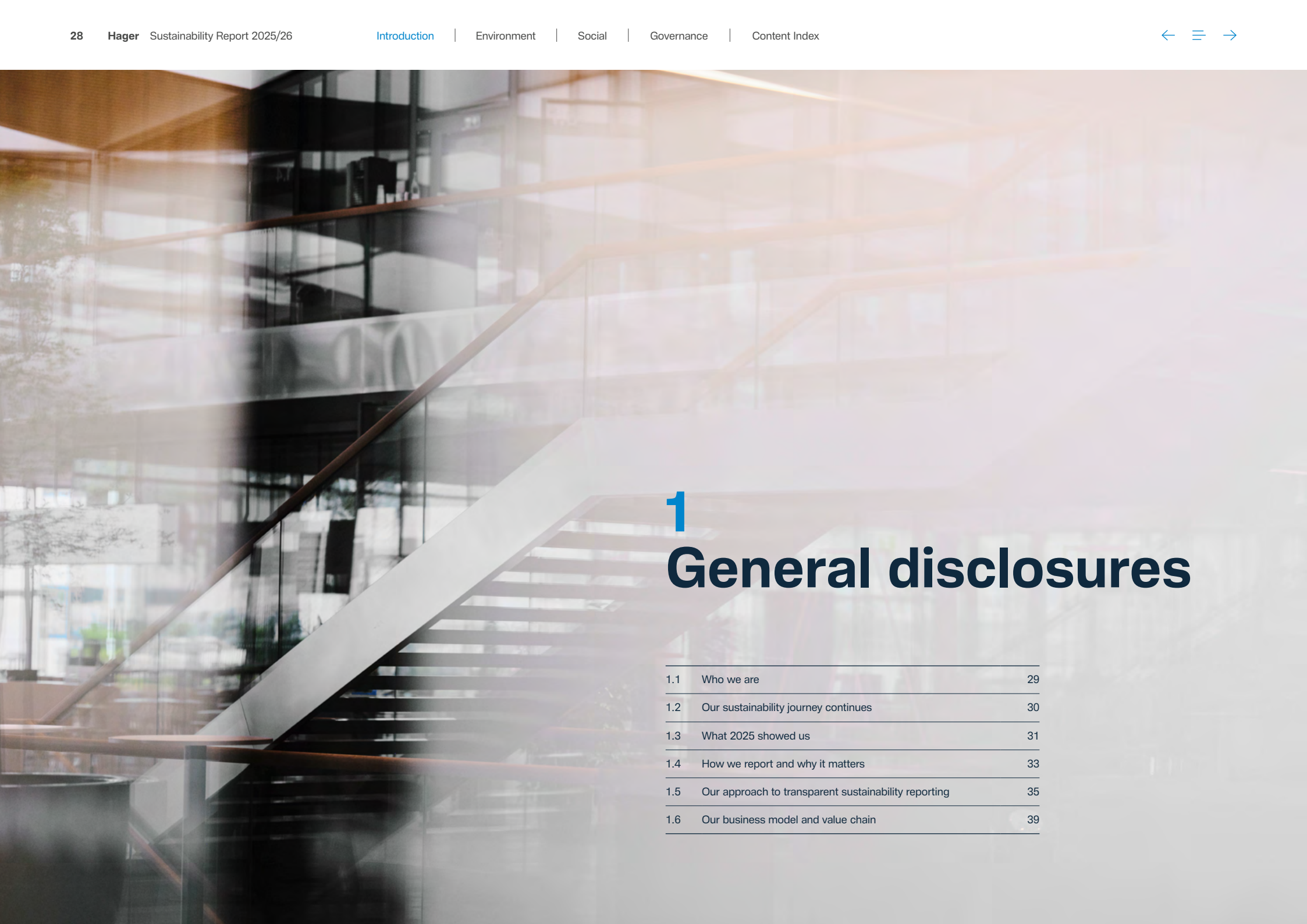
In some areas, we are progressing faster than the targets we set. In others, we are building the foundations that will support

long-term impact. We report on both with the same level of transparency because responsible reporting requires openness, and because the people who read these pages expect clarity and trust.

Better buildings today. Better tomorrows for everyone who lives and works in them.

Reading Guide:

This report is structured around three commitments: Perform, Transform, Care. It opens with who we are and what we are building towards. It presents what we achieved in 2025 – honestly, including where we fell short. It then sets out sustainability statements organised in line with ESRS requirements, with detailed disclosures, methodology, and governance following an ESG structure. Business cases are woven in throughout: they are not illustrations. They are how commitments become tangible.

A photograph of a modern building interior featuring a prominent staircase with a glass railing and wooden handrails. The background shows multiple floors of the building with large windows and glass railings, creating a sense of depth and architectural complexity. The lighting is warm and slightly hazy, giving the image a soft, artistic feel.

1 General disclosures

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1.4	How we report and why it matters	33
1.5	Our approach to transparent sustainability reporting	35
1.6	Our business model and value chain	39

1.1 Who we are

[ESRS 2 SBM-1](#) [GRI 2-1](#) [2-6](#)

Hager is an independent, family-owned company headquartered in Blieskastel, Germany, and incorporated under German law. It is a leading provider of electrical solutions for residential, commercial, and industrial buildings, active in the industrial sector under the Global Industry Classification Standard (Capital Goods: Electrical Equipment). The company's purpose – “Better buildings. Better tomorrows.” – is not a slogan. It is the design specification for every solution, partnership, and decision Hager makes.

The portfolio spans energy distribution, building automation, cable management, and energy management, covering the full electrical lifecycle of a building from circuit protection to smart energy optimisation. Hager serves three principal markets: residential and light commercial installations (Diffuse Business), larger commercial and industrial projects (Project Business), and energy storage, electric vehicle (EV) charging and decarbonisation solutions (Energy Management).

Hager's solutions reach customers in more than 120 countries through a network of electrical distributors, installers, system integrators, and direct partnerships. Over 12.300 employees support this across manufacturing sites, sales entities, and support functions worldwide.

The aim is to be the preferred solutions partner in electrifying buildings, delivering reliable products, digital tools, and expert support across the full lifecycle, from design to operation. As electrification accelerates, the demand for safer, smarter, and lower-carbon buildings is growing structurally. The capabilities that make Hager's products commercially competitive – reliability, intelligence, and efficiency – are the same capabilities that make buildings more sustainable. That alignment is what Project 2030 is built around.

Further information on our business model and value chain can be found in [1.6 Our business model and value chain](#).



In 2025, Hager invested €18 million in its headquarters in Blieskastel, Germany. The investments are part of the company's strategy – Project 2030 – which focuses on growth, digitalisation, and sustainability.

1.2

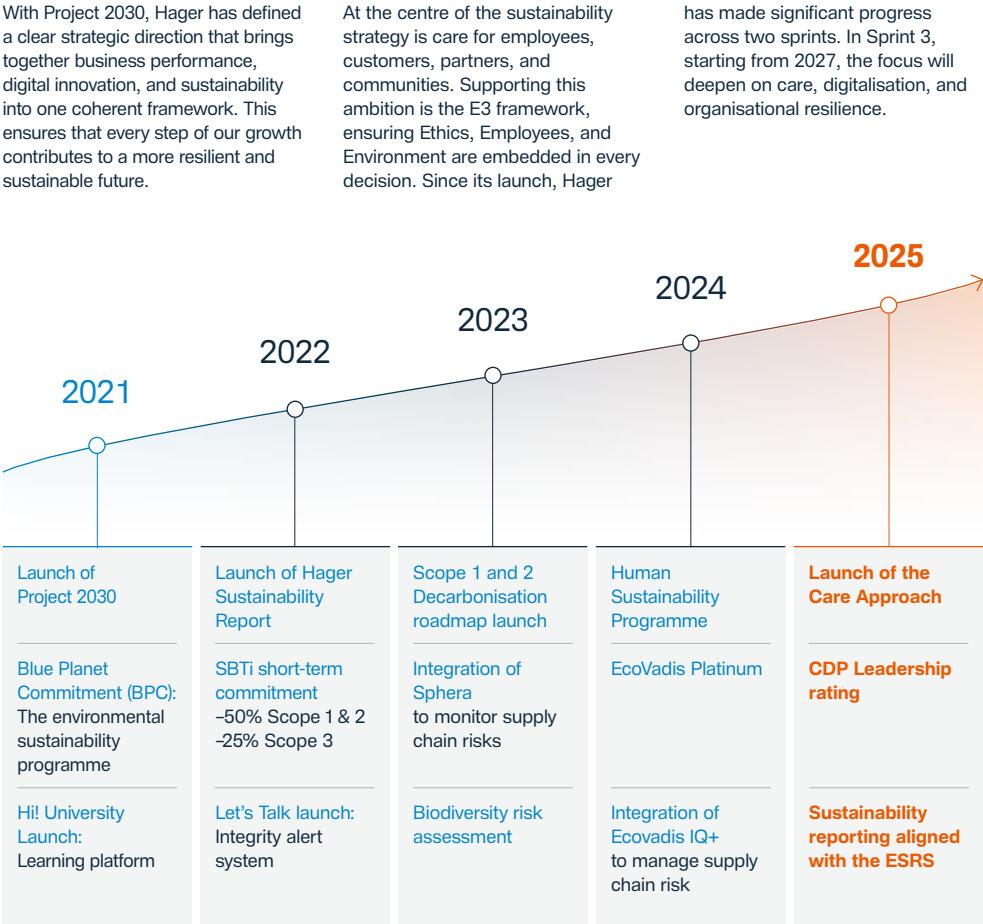
Our sustainability journey continues

Sustainable growth goes beyond Hager’s own operations. It is built on collaboration with external stakeholders, including suppliers, partners, and customers, who play a critical role in amplifying impact. Through shared standards, transparent practices, and mutual commitment, Hager drives systemic change and accelerates progress towards collective goals.

To translate this ambition into action, Hager has established a comprehensive sustainability policy, described further in [chapter 3.3.4 Embedding sustainability in daily operations](#).

Our sustainability journey

Hager is building towards a better tomorrow – Project 2030 is the roadmap.



Impact areas:

Climate action & energy transition
Hager drives decarbonisation across its operations, products, and value chain, enabling customers to build smarter, cleaner, and more energy-efficient environments through electrical and energy management solutions.

Resource efficiency and circularity
Hager reduces its environmental footprint by embedding eco-design principles into products, promoting sustainable materials, and advancing circular economy practices across the supply chain and manufacturing.

Human sustainability
Hager invests in the health, safety, development, and inclusion of its people, fostering a culture where every individual can thrive, grow, and contribute to the shared future.

Ethics & responsible business
Hager upholds the highest ethical standards across its organisation and supply chain, building trust through transparency, accountability, and responsible governance.

Sustainable value chain
Hager collaborates with suppliers, customers and partners to embed sustainability throughout the value chain, from responsible sourcing to delivering solutions that help its ecosystem meet its own sustainability goals.

1.3

What 2025 showed us

Hager's Lost Time Accident Rate decreased by 7,6%. 30% of open positions were filled internally. The company achieved EcoVadis Platinum and a CDP A- rating. These are markers of a strategy that is working. This section outlines what Hager has accomplished, where progress is on track, and where further effort is required.



2025 gave us proof that the direction is right. EcoVadis Platinum, CDP A-. These did not happen by chance. They happened because sustainability is embedded in how we operate, how we lead, and how we manage risks and opportunities. The work ahead is more demanding than the work behind us. But we go into it with evidence that the model holds.

Matthieu Alexandropoulos
Sustainability Senior Director



Blieskastel, Germany, 2025
Hager inaugurated an energy-efficient production facility and technical complex featuring advanced cooling technology. The event was attended by Anke Rehlinger (Minister-President of the Saarland), members of the Hager family, and two members of our Board of Directors, Sabine Busse and Dr Ralph Fürderer.

2025 achievements at a glance

Ethics Operating true to Hager's values, transparency, accountability, and respect	Comprehensive ethics programme in place; alert system, Ethics Charter, training, ambassador network.	21 Ethics Ambassadors in 10 major countries of operation. HBNet¹ Connected switches and detectors launched.	~3500 colleagues trained via our bespoke programme "Let's practice". 81% of connected employees² have undergone ethics training.
Employees Creating a safe and empowering environment for our workforce	Clearly defined 'Care' within our People ambition, including its key priorities launched as part of our Project 2030 strategy. Human Sustainability Charter published, highlighting our commitment to material topics and specific targets to track our actions.	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 7,6% from previous year. 30% of open positions filled through internal mobility. >99,9% of direct employees are paid above living wage³.
Environment Actions for climate change, educating our people, and offering sustainable products to our customers	27% reduction in Scope 1 and 2 emissions⁴ from the 2021 baseline (location-based). 6,8 GWh of our energy demand achieved from solar photovoltaic plants and biomass energy.	Launch of Biodiversity training module Over 85% of connected employees have completed environmental sustainability related training.	1,4 TWh in energy savings from our solutions and energy management business equivalent to the annual electricity use of approximately 340.000⁵ European households. Equivalent to 352 ktCO₂e in avoided emissions.
Sustainable procurement Promoting sustainable practices and protecting human rights across the value chain	83% of target supplier submitted their Conflict Minerals Reporting Template (CMRT). 98% of risky trading partners⁶ covered by a due diligence process on corruption or information security.	89% of category managers and regional buyers worldwide with completed sustainable procurement training.	100% of targeted suppliers⁷ have gone through sustainability assessment.

¹ HBNet is Hager's proprietary communication protocol that enables reliable data exchange and interoperability between connected building devices and systems.

² Employees with an email ID.

³ The minimum income needed to cover basic needs – food, housing, healthcare, transport, and a buffer for unforeseen expenses – based on actual costs in a given location. Distinct from the legal minimum wage, which may fall below this threshold.

⁴ Scope 1 = direct emissions, Scope 2 = purchased energy emissions.

⁵ 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.

⁶ Risky trading partners are defined as the suppliers listed as "Very High", "High", and "Medium-High" in the Ecovadis IQ+ platform.

⁷ Target suppliers are the critical suppliers based on our spend level.

1.4

How we report and why it matters

Sustainability reporting is only as useful as it is credible. Hager's reporting is independently benchmarked through EcoVadis Platinum and CDP A- ratings, governed by a Data Governance 2.0 framework, and overseen by the CEO, CHRO, and CTO. This section explains the standards we report against, the systems we use to ensure data quality, and the governance structure that makes accountability real.

[GRI 2-28](#)

1.4.1

Sustainability memberships

Hager's sustainability performance is benchmarked by several recognised certification and rating bodies. The company welcomes these assessments; they enable stakeholders to evaluate its commitment and distinguish Hager from industry peers.



PEP Ecopassport Association

Hager's membership in the PEP Ecopassport Association (for electrical, electronic, and HVAC products) has driven methodological improvements and enhanced data quality. Updated product-specific rules triggered a recalculation of the emissions baseline. For more information, refer to the Environment section of this report.



Global Reporting Initiative (GRI)

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



Klimaschutz Unternehmen

Hager became a member of the German Climate Protection Network in 2022, aligning with Germany's leadership in climate protection. Building on this commitment, in 2025 Hager organised the inaugural Franco-German Climate Action Day (Klimaschutztag) in collaboration with Klimaschutz Unternehmen. The event brought together nearly 200 experts and decision-makers from business, politics, and science.



Science Based Targets initiative (SBTi)

The SBTi validation team has assessed Hager's Scope 1, 2, and 3 target ambitions by 2030, verified their alignment with 1,5°C and 2°C trajectories, respectively, and has commended Hager's business on this basis.



United Nations Global Compact

UN Global Compact

Hager became a signatory to the voluntary United Nations Global Compact initiative to promote corporate social responsibility in 2010. The company renews its commitment annually and publishes 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 2025 for the fifth 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.



HappyIndex® Trainees: Hager is the No. 1 in France for interns and trainees!

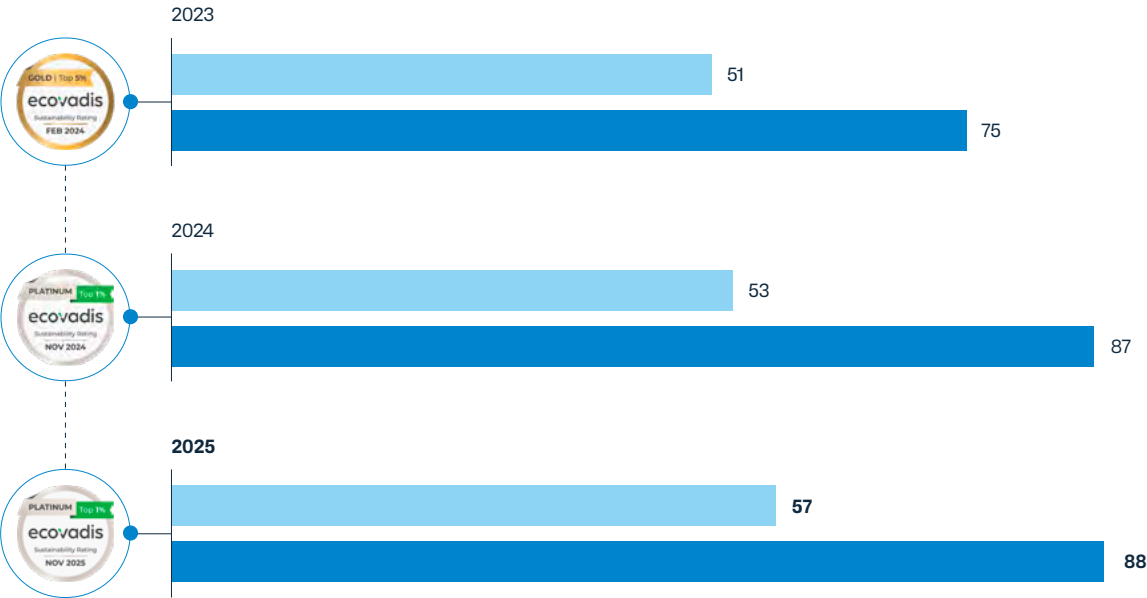
In France, Hager secured first place nationwide in the HappyIndex® Trainees ranking among companies with 100 to 199 interns and trainees. This is the fifth consecutive year of recognition, underlining a sustained commitment to developing young talent. In France, 95% of interns and trainees recommend Hager – based on an outstanding participation rate of 95,2%.

1.4.2 Sustainability ratings

EcoVadis
In 2025, Hager maintained its EcoVadis Platinum rating for the second consecutive year, positioning the company among the top 1% of all assessed organisations. This reflects continuous improvement in sustainability practices and measurable value for stakeholders.

EcoVadis
External recognition

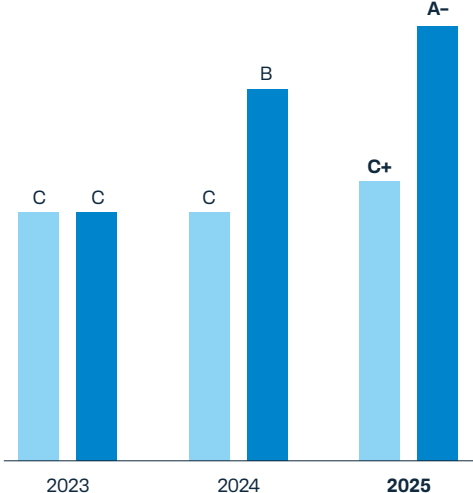
— Industry average (rating)
— Our score (rating)



CDP
Hager achieved an A- rating in the latest CDP assessment, marking continuous progress from C in 2023 to B in 2024. This trajectory positions Hager above both the global and European average and reflects a focused approach to environmental transparency.

Sustainability rating
as measured by CDP

— Global average
— Hager score



1.5

Our approach to transparent sustainability reporting

External recognition validates direction. It does not, by itself, guarantee the quality of what lies beneath. The ratings and memberships described above are outcomes; this section explains the infrastructure that produces them – the data governance model, the digital backbone, and the executive oversight that together ensure Hager's sustainability disclosures are reliable, comparable, and fit for the scrutiny they invite.

[ESRS 2 GOV-4](#) [GRI 2-14](#)

Transparent sustainability reporting strengthens decision-making and accountability across the organisation, building trust and driving continuous improvement.

Hager is committed to delivering high-quality, reliable, and comparable information. By systematically identifying and addressing risks and opportunities across both financial and non-financial domains, reporting reflects the full scope of Hager's impact and informs how value is created over time.

Over the years, Hager has implemented a structured sustainability reporting excellence roadmap that has significantly enhanced environmental, social, and governance (ESG) reporting performance and transparency. The foundation is built on the double materiality assessment. In addition, Hager regularly has its own sustainability reporting performance assessed by third parties through submissions to EcoVadis and CDP. This has enabled a strategic approach to sustainability, aligning internal stakeholders and setting clear improvement targets.

This resulted in two major achievements in 2025:

- EcoVadis Platinum Medal
- CDP A- score in Climate Change

Key risks related to sustainability reporting data include incomplete data collection, methodological inconsistencies, and potential errors in manual data entry across multiple operational entities. These risks are managed through two core reporting capabilities: the Data Governance 2.0 model and the Sustainability Digital Backbone.

Data Governance 2.0 has enabled Hager to establish a robust, standardised framework for collecting, verifying, and validating sustainability data across the organisation. In this framework, every material sustainability datapoint is assigned both a Data Owner and a Data Specialist to ensure accountability and data integrity. Data submitted by operational entities undergoes several layers of review, including technical verification by Data Specialists, functional validation by Data Owners, and central consistency checks performed by the sustainability reporting team. 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.

Where inconsistencies, gaps, or methodological questions arise, corrective actions are initiated and, where necessary, escalated to the Data Governance Council. This internal control structure strengthens the reliability, comparability, and traceability of sustainability data and supports the progressive alignment of Hager's reporting practices with ESRS and GRI requirements.

The Sustainability Digital Backbone provides the technological infrastructure to automate data flows, integrate multiple reporting standards, and deliver real-time insights related to sustainability reporting. This transforms reporting from a compliance exercise into a strategic asset. The 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 starts with data capture from diverse sources, such as energy meters, procurement systems, and HR platforms. The data then flows through validation,

1.5.1

Scope and external assurance

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 yielded by this reporting process have value far beyond transparency itself. The better Hager understands the effectiveness of its decision-making around sustainability, the better equipped it is as a business to shape its vision, formulate strategic approaches, and prioritise ever more effective sustainability initiatives.

To ensure credibility, transparency, and alignment with corporate strategy, sustainability reporting at Hager is overseen by the Sustainability Council, with the direct involvement of the Chief Executive Officer (CEO), Chief Human Resources 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.

[ESRS 2 BP-1](#) [GRI 2-2](#) [2-3](#) [2-4](#) [2-5](#)

This report provides data on sustainability performance for the financial year 2025. Data was prepared using an operational consolidation approach consistent with the scope of Hager's annual financial statements. The report covers own operations as well as significant upstream and downstream activities in the value chain where material impacts, risks, and opportunities occur. Upstream includes direct and indirect suppliers, covering procurement of raw materials, components, and services. Downstream includes the distribution, installation, use phase, and end-of-life management of products.

During the reporting year, Hager introduced several methodological improvements to the calculation of its Corporate Carbon Footprint (CCF) and employee training data, including refinements to data sources, estimation approaches, calculation methodologies, and reporting scope. These changes were implemented to enhance the accuracy, completeness, and reliability of reported information. A detailed description of the methodological changes, their rationale, and their impact on reported results is provided in [4.2.2 Our 2021 baseline](#).

When it comes to training data, Hager expanded the scope from all connected employees (i.e. employees with an email ID) to all Hager employees.



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 2025 to 31 December 2025 included in the Hager Group Sustainability Report 2025/26 in section [4.2 "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 2025/26 as well as on disclosures for previous fiscal years 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 2025 to 31 December 2025 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 [4.2.1 "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.

This 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 [4.2.1 "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.

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

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 to 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.

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, 07 July 2026

Forvis Mazars GmbH & Co. KG
Wirtschaftsprüfungsgesellschaft
Steuerberatungsgesellschaft

Yvonne Meyer

Wirtschaftsprüferin
German Public Auditor

Annette Johné

Wirtschaftsprüferin
German Public Auditor

1.5.2 Frameworks and standards

[ESRS 2 BP-1](#) [BP-2](#)

This year Hager is reporting with reference to the draft Simplified European Sustainability Reporting Standards (ESRS) published in November 2025 and in accordance with the Global Reporting Initiative (GRI) standards.

In line with the transitional provisions set out in §125 of draft ESRS 1 (November 2025), Hager has decided to progressively implement certain disclosure requirements as methodologies and data processes mature. In the current reporting cycle, disclosure on anticipated financial effects (required in §27 of ESRS 2 General Disclosures and in ESRS E1-11) is scheduled for phased implementation in future reporting periods.

1.6 Our business model and value chain

[GRI 2-6](#)

Reporting describes performance. The business model and value chain are where that performance is created. Hager's business model is designed to create value through innovative electrical solutions and strong partnerships across the value chain. Hager develops and delivers reliable, intelligent products and systems that support the electrification, efficiency, and sustainability of buildings. From energy distribution and automation to advanced energy management, these solutions enable customers to meet evolving demands while contributing to a low-carbon future.

This value creation is powered by a collaborative ecosystem that connects colleagues, suppliers, business partners, installers, and end-consumers. By working closely across this network, Hager combines expertise, drives innovation, and scales sustainable impact, ensuring that solutions create lasting value for stakeholders and the environment.

1.6.1 Our products and solutions

[ESRS 2 SBM-1](#)

Hager is a leading supplier of solutions and services for electrical installations in residential, commercial, and industrial buildings. According to the Global Industry Classification Standard (GICS), Hager is active in the Industrial Sector, under Capital Goods: Electrical Equipment. According to the Sustainable Industry Classification System, Hager is active in the Thematic Sector: Resource Transformation under: Electrical & Electronic Equipment (RT-EE).

The offer includes safe and simple products, and comprehensive building electrification solutions, ranging from distribution boards and wiring systems to smart switches. Hager continues 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. The portfolio includes:

Energy distribution

Hager offers a variety of circuit breakers designed to protect electrical circuits from damage caused by overcurrent, short circuits, and other electrical faults. The product line also includes distribution boards and panels in modular enclosures and assemblies, which are essential for distributing electricity within a building. Additionally, Hager provides fuse switches and switch disconnectors, which are crucial for safely disconnecting electrical circuits and protecting against electrical faults.

Energy management

Hager Energy, a subsidiary of Hager, offers advanced energy management solutions to optimise the use and storage of renewable energy for residential and commercial applications. Key offerings include home energy storage systems, high-efficiency solar inverters, intelligent energy management software, and integrated energy solutions for maximum self-sufficiency. Hager also provides scalable commercial energy storage systems, EV charging integration, reliable backup power solutions, and smart home integration. Through its subsidiaries Eficia and Advizeo, together with Comgy, Hager provides digital energy management solutions for buildings. By combining data analytics and automation, they help customers reduce energy



consumption and accelerate the decarbonisation of buildings.

Building automation

Hager provides smart home solutions that include products for home automation, such as smart lighting, heating controls, and integrated security systems. Additionally, there are KNX systems, an open standard for commercial and residential building

automation that allows for the integration of various building control functions.

Cable management

Trunking systems provide solutions for organising and protecting electrical cables, including cable trays, conduits, and cable ducts. Hager also provides floor boxes and underfloor systems, which are essential for managing electrical and data connections in commercial buildings. These include underfloor systems and floor boxes designed for efficient and safe installation.

Switches and sockets

Hager provides a comprehensive range of wiring accessories, encompassing switches, sockets, and various other components available in diverse designs and finishes. These accessories are tailored to meet both aesthetic preferences and functional needs across different settings, ensuring compatibility and versatility in electrical installations.

Lighting control

Hager offers dimmers and switches designed to control lighting intensity, allowing users to create the desired ambience in various environments. Additionally, motion sensors and timers enable automatic lighting control by detecting movement or following preset schedules.

Building solutions

Hager provides enclosures designed to house electrical and electronic components in rugged residential and commercial environments, ensuring protection and reliability. Hager also offers customisable control panels tailored for automating and managing commercial processes efficiently. These solutions are crucial for maintaining operational continuity and optimising workflows in industrial settings, offering robust construction and flexibility to meet diverse industrial requirements.

Taken together, these solutions help deliver on the ambition to make buildings safer, smarter, and more sustainable. The products support reliable electrification, encourage more efficient energy use, and make it easier for customers to integrate renewable sources into everyday life. By improving the durability of installations, enabling intelligent control, and reducing unnecessary consumption, they directly contribute to the decarbonisation of buildings.

1.6.2 Stakeholder engagement

[ESRS 2 SBM-2](#) [GRI 2-29](#)

Hager works in close collaboration with its stakeholders, including customers, suppliers, employees, and partners, to continuously shape and improve its products and solutions. This engagement is a core element of the business model, enabling Hager to understand evolving needs, anticipate expectations, and translate them into tangible, sustainable outcomes. By integrating stakeholder perspectives into decision-making, Hager ensures that sustainability commitments are consistently embedded and implemented across the value chain.

Members of the Hager family

Hager family members serve as key stakeholders and principal shareholders, playing an active role in shaping the long-term vision and strategy. Their involvement ensures that the business remains anchored in responsible entrepreneurship, sustainable growth, and generational continuity. Engagement with family members occurs through regular board meetings, where two out of six Supervisory Board members are family member representatives, as well as through shareholder meetings, sustainability-focused discussions, and other informal exchanges.

Customers

As a business fully committed to customer centricity as an enabler of growth, customer relationships are a core focus. Environmental sustainability is an engagement topic 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 the value chain is critical to Hager's ability to deliver products successfully to customers. Strong supplier partnerships sustain operations, and 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.



Light + Building 2026 in Frankfurt, Germany – in March 2026, Hager welcomed customers, partners, and industry professionals to its stand at the world's leading trade fair for building technology, showcasing innovative solutions for a sustainable and digital future.

Employees and social partners

Hager's 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 assets the company has. The health and safety, wellbeing, and professional development of its people are essential elements of organisational resilience. For more information on how Hager engages with its employees, please refer to section [8.4.1 Workforce engagement and governance](#).

Government and civil society

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

Community

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

Nature

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

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

Stakeholder interaction type

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	direct
NGOs, initiatives, and associations	both	external	proxy
Public authorities and regulators	both	external	proxy
Nature (silent stakeholder)	affected	external	proxy
Investors⁸	user	external	none
Lenders	user	external	proxy
Financial institutions	user	external	proxy
Academics and analysts	user	external	direct

⁸ As a family-owned business Hager does not have external investors. Investments are internally financed through revenue.

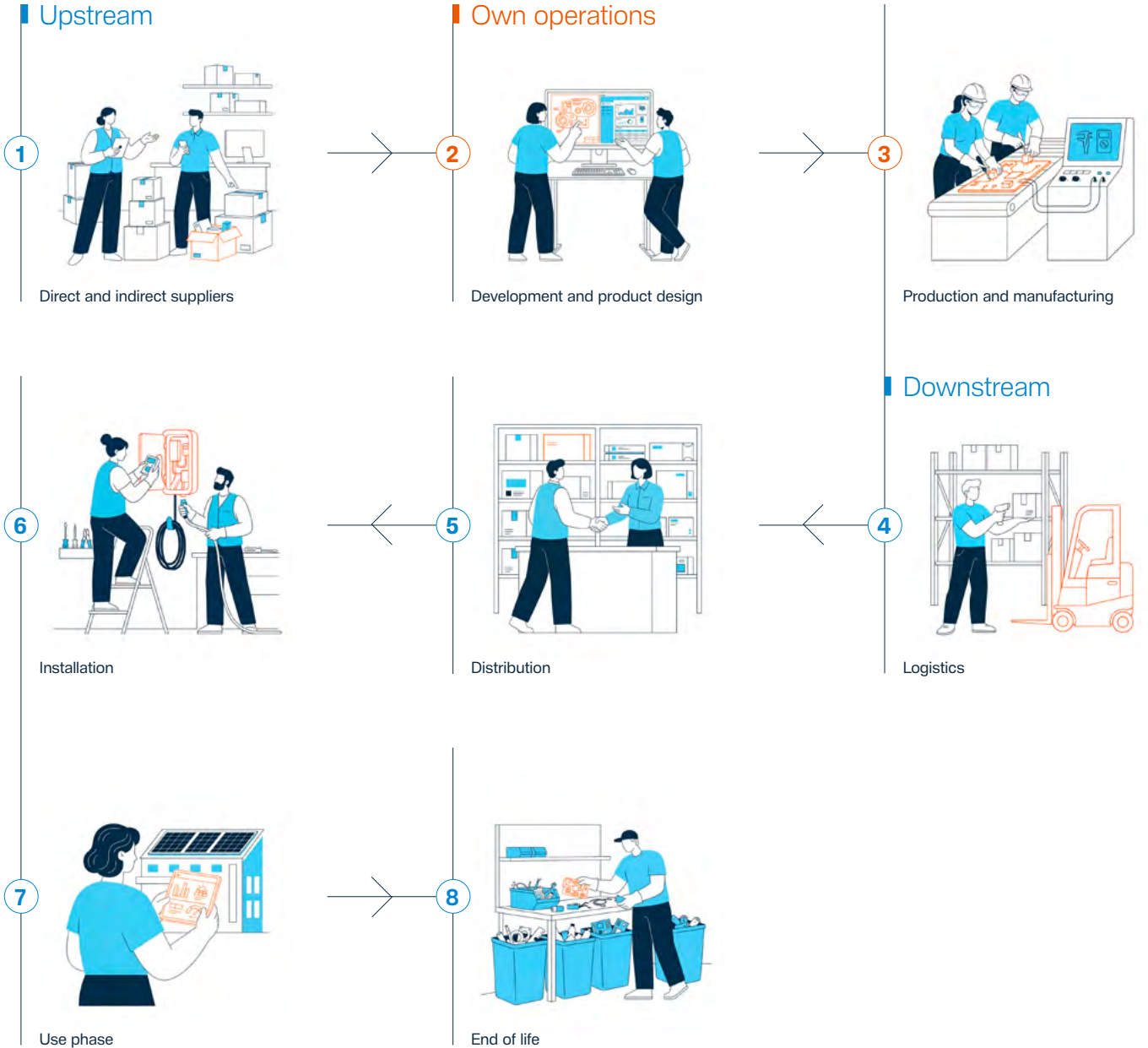
1.6.3 Collaborative value chain for sustainability

ESRS 2 SBM-1

Over the years Hager has deepened its partnerships with a range of important stakeholders across the value chain, working towards achieving its ambitious Project 2030 growth and sustainability objectives. At the core of this approach is engagement with suppliers, business partners, and customers.

Hager conducts detailed analyses of its supply chain to identify opportunities for decarbonisation, resource efficiency, and ethical sourcing. Insights from this 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 stakeholders.



Upstream

1



Direct and indirect suppliers

Description: The foundation of the value chain is the procurement of goods and services Hager receives from both direct and indirect suppliers. Direct suppliers provide raw materials, components, and finished goods that are integral to manufacturing operations, such as electronic parts, metals, plastics, and packaging materials. Indirect suppliers support operations through the provision of goods and services not directly incorporated into products, including machinery, IT systems, facilities management, logistics, and professional services. The supplier network is global, reflecting the scale and complexity of operations. Hager sources 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 direct and indirect suppliers, procurement teams, and risk management specialists. The Procurement function collaborates closely with strategic suppliers to ensure alignment with Hager policies and expectations regarding quality, sustainability, and ethical business conduct.

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

Sustainability impact



SDG 13: Reducing absolute Scope 3 GHG emissions

Own operations

2



Development and product design

Description: Development and product design are central to value creation at Hager, ensuring the 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 enhancing existing products and solutions to conceptualising new ones. It integrates technical expertise, market insights, regulatory compliance, and sustainability considerations.

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

The 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 the minimisation of environmental and social impacts across any given product lifecycle.

Actors: The main stakeholders involved in this step are 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.

3



Production and manufacturing

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: Production and manufacturing teams transform carefully sourced raw materials and components into finished products through controlled and efficient processes. Manufacturing operations are located across multiple sites globally, reflecting Hager's 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 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 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 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 certify compliance and introduce innovative manufacturing technologies.

Continuous training and stakeholder engagement programmes support the upskilling of the workforce, strengthen the culture of safety and responsibility, and underpin Hager's 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

Downstream

4



Logistics

Description: Logistics operations connect Hager's manufacturing sites with distribution partners worldwide. This step includes warehousing, inventory management, and the efficient movement of products.

The logistics strategy focuses on reliable, timely deliveries and optimised transport routes to minimise costs and environmental impact. Hager uses 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 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 quality, safety, and sustainability requirements.

Sustainability impact



SDG 13: Reducing absolute Scope 3 GHG emissions

5



Distribution

Description: This step involves the distribution of 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 is strictly observed, supporting reliable performance and minimising environmental and safety risks.

Sustainability impact



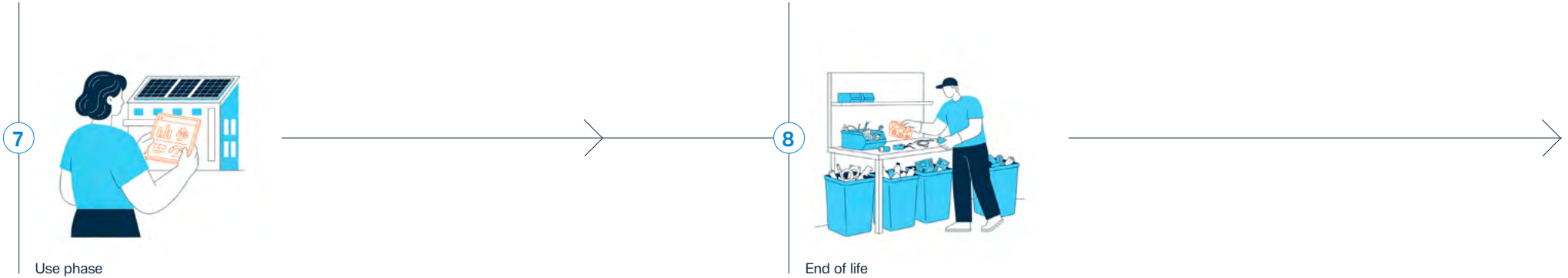
SDG 7: Enabling more energy efficient buildings and industry



SDG 11: Supporting more affordable housing and energy



SDG 13: Enabling more carbon efficient buildings and industry



Description: The use phase covers the period during which 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, customer support systems, digital tools, installers with technical guidance, and aftersales services ensure maximum performance, longevity, and user safety. 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) and 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

Description: The end-of-life stage addresses the processes involved when 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.

Hager's environmental commitment includes optimising resource use and integrating circular economy principles. Accordingly, 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, Hager aims 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

2

Materiality assessment

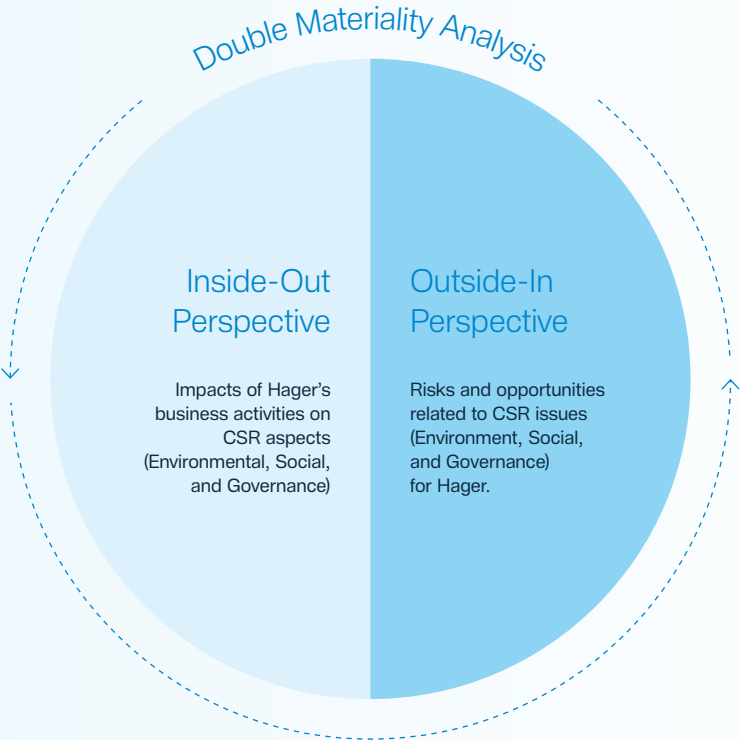
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2.1	Methodology	50
2.2	Management of IROs	57



Sustainability priorities are only as good as the conversations behind them. We listen to colleagues, suppliers, customers, and communities. We let what we hear determine where we focus, what we act on, and what we report.

Samir Rouini
Sustainability Excellence and Reporting Manager



Hager conducts a double materiality assessment to identify the environmental, social, and governance (ESG) topics that matter most, both for the business and for its stakeholders. This approach considers financial materiality (risks and opportunities for Hager) alongside impact materiality (effects on people and the planet).

To ensure alignment with sustainability best practices and maintain stakeholder trust, Hager reviews its materiality assessment annually and updates it where necessary. Where significant changes in operations occur, material topics are reassessed to ensure that the most critical issues remain accurately identified and addressed. In 2025, no changes to material topics were required.

2.1 Methodology

The commitment to double materiality is a statement of intent. What gives it credibility is the process behind it – how topics are surfaced, how severity and likelihood are scored, and how the boundary between material and non-material is drawn. Hager's methodology has evolved over successive reporting cycles, each iteration sharpening the alignment between what the standards require and what the business reality demands.

[ESRS 2 IRO-1](#) [IRO-2](#) [SBM-2](#) [GRI 2-29](#)
[GRI 3-1](#)

In 2024, Hager adjusted its double materiality assessment methodology to further enhance alignment with the requirements of the European Sustainability Reporting Standards (ESRS). The revised approach draws on the Materiality Assessment Implementation Guidance published by the European Financial Reporting Advisory Group (EFRAG) in December 2023. In 2025, the assessment was further refined by enhancing the granularity of the analysis, specifically by linking all IROs directly to the detailed ESRS sub-topics and sub-sub-topics.

The process to identify and assess material impacts has four phases: (1) understanding, (2) identification, (3) assessment, and (4) finalisation and validation.

2.1.1 Phase 1: Understanding

In the understanding phase, Hager built a clear and structured view of its company context and key stakeholders. The starting point was an analysis of the business landscape, including sectors of operation, value chain dynamics, and key drivers of value creation. This ensured a holistic perspective aligned with strategic priorities.

Hager draws on insights from its 2022 assessment as a robust baseline, while systematically updating this foundation with the latest developments. This included integrating new information to ensure that the assessment reflects the current scope and evolution of the business.

Hager also identified its stakeholders, as understanding their interests and relationships within the collaborative value chain is crucial to assessing sustainability impact. A detailed description of relevant stakeholders and how Hager engages with them is available in section [1.6.2 Stakeholder engagement](#).

The insights gathered through stakeholder engagement directly informed the double materiality assessment. They supported the identification and evaluation of material impacts, risks, and opportunities (IROs), ensuring that sustainability priorities reflect both external expectations and internal strategic considerations.

For employees and workers' representatives, besides employee engagement, the views that could influence the materiality assessment are also captured through established processes, including health and safety management teams, as well as whistleblowing and grievance mechanisms. The outcomes of these engagements are consolidated by the relevant functions (including Human Resources, Sustainability, Compliance, and Risk Management) and escalated through defined governance channels.

2.1.2

Phase 2: Identification

The Board of Directors and the Supervisory Board are informed about the views and interests of key affected stakeholders through structured stakeholder engagement and formal reporting mechanisms embedded in the Group's governance processes.

- a. Stakeholder views and concerns related to material impacts, risks, and opportunities are communicated to senior management and the governing bodies through periodic reporting to the Sustainability Council
- b. Management reviews and risk management updates
- c. Ad-hoc escalations in the event of significant stakeholder concerns, incidents, or emerging risks

Once the groundwork had been established in the first phase, Hager started a scoping exercise to identify sustainability topics that are potentially material. This assessment was based on sectoral context, business model, geographic footprint, and the expectations of 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 potentially material matter is overlooked. Source material included internal sustainability and financial reports, external reporting frameworks (e.g. ESRS, GRI, SASB), sectoral research (such as the World Economic Forum Global Risks Report), third-party databases, and peer materiality assessments. In addition, insights gathered from stakeholder engagement were incorporated to enhance the completeness of the assessment.

Moreover, Hager's due diligence processes were systematically integrated into the IRO identification process. These procedures include ongoing risk monitoring, supply chain assessments, grievance mechanisms, and ESG evaluations conducted across the value chain as part of the broader sustainability governance framework. Due diligence supported the verification of potential impacts and enabled 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 the dynamic risk environment and evolving sustainability context.

Initially, a comprehensive inventory of IROs was compiled. This exhaustive list, comprising more than 170 IROs, was then streamlined into 20 potential sustainability topics. To enhance the granularity of the assessment and align with ESRS topic standards, adjustments were made to the listed sustainability and material topics in 2024. For 2025, the list of sustainability topics shortlisted remained the same as the previous reporting year.

Value chain heatmap

In the identification phase, Hager also conducted a value chain heatmapping exercise to identify where the most significant sustainability impacts, risks, and opportunities (IROs) could potentially occur across operations. This analysis covered the entire value chain, including both upstream and downstream activities, and provided early insights into the areas where sustainability topics may be most concentrated. This step has been essential in guiding the IRO assessment in a focused and resource-efficient manner. By identifying potential hotspots early on, Hager is able to prioritise where to apply deeper due diligence and where to engage stakeholders more intensively. This approach helped the company understand where it is most likely to encounter regulatory exposure, reputational sensitivities, or business model implications related to environmental and social matters. The results can be found in the table below. It shows that climate change and energy are relevant throughout the entire value chain, while all other high-impact topics occur mainly in own operations.

Estimated impact, risk, or opportunity ● 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	○	●	●

2.1.3

Phase 3: Assessment

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 identified sustainability topic.

Desk research was conducted to score IROs and their justification related to the 20 sustainability topics identified as being relevant to the Hager value chain and operations. This research was based on internal reports, industry publications, academic studies, and third-party sustainability databases.

Next, a total of 20 expert interviews were conducted, 14 internal and 6 external, to review the IRO list and research-based assessment and obtain input on the severity/magnitude and likelihood of each. Experts were selected based on their sustainability topic(s) competency and were invited to challenge the identified IROs and add to the list where necessary.

This dual approach – combining desk research with stakeholder feedback – ensured that our IROs are both comprehensive and evidence-based. It also allows for the validation of causal relationships between identified impacts and associated financial risks or opportunities.

Impact materiality assessment

The core of the assessment is the classification and evaluation of impacts as either actual or potential, based on evidence gathered through desktop research and expert interviews.

For actual negative impacts, Hager focused on severity using the following three sub-criteria:

- 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.

For positive impacts, only scale and scope are considered, as irremediability is not applicable in this case.

For potential impacts, Hager considered both severity and likelihood, reflecting the possible extent of the impact and the probability of occurrence. Likelihood is assessed based on the probability of an impact occurring within the context of Hager’s activities, considering both internal operations and value chain dependencies.

Each of the criteria was 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 assessing impacts, Hager also considered the effect of existing prevention, mitigation, and remediation actions. These include operational controls and grievance mechanisms designed to prevent or reduce negative impacts and to provide remedy where impacts occur. The evaluation therefore reflects the residual severity and likelihood of impacts after taking into account these management measures.

Impact materiality scoring criteria

Negative score = Average scale, scope, irremed. character x Likelihood 4				Positive score = Scale + Scope 3 x Likelihood 4			
Scale How serious is the impact?		Scope How widespread is the impact?		Irremediable character How hard is it to counteract or make good the resulting harm?		Likelihood How likely is the impact?	
Scale from 1 to 4 1 Low 2 Medium 3 High 4 Absolute		Scale from 1 to 4 1 Low 2 Medium 3 High 4 Absolute		Scale from 1 to 4 1 Not difficult to remedy 2 Difficult to remedy 3 Very difficult to remedy 4 Irremediable		Scale from 1 to 4 1 Very unlikely (<5%) 2 Unlikely (5%–49,9%) 3 Likely (50%–75%) 4 Very likely (>75%)	

For impacts with potential adverse implications on human rights, Hager applied a severity-led assessment approach in line with ESRS requirements. Severity takes precedence over likelihood in determining materiality. As a result, impacts assessed as highly severe may be considered material even where their likelihood is low, recognising that certain human rights impacts require prioritised attention due to their potential gravity and irreversibility.

Financial materiality assessment

To assess financial materiality, each identified risk and opportunity was scrutinised as to its potential financial effect and the likelihood of occurrence. Risks and opportunities are assessed from an outside-in perspective, considering how external sustainability developments may affect Hager’s financial performance across the value chain. These impacts are analysed across upstream, own operations, and downstream activities.

Upstream and downstream risks and opportunities primarily arise from external factors such as supply chain conditions, stakeholder expectations, and regulatory developments affecting areas including workers in the value chain and affected communities. These external drivers influence Hager through dependencies on suppliers, partners, and customer markets.

Within own operations, the financial implications of these external developments are further analysed and categorised into operational, regulatory, and reputational dimensions. This includes, for example, changes in impacts on internal processes and workforce (operational), evolving legal requirements (regulatory), and stakeholder perception (reputational).

For the assessment, Hager applied two criteria: 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 factored in.

Financial materiality scoring criteria

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

Double materiality assessment matrix

- Environment
- Employees
- Ethics

Scale of impact

- $0 \leq$ Very low or none < 1.5
- $1.5 <$ Low < 2.5
- $2.5 \leq$ Moderate < 3.5
- $3.5 \leq$ 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



2.1.4

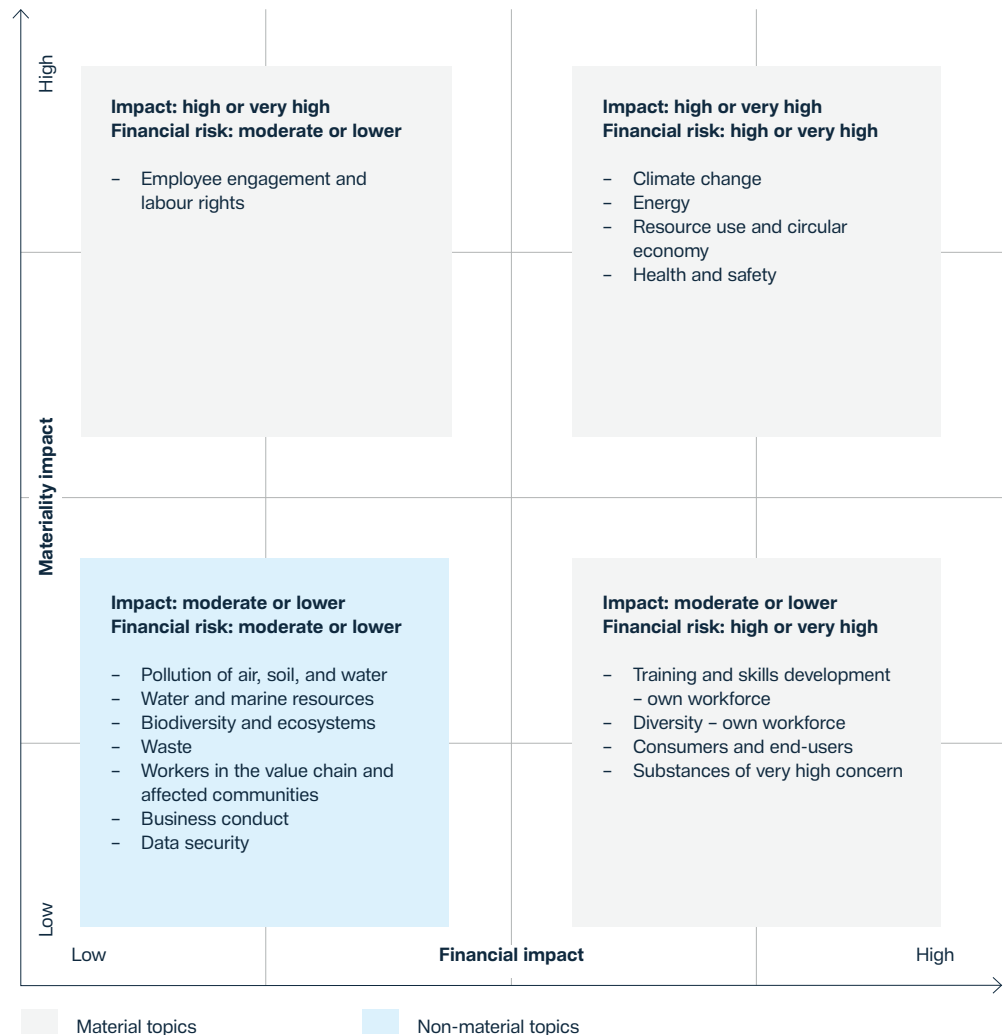
Phase 4: Finalisation and approval of material topics

After completing the detailed IRO assessment described above, Hager stepped back to reflect on the overall picture emerging from the analysis. Based on this consolidated view, a threshold was defined to determine materiality: IROs exceeding this threshold are considered material, while those below are not. For impact materiality, the threshold is 2,6 and for financial materiality the threshold is 2,2. The list of material IROs is available in [Annexure III](#).

Building on this foundation, Hager conducted mapping exercises to translate the assessment results into actionable insights. Each IRO was linked back to its respective topic. A topic is considered material if it is associated with at least one material IRO. Otherwise, it is classified as not material. This assessment resulted in nine of the twenty topics being rated as material for Hager and establishes the basis for determining the disclosure requirements included in the [ESRS index](#).

All topics and their respective IROs identified as material were reviewed by the Sustainability Council. This review ensured their strategic and business relevance, taking into account links to own operations, value chain, as well as impacts on and dependencies from the environment and society.

Double materiality assessment outcome



2.2 Management of IROs

Identifying material topics is a necessary first step, but it is not, on its own, a sustainability strategy. The value of the assessment lies in what happens after the threshold is set: how priorities translate into resource allocation, governance attention, and operational change.

[ESRS 2 SBM-3](#) [GRI 3-2](#)

Sustainability is a core enabler of Project 2030, not a parallel workstream. Hager manages its material impacts, risks, and opportunities (IROs) according to the E3 framework: Ethics, Environment, and Employees, which structures how sustainability priorities translate into decisions across the organisation. The framework operates through two streams: environmental sustainability ([Chapter 4: Climate change and energy](#)) and Human Sustainability ([Chapter 8: Our people and culture](#)).

The double materiality assessment and resilience analysis work as a continuous loop. Resilience analysis surfaces emerging market, regulatory, and environmental developments; the materiality assessment determines which of these are significant enough to act on. Together they ensure strategic priorities reflect the sustainability topics that matter most, and that Hager is not caught off-guard by those emerging on the horizon.

This shapes how resources are allocated. Most capital and operational expenditure is business as usual: the normal investment required to run and grow the company. Where material IROs demand more targeted action, dedicated sustainability budget is injected directly into the relevant functions. On the capital side, this covers investments in greenhouse gas reduction, energy efficiency, and circular product design. On the operational side, it funds people development through the Care model and programmes that strengthen ethical conduct and compliance.



The three strategic priorities of Hager's material topics map regarding "Project 2030"

01 Take responsibility and show leadership in addressing climate change

Environmental
Sustainability
programme

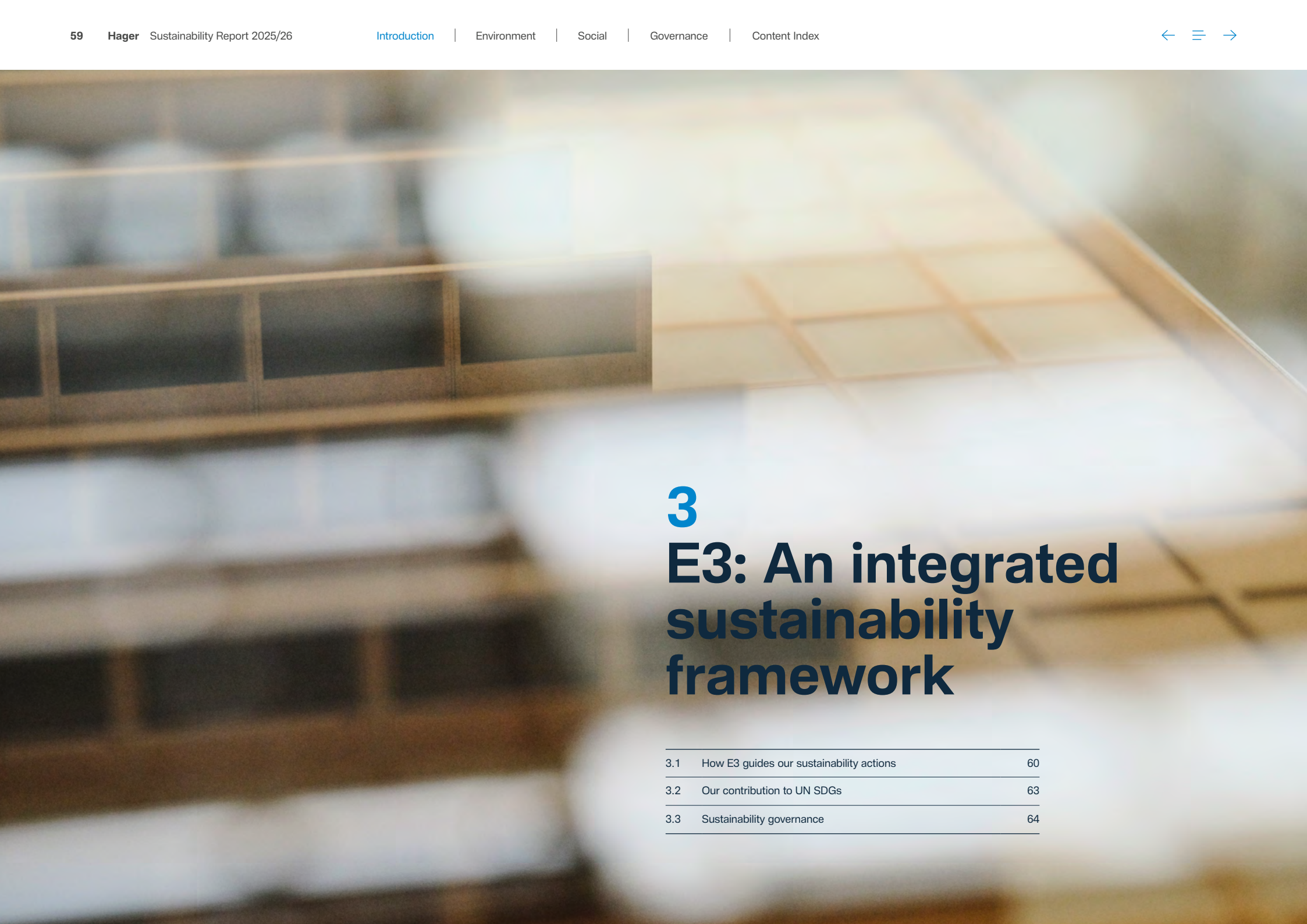


02 Drive leadership in the energy transition, circular economy and managing substances of concern (and very high concern)

Organisational
resilience stream

Human Sustainability
programme





3

E3: An integrated sustainability framework

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3.1

How E3 guides our sustainability actions

The double materiality assessment identified where Hager's responsibilities are greatest. What follows is how those responsibilities are organised into a coherent operating model. The E3 framework connects environmental, social, and ethical commitments within a single structure, ensures they are resourced consistently, and makes progress visible across the organisation.

[ESRS 2 SBM-1](#) [SBM-3](#) [GRI 2-22](#) [2-23](#)
[2-24](#) [2-25](#) [2-27](#)



Corporate sustainability at Hager defines where the company focuses, how it makes decisions, and what it holds itself accountable for: across operations, solutions, and relationships.

As outlined in section [1.2 Our sustainability journey continues](#), sustainability is one of the key enablers of how Hager grows and creates value. The E3 framework, based on Ethics, Employees, and Environment, translates this ambition into action. It provides the structure through which sustainability is embedded across operations, solutions, and relationships.

E3 defines how Hager upholds ethical business practices, creates an inclusive and healthy workplace, and delivers reliable, future-proof, low-carbon solutions in partnership with suppliers, customers, and other stakeholders.

Before turning to the detailed reports on the interconnected activities around Ethics, Employees, and the Environment, the following summaries provide a brief overview of each topic:

Ethics

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

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

Employees

This pillar reflects the commitment to creating a safe, inclusive, and future-ready workplace where people can thrive. Guided by the Human Sustainability approach, the People Ambition defines the direction: to make Hager a company where people can give their very best because they feel respected, safe, and genuinely valued.

This ambition is translated into action through the Care model, which defines how it is embedded in daily practice. The Care model turns values into observable behaviours, ensuring that physical and psychological safety, accountability, clear expectations, continuous feedback, support for growth, empathy, and fairness are consistently lived across all teams and locations.

Environment

The Environment pillar guides efforts to reduce greenhouse gas (GHG) emissions and minimise the environmental impact of operations. Through the Blue Planet Commitment, Hager implements robust action plans to minimise CO₂ emissions, reduce waste, and advance circular economy practices across the value chain. The company also prioritises eco-design, invests in innovative energy solutions, and leverages 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, Hager strives to enable low-carbon living and support the global climate targets set by the Paris Agreement.

Since 2021, the Blue Planet Commitment has been the operational programme for environmental delivery – setting targets, tracking performance, and coordinating action across decarbonisation, eco-design, and resource efficiency.

Each pillar is developed in full in Chapters 9-10 (Ethics), 8 (Employees), and 4-7 (Environment).

To ensure transparency and consistent execution across the E3 framework, priorities are translated into clear, measurable targets and tracked at Group level. The overview below summarises key commitments, the monitoring approach, and performance against targets, providing a structured view of how Hager is delivering on its sustainability ambitions.

Hager's E3 framework

Category	Goal	Monitoring	Control	Progress achieved (to Dec 2025)
Ethics	Train 100% of permanent employees (with an email address) on the Ethics Training Programme covering conflict of interest, discrimination and harassment, and corruption and bribery.	Training progress documented and tracked by HIL University programme. In 2025, 81% of targeted employees have been trained (5,443 out of 6,741).	Group Ethics team analyses progress and communicates with function leaders to ensure completion.	 Achieved: 81% Target: 100%
	Expand the Ethics Ambassadors network to 38 by end of 2027, with at least one ambassador at each production site.	Currently 21 ambassadors in 10 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.	 Achieved: 21 Target: 38
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. LTAR reached 2,42 in 2025 (down from 2,62 in 2024), a reduction of ~7,6% year-on-year. 60 recordable accidents recorded.	Focus on Behaviour-Based Safety (BBS). Take corrective and preventative actions to improve safety conditions.	 Achieved: -7,6% Target: -5%
	Promote internal mobility – fill at least 30% of open positions every year with internal applicants.	Recruiters constantly reporting on mobility type after a position is filled. Target remains 30% by 2030.	SuccessFactors tracks candidates if application is made internally.	 Achieved: 30% Target: 30%
	Gender diversity in leadership – 30% women (SM+) in leadership by 2030	~23% in 2025 +7 pp gap to target		 Achieved: 23% Target: 30%
Environment	Reduce Scope 1 and 2 emissions by 50% by 2030 from baseline year 2021 (location-based).	Hager reduced approx. 19 ktCO ₂ e saved since 2021 through electrification and energy efficiency measures.	Activity data used in calculating the carbon footprint is monitored, incl. energy consumption on a monthly basis.	 Achieved: 27% Target: 50%
	Reduce Scope 3 emissions by 25% by 2030 from baseline year 2021.	Comprehensive Scope 3 roadmap in development; targeted to finalise in 2026. Priority actions ongoing on purchased goods and use of sold products		 Achieved: 17% Target: 25%
	Supporting our customers with energy saving of 5,8 TWh by 2028	Eficia and Advizeo monitor the energy reduction data through their systems, while Hager measures the avoided emissions of its products based on product energy consumption data and usage scenarios.		 Achieved: 1,4 TWh Target: 5,8 TWh

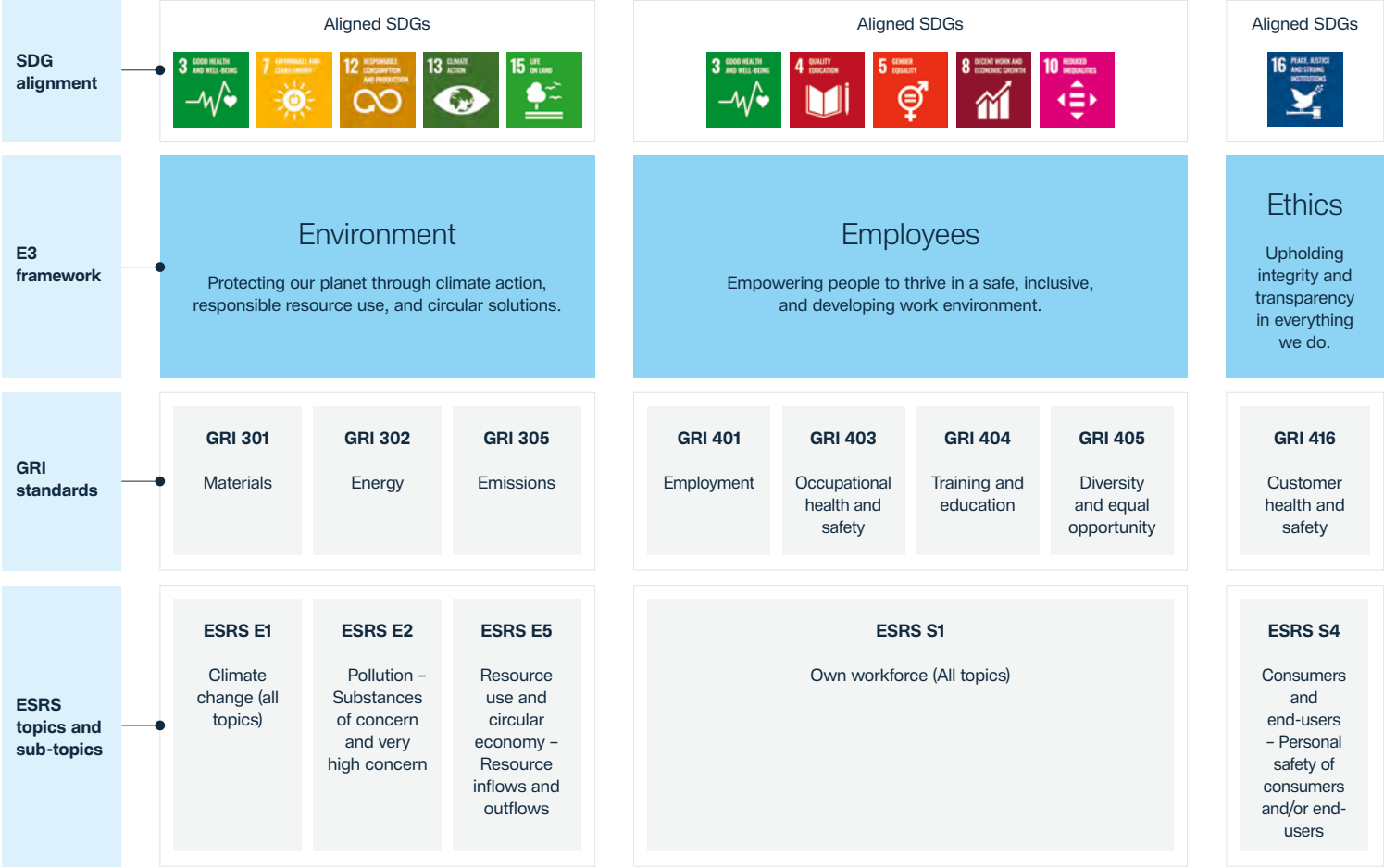
3.2

Our contribution to UN SDGs

The E3 framework maps directly to the UN Sustainable Development Goals (SDGs) most relevant to the business. These have been identified through the double materiality assessment, which surfaces where operations create the greatest impact and where the most significant risks and opportunities lie.

Hager mapped the E3 framework to the relevant SDGs and integrated the disclosure requirements of ESRS and GRI standards, to ensure a consistent and transparent approach to sustainability management and reporting.

Alignment of SDGs and our E3 framework



3.3

Sustainability governance

Commitments and targets define what Hager is working towards. Governance defines how those commitments are protected: through clear accountability, structured oversight, and decision-making processes that ensure sustainability is not deprioritised when other pressures arise.

[ESRS 2 GOV-1](#) [GRI 2-9](#) [2-11](#) [2-17](#)

Hager's governance model is built to translate strategy into action, from the Board of Directors to every employee. The structure is designed to be both accountable and responsive, ensuring that sustainability is embedded at every level of decision-making rather than managed as a separate function.

The E3 approach is embedded within this governance framework. This ensures that decisions and actions consistently reflect Hager's values, support responsible business conduct, empower people, and promote environmental stewardship across the value chain.

The sustainability governance framework below illustrates how responsibilities are structured. It shows the roles of the highest governance bodies, management bodies, functional departments, networks, and employees in steering, coordinating, and implementing sustainability across the organisation.

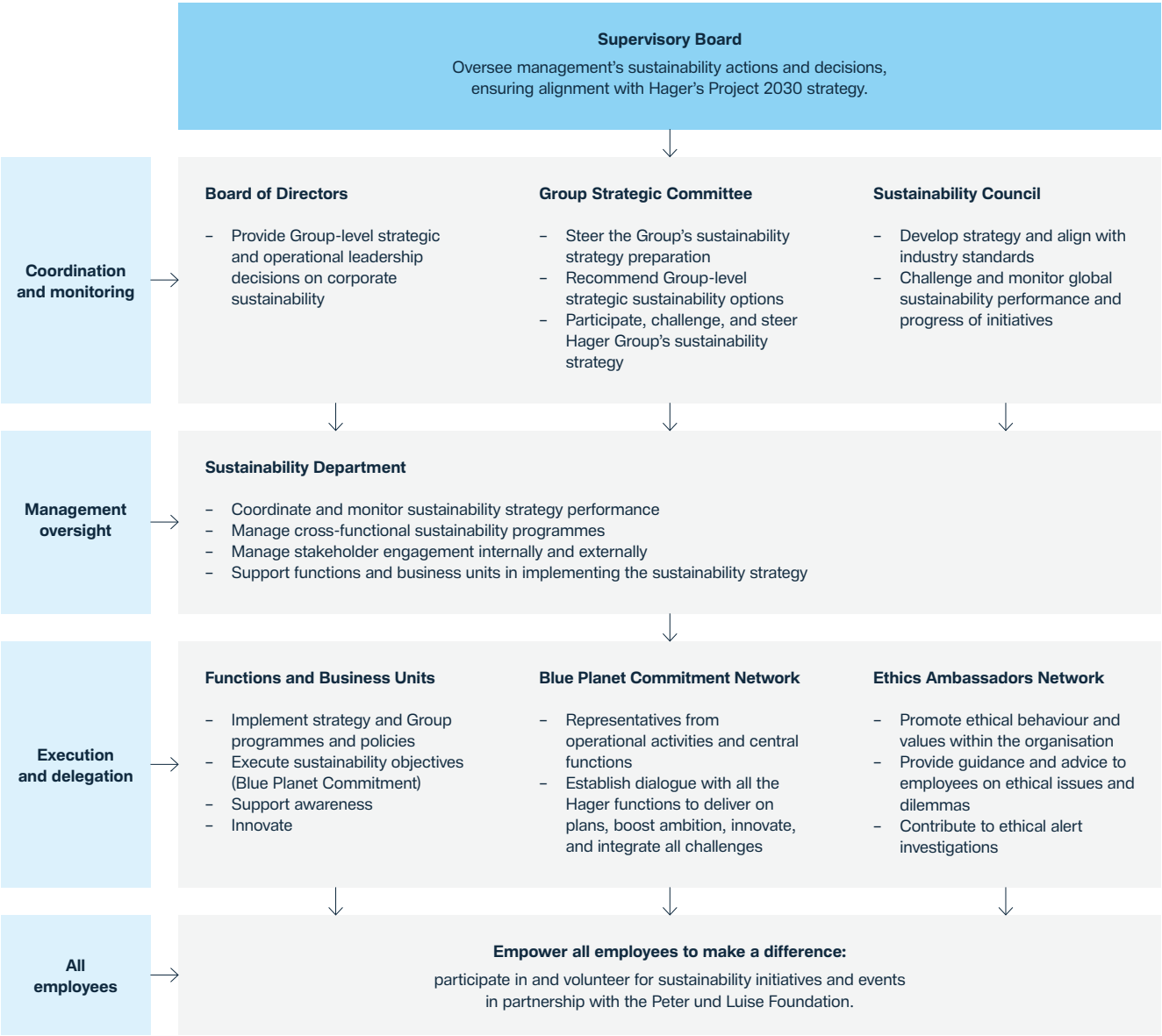
With regards to the representation of the own workforce, the Chief Human Resources Officer (CHRO) plays a key role in the sustainability governance framework. The CHRO ensures that the human dimension of operations remains a strategic lever, and that broader value chain societal expectations are systematically integrated into sustainability discussions.

Hager's Board of Directors

From left:
 Franck Houdebert (CHRO)
 Dr Ralph Fürderer (CTO)
 Sabine Busse (CEO)
 Jeane Forget (CMO – designated)*
 Mike Elbers (CMO)
 Michael Flieger (CFO)

*Jeane Forget will succeed Mike Elbers as Chief Marketing Officer on 1 July 2026.





The administrative, management, and supervisory bodies comprise 11 members, of whom 4 (36%) are independent and 2 (18%) are women.

To ensure that appropriate sustainability-related skills and expertise are available within the highest governance body to oversee and manage material IROs, Hager applies a structured approach that aligns required competencies with the outcomes of its double materiality assessment and evolving market developments.

Based on this, targeted capability-building measures are implemented, including the Management Summer School (MSS). The MSS includes guest speakers, cross-industry learning expeditions, and site visits, providing diverse insights into transformation and best practices. This initiative brings together Board members, senior leaders, young talent, and external experts to strengthen knowledge on innovation, digitalisation, and sustainable development, ensuring that governance bodies remain equipped to effectively steer sustainability and business strategy.

Hager has also established governance mechanisms to collectively strengthen sustainability expertise. The Board of Directors regularly deliberates on strategy, policies, and corporate sustainability goals, supported by the Sustainability Council. The

Sustainability Council oversees the management of sustainable development at Hager and is further described below.

Details of Hager’s administrative, management and supervisory board

Name	Position	Gender (M/F)	Independent members
Supervisory Board			
Daniel Hager	Chairman	M	
Dr. Filip Thon	Member	M	x
Peter Hager	Member	M	
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	
Franck Houdbert	Chief Human Resources Officer	M	
Mike Elbers	Chief Marketing Officer	M	
Dr. Ralph Fürderer	Chief Technical Officer	M	
Michael Flieger	Chief Financial Officer	M	

3.3.1 Sustainability council: bridging vision and action

[ESRS 2 GOV-1](#) [GRI 2-12](#) [2-13](#) [2-17](#)

The Council brings together the CHRO (people, culture, and social responsibility), the CTO (operational efficiency, technology, and sustainable product development), and the CMO (market trends, customer-centricity, and external stakeholder engagement). This composition ensures that sustainability decisions are grounded in commercial, technical, and human reality simultaneously.

The primary mandate of the Sustainability Council is to identify material sustainability impacts, risks, and opportunities that may impact or result from operations and the broader value chain. The Council sets strategic sustainability objectives aligned with the sectoral context and stakeholder expectations. It formulates and reviews key policies, such as the Sustainability Policy, ensuring these initiatives are both ambitious and actionable. The Council is chaired by the Chief Human Resources Officer.

3.3.2

Accountability for sustainability performance

The Council translates board-level direction 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. This is how material IROs identified in the double materiality assessment are embedded into the Group's strategic priorities, risk register, and relevant policies.

The Group risk management process also incorporates material sustainability-related risks into the Group risk framework. These risks are monitored, reviewed, and escalated through established governance and reporting channels, with defined responsibilities at management level.

[ESRS 2 GOV-1](#) [GRI 2-12](#)

The Board of Directors is responsible for the management and oversight of targets related to material impacts, risks, and opportunities (IROs). Sustainability targets are either set directly by the Board (for example, Mission Zero) or approved by the Board through the Group's policy commitments. Progress is monitored quarterly. Board members who chair these meetings challenge progress, assess deviations from targets, and steer corrective actions where necessary. Monitoring outcomes are reflected in follow-up actions and management decisions to ensure continued progress.

Related policies and internal controls are periodically reviewed to ensure continued relevance and effectiveness in addressing evolving sustainability risks and opportunities. Management and supervisory bodies explicitly consider trade-offs between competing objectives. In such cases, decisions are guided by the Group's values, policy commitments, and risk appetite, with the objective of balancing economic performance with responsible business conduct and long-term sustainability.

3.3.3

Sustainability in our incentive schemes

[ESRS 2 GOV-1](#) [GOV-2](#) [GRI 2-12](#) [2-19](#) [2-20](#)

Hager's remuneration policy for the highest governance body and senior executives is composed of a fixed salary and variable pay. The Hager Bonus Scheme is a lever for performance, aimed at enhancing both individual and collective performance to accelerate 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 Hager's financial performance, annual business plan, and individual objectives. Group objectives encompass three domains: business, customers, and employees.

As part of the commitment to responsible growth, sustainability impact has also become a core component of performance culture. In 2025, 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. Specifically, it relates to the Lost Time Accident Rate (LTAR). This reflects the belief that long-term value creation must go hand-in-hand with environmental and social responsibility, aligning leadership incentives with the ambitions of the sustainability strategy.

3.3.4

Embedding sustainability in daily operations

[GRI 2-23](#) [2-24](#)

Hager's sustainability policy is the operational instrument that connects E3 commitments to daily decisions across every function and location. It is grounded in the materiality assessment and supported by a set of charters and declarations, each covering a specific area of impact. This approach ensures that sustainability goals are both aspirational and actionable.

Equally important is collaboration with external stakeholders: suppliers, partners, and customers who play a critical role in amplifying impact. Through shared standards, transparent practices, and mutual commitment, systemic change is driven and progress toward collective goals is accelerated.

To address 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 the 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 the Board of Directors, apply to all entities within the scope of 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 the Mobility Charter) apply throughout 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.

Hager mandates regular risk-based due diligence aligned with the German Supply Chain Due Diligence Act (LkSG)¹, including supplier risk analysis, targeted conflict

minerals reporting, preventative measures (such as 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.

¹ German legislation in force since January 2023 requiring companies to identify, prevent, and remedy human rights and environmental risks across their supply chains, including through risk analyses, preventative measures, and grievance mechanisms.



First Franco-German Climate Action Day (Klimaschutztag) at Hager Forum in Obernai, France – on 5 June 2025, more than 200 participants, including business leaders, scientists, and policymakers, came together for the event, which was organised by Klimaschutz-Unternehmen.

Environment: protecting the climate and natural resources

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Better buildings. Better tomorrows: electrifying the transition ahead

by [Dr. Ralph Fürderer](#)
Chief Technical Officer



“Our greatest climate lever is the buildings we help electrify. When millions of them become safer, smarter, and more energy efficient, the impact reaches far beyond our own footprint.”

[Dr. Ralph Fürderer](#)
Chief Technical Officer

Today, buildings account for 38% of global carbon emissions. The demand for new buildings is growing, and 60% of the buildings that will exist in 2050 have yet to be built, making the decarbonisation of those present and future buildings even more critical. Electrifying them well is one of the most practical levers available for emissions reduction at scale, and it is the lever Hager is built to operate.

This is the substance behind Hager’s brand concept, Better buildings. Better tomorrows. Better buildings consume less energy, integrate cleaner electricity, support electric mobility, and operate intelligently. Better tomorrows turn those gains into measurable climate value for customers, partners, and the generations who will live in the world we help shape.

Our climate strategy rests on three connected commitments. Hager decarbonises its own operations against science-based targets, setting a credible benchmark for industrial responsibility. Hager deploys its own energy management solutions across our facilities, proving in practice what we ask our customers to trust. Hager scales its impact through our growing energy management business, helping customers cut consumption, integrate renewables, and electrify mobility in real buildings.

STRATEGIC INTENT Low-carbon buildings

The direction: reduce our environmental footprint across our full value chain while enabling our customers to use energy more efficiently and build toward net zero. Hager’s approach to climate action operates on three levels

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

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

We scale our impact through our growing energy management business, enabling customers to decarbonise buildings and accelerate the energy transition.

OPERATIONAL FRAMEWORK Blue Planet Commitment

The method: four pillars, each with observable actions and accountable site-level owners, translated into annual targets and programme management.

TARGET-DRIVEN EXECUTION Climate Transition Plan

The measure: science-based 2030 targets validated by SBTi, monitored centrally, and reported transparently, with equal disclosure of progress and remaining gaps.

Key commitments

	Objective	2030 target	2025 status	2025 status
Decarbonisation	Reduce Scope 1 and 2 GHG emissions	–50% by 2030 vs. 2021 baseline (location-based), SBTi-validated, 1,5°C pathway	49.740 tCO ₂ e (–27% vs. 2021)	On track, 55% of path
Decarbonisation	Reduce Scope 3 GHG emissions	–25% by 2030 vs. 2021 baseline, SBTi-validated, well-below 2°C	1.318.651 tCO ₂ e (–17% vs. 2021)	On track, 68% of path (excl. EoL ¹)
Avoided emissions	Enable customer energy savings	5,8 TWh avoided energy consumption by 2028	1,4 TWh avoided (2024 baseline)	On track, x4 scale-up underway
Transparency	Third-party carbon footprint assurance	Annual limited assurance from 2024	First engagement completed in 2024	Limited assurance obtained for 2025

¹ End of Life

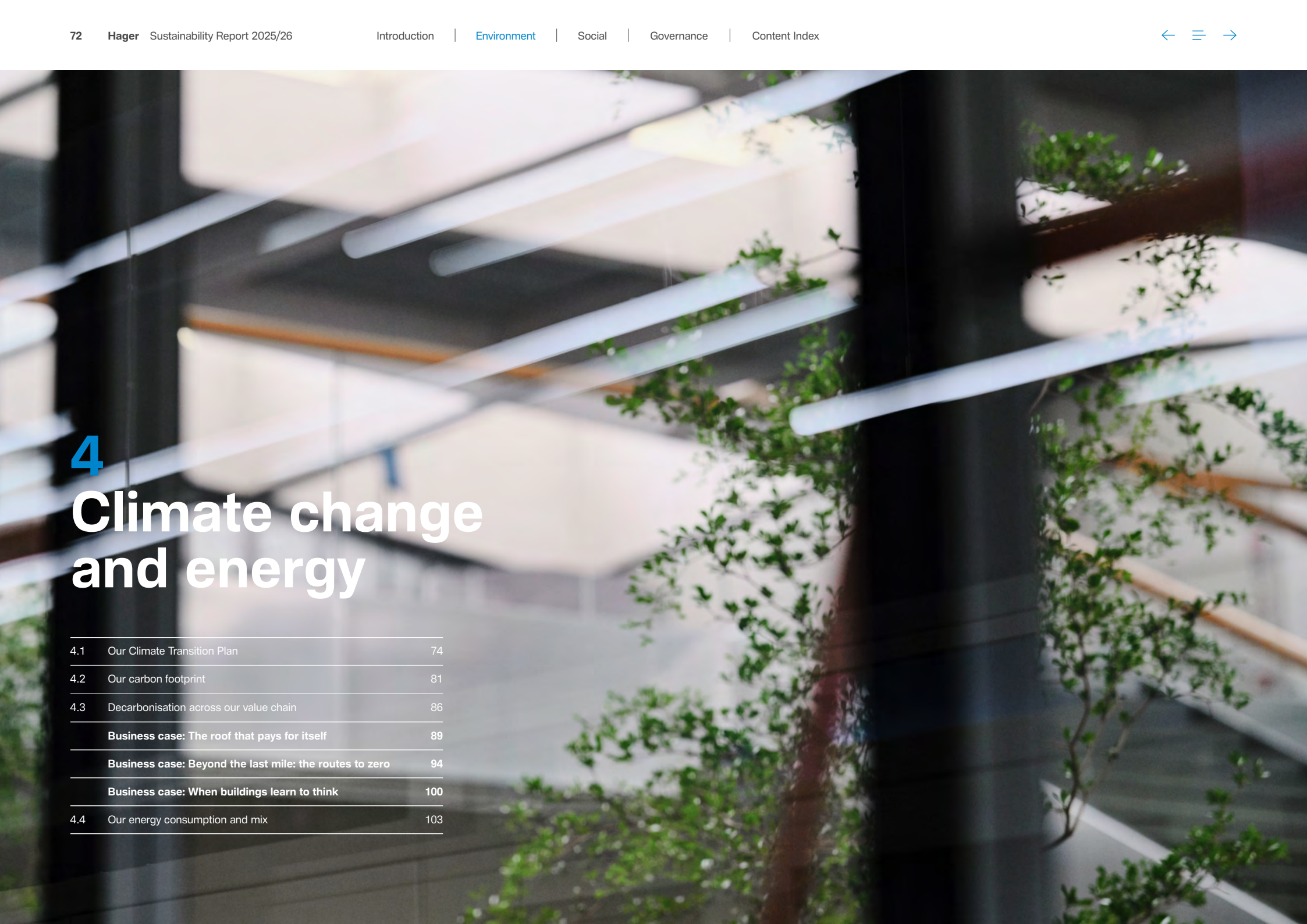
Some of this work is already mature. Our Scope 1 and 2 emissions are 27% below the 2021 baseline, ahead of the SBTi linear trajectory. Our Scope 3 emissions are down 17%, also ahead of trajectory.

In other areas, foundations are still being built: a full Scope 3 plan is in development for Board approval, and our energy mix still depends on sources we are working to phase out. Hager reports both with equal transparency, because credible progress depends on balanced disclosure.

Climate action at Hager is structured through three connected instruments, mirroring how we approach every dimension of our sustainability strategy: a clear ambition, an operational framework that translates it into daily practice, and a target-driven instrument that makes progress accountable. This approach connects our brand promise with our environmental responsibility.

What comes next

The chapters that follow provide a comprehensive view of Hager’s environmental journey. Structured around ESRS E1, E2, and E5, they explore our climate strategy, carbon footprint, and decarbonisation roadmap, alongside the energy transition required to support a lower-carbon future. They also examine how we manage substances of concern, promote circularity and resource efficiency, and address environmental impacts across our value chain. Complementing these material topics, we share our approach to biodiversity, water stewardship, and waste management, highlighting the actions we are taking today to help safeguard the natural resources on which future generations depend.



4 Climate change and energy

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	Business case: Beyond the last mile: the routes to zero	94
	Business case: When buildings learn to think	100
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The CTO foreword set out the strategic logic: decarbonise Hager's own operations, prove the case in its own facilities, and scale impact through the customers Hager serves. This chapter shows the underlying machinery. It begins with the governance instruments that make Hager's climate work auditable, the Environment and Energy Charter and the Blue Planet Commitment. It then moves through the Climate Transition Plan, the methodology and 2025 results of Hager's carbon footprint, Scope 1, 2, and 3 decarbonisation roadmaps, the avoided emissions Hager's solutions enable for customers, and the energy mix that still has further to shift.

[ESRS 2 GOV-1](#) [SBM-1](#) [SBM-3](#) [IRO-1](#)
[ESRS E1-4](#) [GRI 3-3](#)

Two instruments structure how Hager governs and delivers on climate: the Environment and Energy Charter and the Blue Planet Commitment. Together, they define how climate commitments are governed, embedded in the business model, translated into operational priorities, and monitored through targets and action plans. This approach supports the identification and management of climate-related impacts, risks, and opportunities across Hager's operations and value chain, while aligning environmental performance with Hager's role in enabling safer, more efficient, and lower-carbon buildings.

Environment and Energy Charter

The Environment and Energy Charter defines Hager's commitment to reducing its climate impact and improving energy performance across its operations and value chain. Anchored in internationally recognised standards such as ISO 50001 and ISO 14001, it provides a framework to manage energy use, improve operational efficiency, and support the reduction of greenhouse gas emissions.

The Charter reinforces Hager's responsibility to integrate climate considerations into decision-making, product design, and industrial processes. It guides actions to conserve resources, improve energy



“At Hager we treat environmental performance the way we treat quality: as something measured at every step, owned at every site, and improved continuously. That is how climate ambition becomes industrial reality.”

Pascal Charre
 Quality and Environment Vice President

efficiency, reduce dependence on high-impact materials, and progressively lower the environmental footprint of our activities.

By linking environmental management with energy performance, the Charter supports Hager's broader climate ambition: to decarbonise operations, contribute to science-based targets, and help create safer, more efficient, and lower-carbon buildings.

Blue Planet Commitment

The Blue Planet Commitment (BPC) is the overarching environmental strategy. Guided by the double materiality assessment, it is structured around four pillars: decarbonisation, energy efficiency, eco-design, and transparency. BPC Champions embedded across entities and functions translate these objectives into local action.

The near-term focus is to improve the environmental performance of the offer while building structural readiness for longer-term climate and resource challenges. Concretely, this means:

- Accelerating product data transparency and eco-design across all product lines
- Defining a Scope 3 decarbonisation roadmap with clear levers and monitoring parameters
- Embedding circularity principles across relevant business units and advancing sustainable sourcing
- Building a robust sustainability digital backbone for data accuracy and regulatory compliance

4.1 Our Climate Transition Plan

Hager's Climate Transition Plan reduces Scope 1 and 2 emissions through energy efficiency, a Group-wide energy management system, and clean electricity and reduces Scope 3 emissions by acting on product design and supplier collaboration. It also tracks the avoided emissions our solutions enable for customers. Physical and transition risks, and the resilience measures supporting the plan, are set out in the subsections below.

[ESRS E1-1](#) [GRI 3-3](#)

4.1.1 Science-based targets shaping our decarbonisation pathway

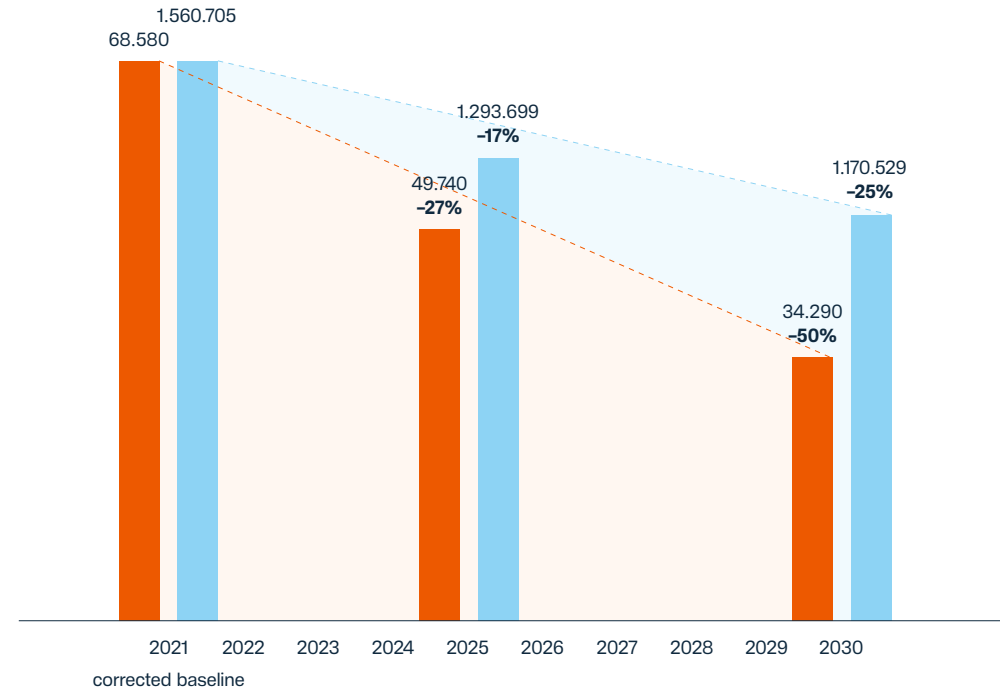
[ESRS E1-6](#)

Guided by the Science Based Targets initiative (SBTi), Hager has validated short-term GHG reduction targets under SBTi criteria version 5.0, using the absolute contraction approach. GHG emissions are calculated in accordance with the GHG Protocol Corporate Standard, applying the operational control consolidation approach across 100% of subsidiaries.

The SBTi confirmed that Hager's Scope 1 and 2 targets are aligned with a 1,5°C pathway, and Scope 3 targets with a well-below 2°C trajectory. These targets reflect a strategic conviction that credible, science-aligned decarbonisation builds long-term competitive resilience. By the end of 2025, Hager stands ahead of the required linear trajectory.

GHG emissions reduction trajectory in tCO₂e
(SBTi short-term commitment)

— Scope 1 and 2 – location-based — Scope 3 – without End-of-life treatment of sold products



Scope 1 and 2 – location-based
% of 2030 path covered



55%

Ahead of trajectory by

3.600 tCO₂e

Scope 3 – w/o EoL
% of 2030 path covered



68%

Ahead of trajectory by

93.594 tCO₂e

4.1.2

Climate physical risks

[ESRS E1-2](#) [E1-11](#) [E1-3](#)

Hager, in collaboration with FM Global¹, conducts annual physical risk assessments of its operations. The climate-related scenario analysis covers all operations within the scope of the Group property insurance programme and FM Global's Climate Resilience Tracker. The assessment encompasses all Group sites worldwide with a Total Insured Value (TIV), exceeding €25 million (the threshold that triggers insurer on-site prevention visits) as well as all locations visited by FM Global engineers within the past five years and all insured assets across the Group's business units, including 100% of manufacturing plants, logistics centres, and critical operational sites.

The analysis uses FM Global's Climate Resilience Tracker², a quantitative risk-modelling tool that integrates two core data streams: site-specific engineering data collected during approximately 40.000 annual field visits across 140 countries and territories, and scientific inputs comprising natural hazard maps and projections from global climate models. These inputs are processed through predictive analytics, artificial intelligence, and machine learning to produce site-level risk profiles. The historic reference period is 1995–2014, and risk is assessed across two forward-looking

time horizons aligned with IPCC-recognised climate pathways: a short-term horizon covering 2021–2040 and a long-term horizon covering 2041–2060. The analysis rests on three principal assumptions: that site characteristics remain broadly stable over the assessment periods; that climate pathways follow IPCC³-recognised scenarios; and that recent engineering visit data is representative of current site conditions. Users should note three limitations when interpreting the results:

- Modelling uncertainty: long-term climate projections carry inherent uncertainty that increases over extended time horizons.
- Local variability: large-scale climate models may not fully capture localised hazard conditions at the site level.
- Data currency: there may be a lag between changes in site conditions and their reflection in engineering visit data, particularly for sites not recently visited.

The analysis covers both acute⁴ and chronic⁵ physical climate risks across all evaluated locations, assessed against three Representative Concentration Pathway (RCP)⁶ scenarios. RCP scenarios describe possible trajectories of atmospheric greenhouse gas concentrations and the associated radiative forcing⁷ which in turn drives global temperature change.

● RCP 2.6 – Low

Radiative forcing is limited to **2,6 W/m²**

GHG emissions decline to net zero at around 2050.

Global mean surface temperature continues to rise but is projected to stay below 2°C above pre-industrial levels in the long term.

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**

GHG emissions remain around current levels until 2050 and decline afterwards.

Global mean surface temperature continues to rise and is projected to reach 2°C above pre-industrial levels in the long term.

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**

GHG emissions approximately double from current levels by 2050.

Global mean surface temperature continues to rise and is projected to exceed 2°C above pre-industrial levels in the long term.

This scenario represents a possible worst case scenario with a continued rise in GHG emissions.

¹ 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.

² The Climate Resilience Tracker is a proprietary tool developed by FM Global and made available to its insured clients.

³ IPCC (Intergovernmental Panel on Climate Change) is the United Nations body responsible for assessing climate change science, its impacts, risks, and mitigation pathways. Further information: [IPCC](#)

⁴ Acute climate risks refer to event-driven physical risks arising from extreme weather events such as floods, storms, heatwaves, wildfires, or droughts, which may disrupt operations, supply chains, infrastructure, or communities over the short term.

⁵ Chronic climate risks refer to long-term physical risks resulting from gradual changes in climate patterns, such as rising average temperatures, sea level rise, changing precipitation patterns, or prolonged water stress, which may affect operations, resource availability, and business resilience over time.

⁶ RCPs (Representative Concentration Pathways) are IPCC climate scenarios used to assess potential future climate change impacts under different greenhouse gas emission pathways. Further information: [IPCC Climate Scenarios](#)

⁷ Radiative forcing measures how much a factor (like CO₂ or aerosols) disturbs the earth's energy balance – the equilibrium between incoming sunlight and outgoing heat. A positive value means more heat is being trapped than released, causing warming; a negative value means the opposite. It is measured in watts per square metre (W/m²).

4.1.3

Climate transition risks and opportunities

Against this backdrop, the assessment identified ten locations with significant exposure to climate-related risks. Together, these sites represent €76,83 million (current estimate) in property value and €31,12 million (current estimate) in terms of net revenue, before considering climate change adaptation actions, accounting for 58% of Hager’s total asset base. Adaptation actions addressed approximately 15% of property value at risk. Key hazards include flooding, storm water, structural collapse risks, wind events, and freeze events. In response, targeted resilience measures have been implemented at the respective site, such as flood protection barriers, snow and freeze response plans, and strengthened emergency preparedness.

[ESRS E1-2](#) [E1-11](#) [E1-3](#)

As part of the DMA exercise, Hager has identified the main transition risks and opportunities that may influence its strategy, business model, and value chain in the context of climate change. These include market shifts, raw material constraints, regulatory developments, value chain disruption, technology and competition, and production adaptation. The assessment also considers how climate-related policies, carbon pricing mechanisms such as European Union Emissions Trading Scheme (EU ETS) and Carbon Border Adjustment Mechanism (CBAM), changing customer demand, and the transition to low-carbon technologies may affect Hager’s activities. The table below summarises the key transition risks and related opportunities identified, supporting the development of targeted mitigation actions, transition planning measures, and climate-related financial resilience analysis.

Identified transition risks and opportunities

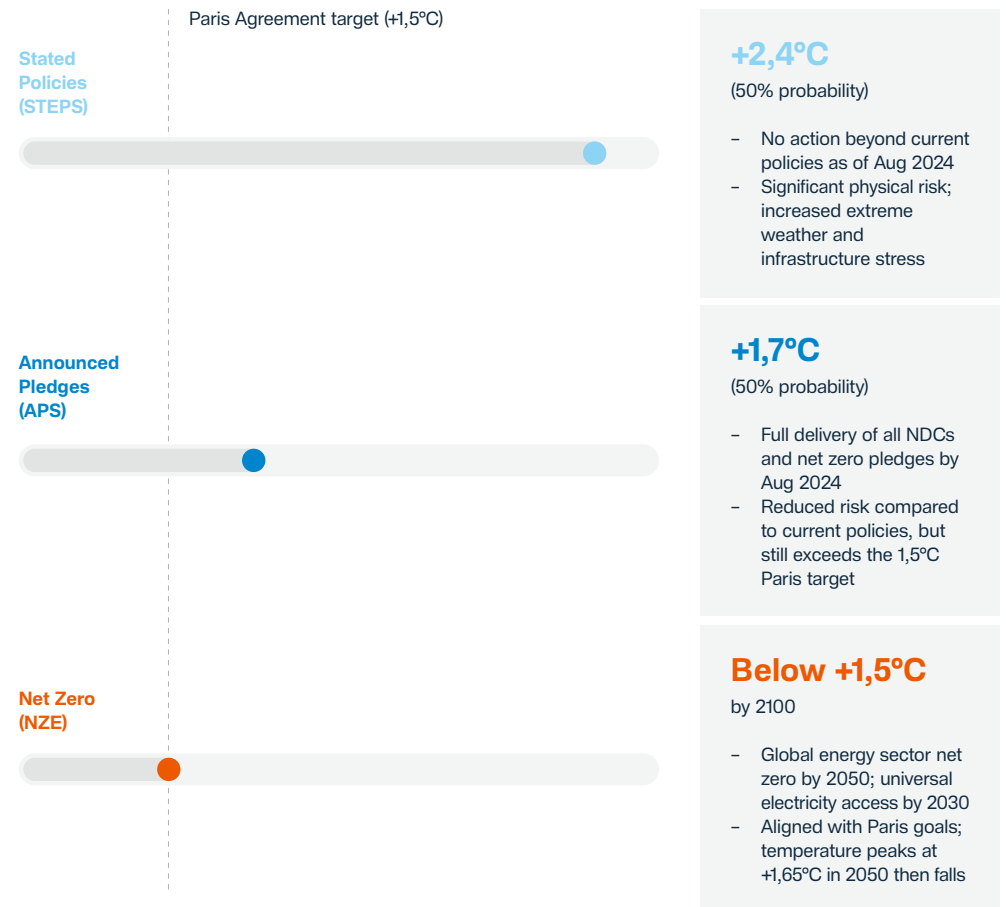
Theme	Risk	Opportunity
Market shift	Decline in demand for traditional products due to new construction slowdowns driven by land-use limits and energy efficiency targets.	Redirect focus to renovation and multi-residential; develop modular and prefabricated offerings aligned with evolving urban density.
Raw material constraints	Rising costs and supply chain vulnerabilities for copper, steel, and plastics driven by regulatory constraints (EU ETS, CBAM), geopolitical tensions, and growing 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.
Regulation	Stricter EU regulation on 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 consolidation of electrical installers, which could bypass traditional distributor channels.	Develop plug-and-play solutions, strengthen training and digital support for electricians, and explore alliances with prefabrication and mobility solution providers.
Technology and competition	Risk of losing market share in energy management and charging infrastructure due to new entrants and rapid innovation cycles.	Expand Energy Management System (EMS) offering with integrated hardware-software solutions; enter adjacent markets; and build long-term service contracts for recurring revenue.
Production adaptation	Technical and financial challenges in decarbonising manufacturing processes and adjusting to new material specifications and product designs.	Prioritise modularity, product lifespan extension, and lean material use from the design phase; invest in Research and Development (R&D) for materials substitution.

In 2025, Hager conducted a detailed quantified financial assessment of selected transition risks and opportunities, focusing on copper and steel. These two materials are central to Hager's business and at the crossroads of cost pressure, market volatility, and climate regulation, making them powerful indicators of how the transition may affect cost base and long-term resilience.

To guide this analysis, Hager turned to scenarios developed by the International Energy Agency (IEA)⁸, reflecting different global warming pathways. These scenarios offer more than projections; they tell distinct stories about how the future could unfold, from a gradual transition shaped by current policies to an accelerated shift aligned with net zero ambitions.

Between now and 2040, two distinct forces will reshape raw material costs: physical scarcity driven by demand, and regulatory cost pressures driven by policy design. How quickly either force materialises, and how severely it affects operational expenditure, depends on choices being made today in energy markets, procurement strategies, and legislative chambers. This assessment quantifies both.

Projected global temperature increase by 2100 – IEA scenarios



⁸ IEA (International Energy Agency) is an intergovernmental organisation that provides analysis, data, and scenarios on global energy systems, energy security, and the transition to low-carbon energy. Further information: [International Energy Agency \(IEA\)](#)

Copper: market availability

Copper is a critical raw material for Hager and may become a material transition-related risk as global electrification, renewable energy, and grid investments increase demand. To assess this exposure, Hager worked with ERM⁹ to model copper price impacts from 2025 to 2040 under three IEA scenarios: STEPS, APS, and Net Zero. The model compares projected copper supply and demand, translates market surplus or deficit into price movements, and applies these price changes to Hager Group’s forecast copper volumes.

The analysis indicates that exposure remains limited or favourable under STEPS, becomes moderate under APS as market tightness emerges later, and is highest under the Net Zero scenario, where stronger clean technology demand creates sustained pressure on copper availability and prices.

Hager can reduce this exposure through circularity, recycled copper sourcing, material efficiency, design optimisation, alternative materials, and scenario-based sourcing or hedging levers.

Hager exposure to copper market availability

● STEPS Stated Policies Scenario	Copper demand increases, but market pressure remains comparatively lower. Copper prices stay softer for much of the period.	Low exposure ● ● ●
● APS Announced Pledges Scenario	Market tightness appears later, leading to increased pressure on copper availability and raw-material costs over time.	Moderate exposure ● ● ●
● NZE Net Zero Scenario	Stronger clean technology demand creates sustained pressure on copper availability and prices.	High exposure ● ● ●

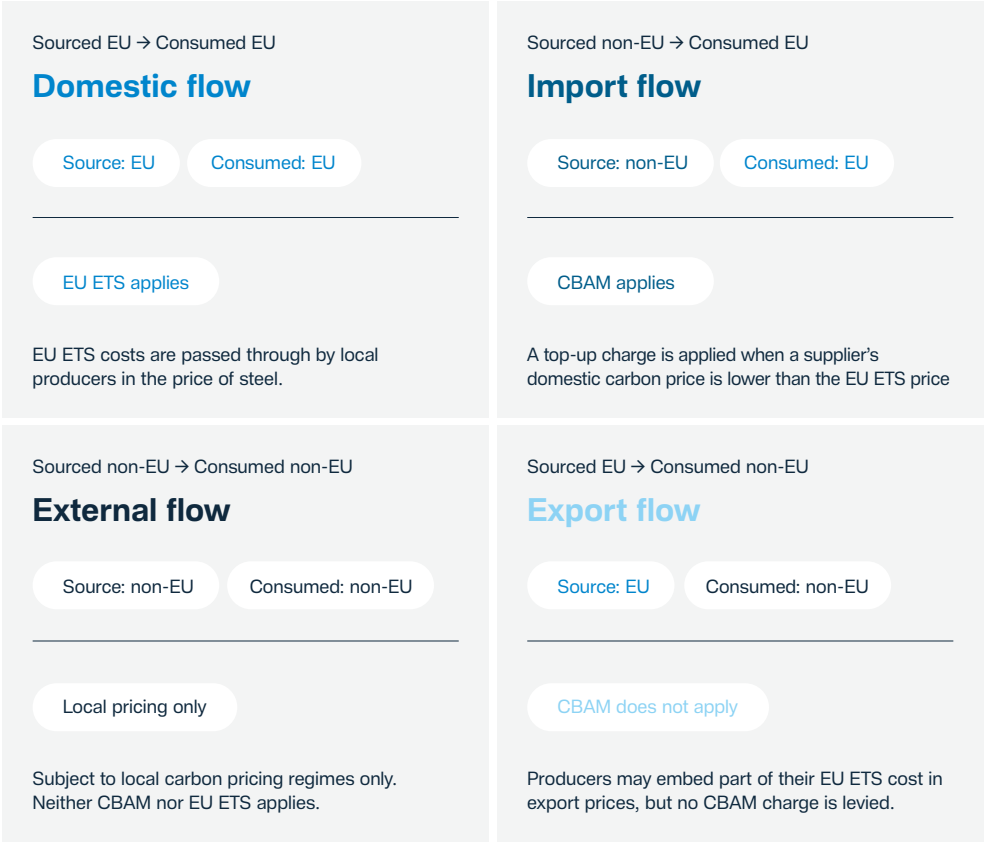


⁹ ERM is a global consultancy specialising in sustainability, climate, and environmental advisory services.

CBAM & EU ETS – regulatory classification of steel flows

Steel: regulatory risk through EU ETS and CBAM

Steel is exposed to transition-related regulatory risk through carbon pricing mechanisms, mainly the EU Emissions Trading Scheme (EU ETS) and the Carbon Border Adjustment Mechanism (CBAM). The EU ETS applies a price to greenhouse gas emissions, while CBAM introduces a carbon adjustment on certain imported goods to reduce carbon leakage. CBAM is phased in as EU ETS free allocation is phased out.

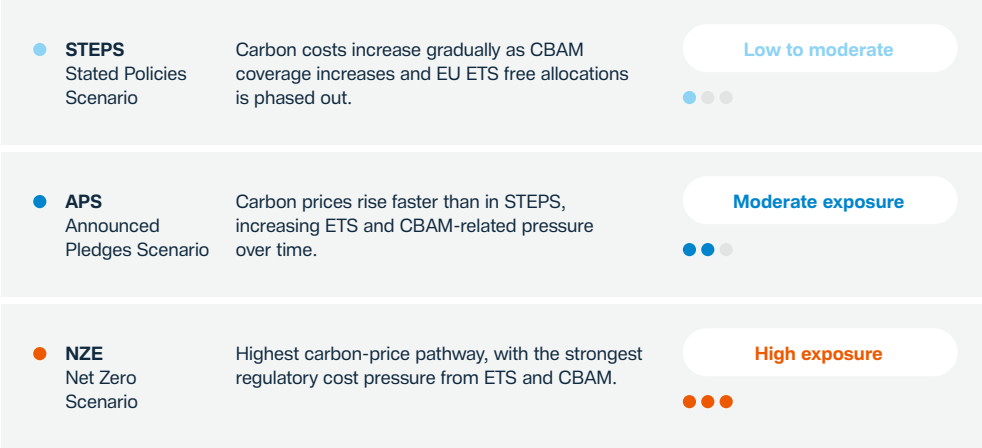


Hager assessed the potential impact of these mechanisms on steel purchasing costs under the same three IEA scenarios: STEPS, APS, and Net Zero. The model classifies steel flows by country of consumption and origin, applies relevant EU ETS, CBAM, or local carbon pricing rules, and estimates the resulting additional raw-material cost exposure.

The analysis shows that regulatory cost exposure increases across all scenarios, driven by rising carbon prices, CBAM phase-in, and the progressive phase-out of EU ETS free allocation. Exposure is lowest and more gradual under STEPS, higher under APS, and highest under Net Zero, where carbon prices rise more strongly. A shift towards lower-emission or green steel could significantly reduce ETS and CBAM-related exposure compared with conventional steel.

Mitigation levers include improving visibility on steel origin and production routes, collecting supplier-specific emissions data, monitoring carbon-cost triggers, negotiating carbon-cost transparency in contracts, increasing recycled content where standards allow, and treating green steel as part of a phased procurement strategy.

Hager exposure to regulatory risks linked to sourcing steel



Together, these two lenses, physical supply dynamics for copper and regulatory cost embedding for steel, allow Hager to anticipate where financial pressures will be most acute, under which policy scenarios they accelerate, and where procurement or sourcing decisions can provide meaningful insulation. The findings directly support strategic procurement, long-term planning, and enterprise-level cost risk assessments. A key assumption for the analysis is reliance on IEA-recognised energy transition pathways.

4.1.4

Building resilience for the future

ESRS E1-3

Understanding climate risks, both the physical hazards that may affect Hager’s sites and the regulatory and market forces reshaping its supply chains, informs every aspect of how Hager builds resilience. Climate scenario analysis is used in two principal ways: to identify locations most exposed to hazards such as floods, storms, or extreme heat; and to update risk maps, asset prioritisation, and site classifications, ensuring that climate is embedded in every business and investment decision.

This means strengthening physical safeguards, updating business continuity plans, and building local response capabilities.

Hager regularly reviews its strategy and business model to build long-term resilience. In the short term, the Climate Transition Plan is updated in line with the latest risk assessment findings, and measures are deployed to reduce carbon emissions across the value chain. In the medium term, the industrial energy mix is being transformed by increasing renewables, reducing natural gas dependency, and integrating carbon considerations into new product development. Supplier carbon footprint data collection is also advancing, and carbon tracking is being digitalised for greater accuracy. In the long term, Hager is

developing a climate vision fully aligned with the low-carbon economy pathways of the SBTi and the Paris Agreement.

Growing exposure to floods, storms, and extreme heat may increase potential loss severity and tighten insurance market conditions, including rising premiums and more stringent underwriting requirements. Working with insurers and risk engineers, Hager implements measures such as flood barriers, emergency response plans, and reinforcement of critical equipment. At the same time, insurance coverage is continuously reviewed, including limits, deductibles, and coverage options.

Resilience efforts extend beyond Hager’s own operations. Strategic sourcing decisions, supplier diversification, and material efficiency initiatives, informed by the transition risk assessment, reduce exposure to supply disruptions and price volatility. Investments in energy efficiency and renewable energy lower long-term vulnerability, while risk prevention embedded into asset design and maintenance sustains strong insurability and operational stability. Hager acknowledges inherent uncertainties, including the limitations of global climate models, evolving engineering assumptions, and future insurance market dynamics, which Hager continues to monitor as its understanding develops.

4.2 Our carbon footprint

A robust carbon footprint is the foundation of credible climate action. It allows the setting of science-based targets, tracking of progress, and targeting of the highest-impact decarbonisation levers across operations and the value chain.

This section sets out the methodology used to calculate the corporate carbon footprint in line with the GHG Protocol and relevant ESRS disclosure requirements. It explains the 2021 baseline, including the recalculations applied to improve methodological robustness and comparability over time, and presents the evolution of emissions through 2025. By continuously refining data quality, expanding coverage, and strengthening assurance, Hager aims to ensure that reporting reflects operational reality and provides a reliable basis for decision-making, target-setting, and transparent stakeholder communication.

4.2.1 Methodology

[ESRS 2 BP-2](#) [ESRS E1-4](#)

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).

- The carbon footprint is calculated in accordance with the GHG Protocol, using the operational control approach.
- For Scope 1, all direct fuel combustion and company vehicle emissions are included.
- For Scope 2, emissions are calculated and disclosed 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 purchased energy emissions and enables stakeholders to better assess the impact of renewable energy sourcing efforts and long-term energy investments.
- For Scope 3, all significant categories¹⁰ are assessed, including Purchased goods and services (3-1), Capital goods (3-2), Fuel- and energy-related activities (3-3), Upstream transportation and distribution (3-4), Waste generated in operations (3-5), Business travel (3-6), Employee commuting (3-7), Use of sold products (3-11), and End-of-life treatment of sold products (3-12).

All greenhouse gases covered by the Kyoto Protocol are considered, including carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulphur hexafluoride (SF₆), and nitrogen trifluoride (NF₃). All



Reliable carbon accounting requires discipline at the source. By implementing upstream quality checks – tracking historical data variances, supplier emissions, reconciling calculations – we stabilise our baseline and build credibility into our progress. This clarity reveals the real levers: where renewable energy drives the fastest reduction, which supply chain transitions compound impact, what operational changes scale. We don't manage what we don't measure accurately.

Alexia Berton
Environmental Project Manager

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 internal data management systems. Where primary data is unavailable (e.g. to determine the power consumption of some 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.

¹⁰ Categories are derived from the GHG Protocol.

Emissions are calculated by multiplying activity data by standardised emission factors, sourced from reputable databases including Ecoinvent¹¹, ADEME¹², EIME¹³, the IEA¹⁴, and the AIB¹⁵. 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.

The carbon footprint calculation undergoes a robust internal review process. Data is validated by the Sustainability team to ensure completeness and accuracy. Furthermore, the calculation methodology, emission factors, and consolidated results are developed and reviewed with support from external consultant Carbone 4¹⁶.

Recalculation policy:

In line with the standards we use in our sustainability reporting:

- ESRS E1
- the GHG Protocol

Hager 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. All recalculations are documented, reviewed, and transparently disclosed in the annual sustainability report as mentioned below.

In 2024, Hager engaged an independent third party to perform a limited assurance engagement on both the 2024 carbon footprint and the 2021 baseline year. This assurance process continued in the 2025 carbon footprint to further strengthen the credibility, robustness, and transparency of Hager's climate reporting.

As part of its continuous improvement approach, Hager regularly reviews the quality, completeness, and consistency of the data underpinning its greenhouse gas accounting. This process has revealed several areas for further improvement, which Hager is actively addressing.

In the Purchased goods and services category (3-1), while supplier-specific information is already integrated for a growing share of procurement data, estimates continue to be used where such information is not yet available. Hager further improves data quality and accuracy by increasing the integration of supplier data and enhancing the quality of underlying master data.

In the Use of sold products category (3-11), Hager identified instances where customer countries have not yet been assigned within the underlying data. To improve the accuracy of country-specific calculations, Hager is strengthening the harmonisation of master data and enhancing customer country identification processes.

In addition, a material correction was made compared with last year's carbon footprint calculations after an inconsistency was identified in energy consumption data used for the Use of sold products (3-11). This correction reflects an improvement in data reliability rather than a change in underlying operational performance.

Following its findings, Hager launched a dedicated review of the two most significant categories, Purchased goods and services (3-1) and Use of sold products (3-11), calculation processes. The review confirmed that the process is technically functional, but that it needed stronger resilience due to manual data flows, Excel-based consolidation, people-dependent controls, and limited early-stage validation.

Hager is implementing a corrective action roadmap focused on stronger governance, formal validation gates, clearer data ownership, improved source-file controls, year-on-year consistency checks, outlier detection, and deviation analysis. These actions are intended to detect anomalies earlier, improve traceability, and reduce the risk of similar input-data errors recurring in future carbon footprint calculations.

¹¹ Ecoinvent is a comprehensive Swiss-based lifecycle inventory database that provides high-quality emission factors and environmental data for lifecycle assessments.

¹² 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.

¹³ EIME (Environmental Information and Management Explorer) is a lifecycle assessment software developed by CODDE (Bureau Veritas) that uses a proprietary database to provide emission factors and environmental impact data.

¹⁴ 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.

¹⁵ 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.

¹⁶ Carbone 4 is an independent consulting firm supporting organisations in decarbonisation strategies and adaptation to climate-related risks.

4.2.2

Our 2021 baseline

[ESRS 2 BP-1](#) [ESRS E1-6](#) [GRI 2-4](#)

2021 was chosen as the base year because it was the first year in which robust data collection and controls were established across all relevant scopes. Since then, significant enhancements to data quality, granularity, and methodology have required refinement of the approach and recalculation of historical data to ensure year-on-year comparability.

During the latest review, assumptions that were no longer adequate and further data improvements were identified. Methodological changes include a shift from headcount-based extrapolation to an energy-intensity-per-square-metre allocation model differentiated by building type (Scope 1 and Scope 2). It also includes adjustments to Business travel categories (3-6), Commuting assumptions (3-7), and End-of-life data estimation (3-12), and the integration of measured values for Hager's entity Pmflex (replacing extrapolated estimates) across all categories.

Corrections expanded emissions coverage to include additional accounting categories (3-1), IT-related data centres (3-2), and improved freight calculations by better aligning emission factors with actual shipping conditions, and refined emissions classification to better reflect transportation responsibilities and operational control (3-4). The most material changes relate to purchased goods (3-1), with cleaning of SAP¹⁷ weight data for selected product references. Concerning use-phase emissions (3-11), inconsistencies in 2025 product energy consumption data were identified following an engineering data update. Remediation was performed at the end of 2025, after which a detailed audit was conducted to validate the process and confirm no further issues remained. A structural improvement plan has since been initiated.

Overall, these changes increased the Scope 1 and 2 baseline by 10 ktCO₂e (from 59 to 69 ktCO₂e) and reduced the Scope 3 baseline by 1.080 ktCO₂e (from 2.666 to 1.586 ktCO₂e) compared to the figures submitted initially to SBTi. The corrected baseline and 2025 figures are set out in the table below.

¹⁷ Hager's enterprise resource planning (ERP) system, used to centralise and manage operational, financial, and reporting data across the organisation.

¹⁸ Any discrepancies between individual values and totals are attributable to rounding adjustments and do not affect the underlying data accuracy.

¹⁹ The value initially submitted to the Science Based Targets initiative (SBTi) was incorrectly reported under Downstream transportation and distribution. Following a review of the emissions categorisation, the relevant emissions have been reclassified under Upstream transportation and distribution.

GHG emissions in the 2021 base year in tCO₂e

	2021 (SBTi Committed base year value)	2021 (corrected)
Scope 1 and 2		
Scope 1	26.646	29.806
Scope 2 – location-based	32.564	38.774
Scope 2 – market-based	Not applicable	59.225
Total Scope 1 and 2 – location-based	59.210	68.580
Total Scope 1 and 2 – market-based	Not applicable	89.031
Scope 3 – upstream		
Purchased goods and services	628.032	652.984
Capital goods	31.641	8.454
Fuel- and energy-related activities	13.258	13.617
Upstream transportation and distribution	51.151	46.152
Waste generated in operations	3.125	3.125
Business travel	9.691	6.881
Employee commuting	24.642	20.169
Total Scope 3 upstream	761.540	751.384 ¹⁸
Scope 3 – downstream		
Downstream transportation and distribution ¹⁹	15.686	0
Use of sold products	1.648.876	809.321
End-of-life treatment of sold products	239.818	25.784
Total Scope 3 downstream	1.904.380	835.105
Total Scope 3	2.665.920	1.586.489 ¹⁸

4.2.3
Emissions evolution overview

[ESRS E1-8](#)
[GRI 305-1](#)
[305-2](#)
[305-3](#)
[305-5](#)
[GRI 302-2](#)

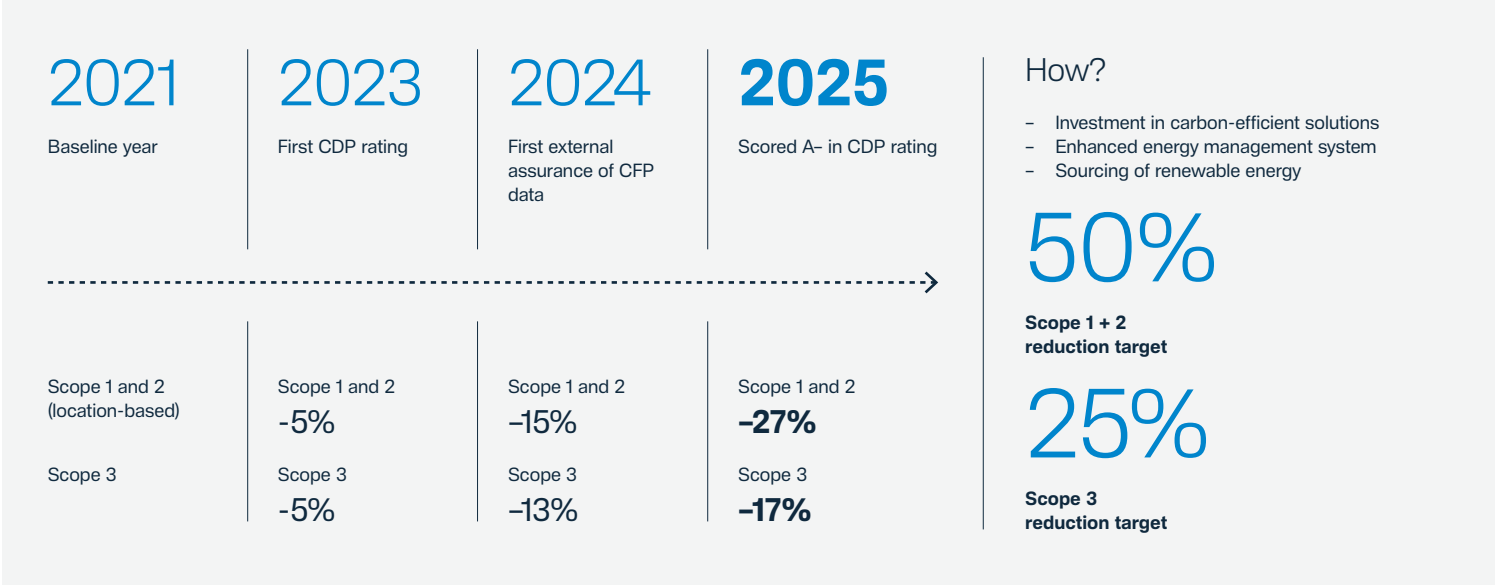
By 2025, Scope 1 and 2 location-based²⁰ emissions stood at 49.740 tCO₂e, a 27% reduction from the 2021 corrected baseline of 68.580 tCO₂e, confirming that Hager remains on track to meet its SBTi commitment. Total Scope 3 emissions reached 1.318.651 tCO₂e in 2025, a 17% reduction from the 2021 baseline of 1.586.489 tCO₂e. For a detailed view of carbon footprint evolution over the years and per category, refer to [Annexure IV](#).

GHG emissions performance, 2021–2025²¹

	2021			2023		2024		2025	
	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	Emissions (ktCO ₂ e)	Change from baseline
Scope 1	29,8	22,6	–24%	18,5	–38%	14,5	–51%		
Scope 2 (location-based)	38,8	42,3	9%	39,6	2%	35,2	–9%		
Scope 2 (market-based)	59,2	63,1	7%	63,8	8%	60,7	3%		
Scope 1, 2 (location-based)	68,6	64,9	–5%	58,1	–15%	49,7	–27%		
Scope 1, 2 (market-based)	89,0	85,7	–4%	82,3	–8%	75,2	–15%		
Scope 3	1.586,5	1.500,2	–5%	1.385,0	–13%	1.318,7	–17%		

²⁰ The location-based method uses average national or regional grid emission factors. The market-based method reflects contractual renewable energy purchases (e.g. via certificates or PPAs) and typically yields a lower figure. Hager’s primary reduction target uses the location-based method.

²¹ 2021, 2023, and 2024 figures were recalculated in accordance with Hager’s recalculation policy. The recalculation reflects updated emission factors, revised assumptions, and improved data quality identified during the 2025 reporting cycle and applied to prior years to ensure consistency, comparability, and improved data accuracy across reporting years. Further details are provided in section 4.2.2.



How?

- Investment in carbon-efficient solutions
- Enhanced energy management system
- Sourcing of renewable energy

50%

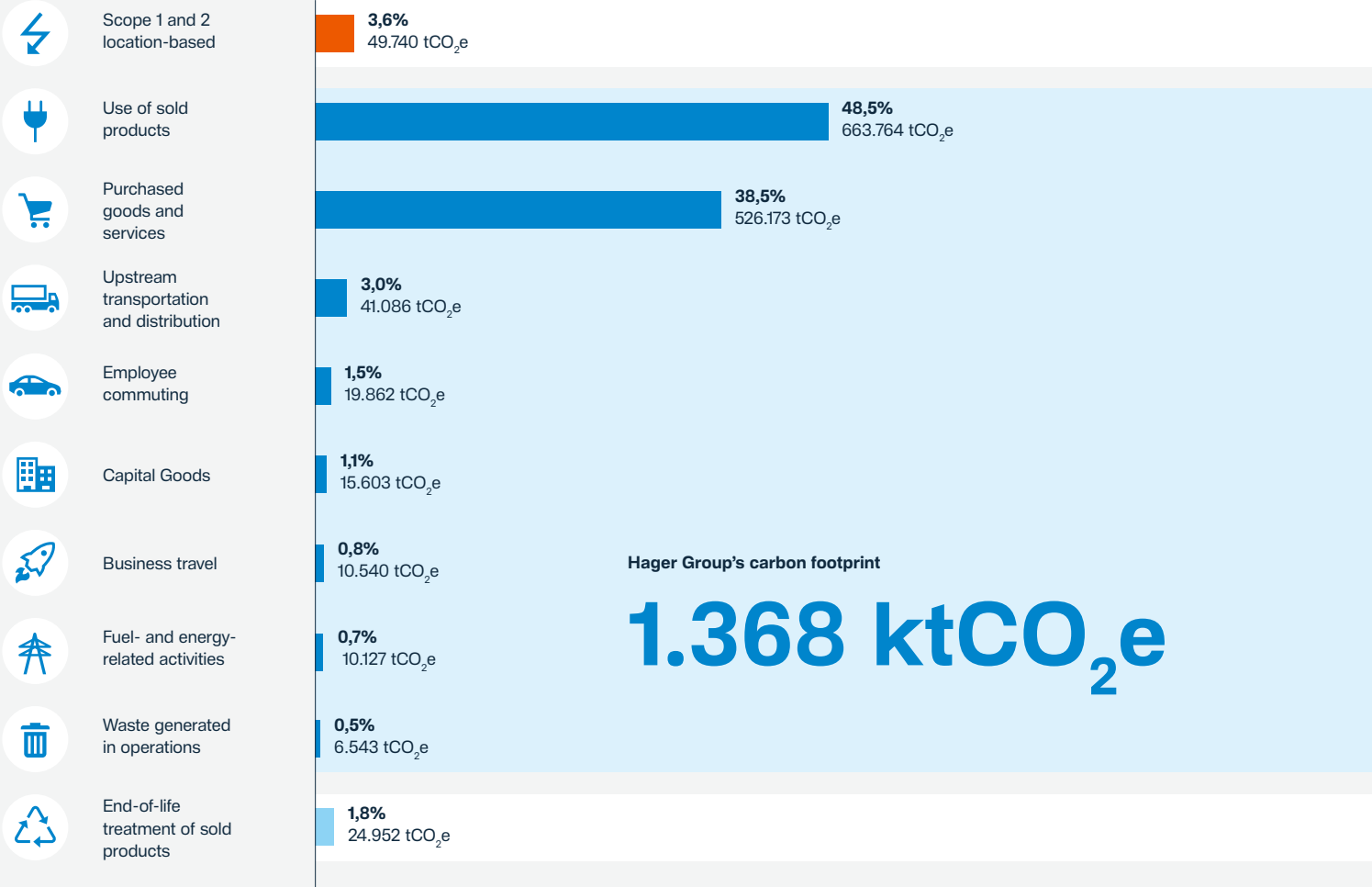
Scope 1 + 2 reduction target

25%

Scope 3 reduction target

Location-based GHG emissions in 2025

- Our own operations
- Value Chain – Within SBTi commitment
- Value Chain – Outside SBTi commitment



4.3

Decarbonisation across our value chain

The vast majority of Hager's carbon footprint lives in the energy consumed by the products customers use for decades, materials suppliers provide, and the logistics networks that connect them. Reducing direct emissions is a necessary starting point. The hard work starts with Scope 1 and 2 and extends into Scope 3 emissions, and the greatest opportunity to avoid emissions altogether lies in the buildings Hager's solutions help electrify. What follows is the roadmap that connects Hager's own operations, its value chain, and the customers it serves.

[ESRS E1-1](#) [E1-5](#) [GRI 3-3](#)



Our operations are a major driver of our Scope 1 and Scope 2 footprint. From our forwarders' fleets to the energy powering our distribution centres, every decision has a direct carbon consequence. We have embedded decarbonisation in how we plan routes, push for electric vehicles (EVs), and source electricity. We are committed to eliminating direct emissions from our operations through low-emission transport and to matching at least 50% of our energy consumption with renewables. The trajectory is clear and the commitment is absolute.

Florence Moro
Logistics Senior Director



Hammersbach in Germany serves as a central hub for Hager's logistics operations. Since the beginning of 2024, the company has been managing all logistics operations for customers in Germany, the Netherlands, Austria, and Luxembourg from this location.

4.3.1

Scope 1 and 2 decarbonisation roadmap

GRI 302-4

To achieve the 50% Scope 1 and 2 reduction commitment by 2030, a detailed roadmap has been developed around three strategic pillars: enhancing energy management, investing in carbon-efficient technologies, and sourcing renewable energy.

While Hager retains full accountability for its roadmap, the pace of delivery also depends in part on external factors. Key external dependencies include the availability of lower-carbon materials in line with sectoral decarbonisation pathways, continued progress in electricity grid decarbonisation consistent with IEA projections, and the commercial availability of renewable energy and low-carbon materials.

A share of Scope 1 and 2 emissions is associated with long-lived assets – manufacturing equipment, building infrastructure, and energy systems – whose technical and economic lifetimes extend beyond the near-term planning horizon. Certain manufacturing processes, such as thermal-intensive painting applications, currently depend on gas for technical reasons, creating transitional constraints on electrification. Similarly, residual emissions from refrigerants cannot be fully eliminated with today’s solutions, though Hager is

Scope 1 and 2 decarbonisation levers, target 2030



Energy management systems

A standardised energy management process – HPS 2.0 – is being rolled out across all manufacturing sites, certified to ISO 50001 standards. Real-time digital monitoring enables efficient energy tracking, reduces waste, and supports faster operational decision-making.

6,3
ktCO₂e

Expected CO₂e reduction by 2030 from energy management



Electrification and carbon-efficient investment

Significant investment is underway to electrify energy-consuming processes across production facilities, buildings, and utilities – including equipment upgrades to reduce direct carbon emissions. On-site renewable energy generation, principally through solar photovoltaic installations, further supports the transition away from fossil fuels.

7,5
ktCO₂e

Expected CO₂e reduction by 2030 (electrification and on-site PV)



Renewable energy sourcing

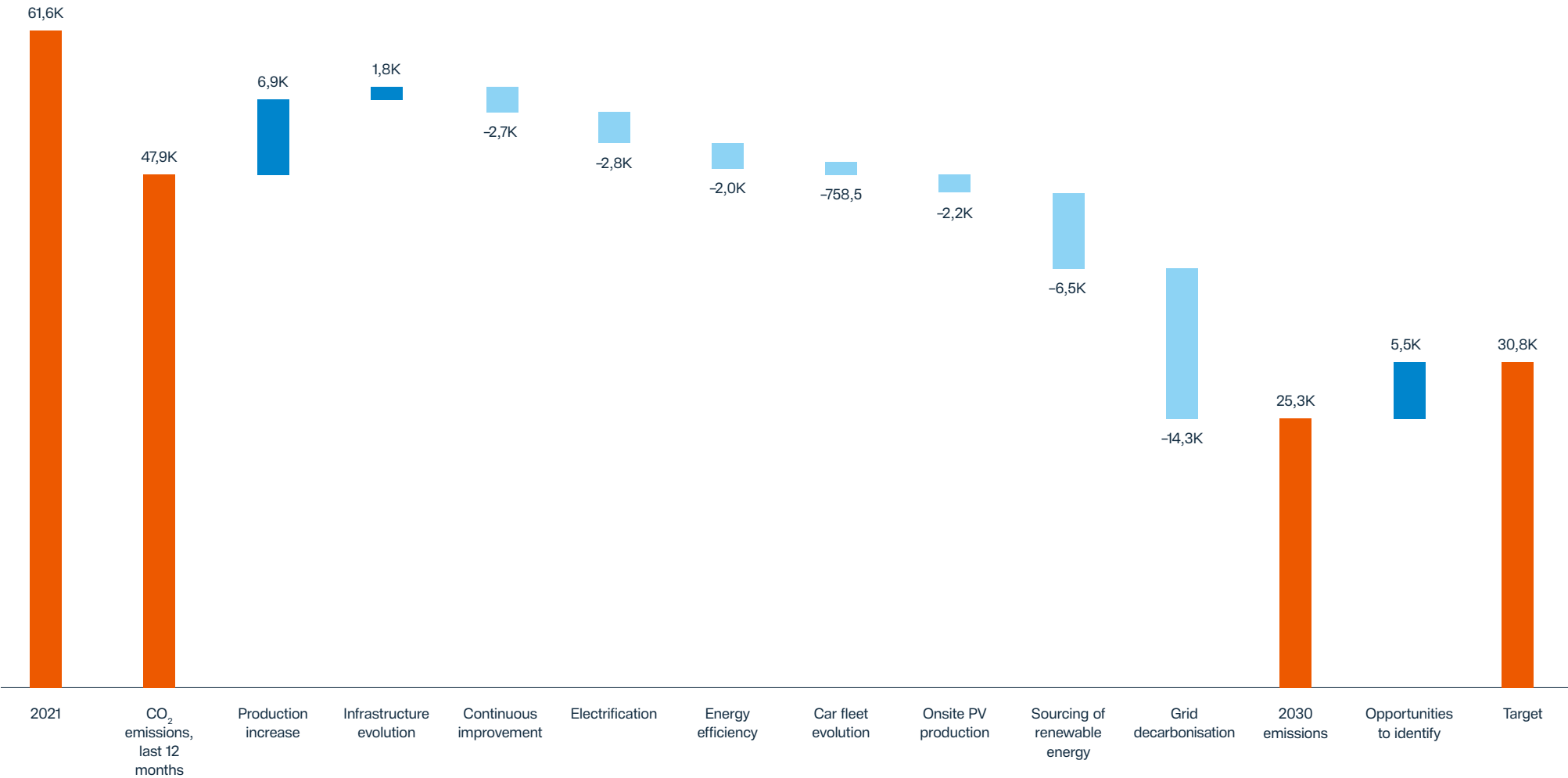
Beyond on-site generation, we procure renewable electricity from solar and wind sources. We also integrate alternative renewable resources – including biomethane, biomass, and waste heat – into our energy mix, building a diversified, low-carbon energy portfolio across our sites.

6,7
ktCO₂e

Expected CO₂e reduction by 2030 from renewable energy

actively transitioning towards lower global warming potential (GWP) alternatives.

Scope 1 and 2 emissions reduction pathway, 2021-2030
CO₂ emissions reduction over the years 2021-2030, per reduction lever – in tCO₂e



Business case

The roof that pays for itself

At Hager's Pune plant, India, a rooftop solar investment is turning climate commitment into measurable results.

Early morning at Hager's manufacturing plant in Pune, and the rooftop is already earning its keep. With 595 kWp of installed solar capacity, sunlight is being converted into electricity long before the first shift arrives – powering the machines below, feeding surplus energy back into the city grid, and quietly making the case that sustainability and financial performance belong in the same conversation.

India's electricity supply primarily relies on coal, which means every kilowatt a manufacturer draws from the grid carries a real and measurable environmental price. That context is what makes generating your own renewable electricity so consequential here – not simply a matter of reducing a number on a report, but a structural decision about what kind of industrial operation Hager wants to run.

On the assembly line at Hager's Pune plant, daily production continues against the backdrop of a broader shift in how the site is powered.

By the numbers

Capacity:**595 kWp****Annual generation:****~0,8 GWh****Site coverage:****~80 %**

of electricity demand

CO₂ reduction:**300–400 tCO₂e**

per year

Payback period:**~3 years²²**

²² Payback period calculation is based on internal financial modelling considering capital expenditure, site-specific electricity tariffs, and feed-in revenues (2025 baseline assumptions).

The scale of the solar array at Hager's Pune plant reflects a practical decarbonisation choice: generate electricity where it is used, reduce exposure to a coal-heavy grid, and support the day-to-day work of teams across production, logistics, and site operations.



The case for acting

Michel Voinson, Manufacturing Programme Senior Manager and Programme Lead for Scope 1 and 2 Decarbonisation, has spent years working at the intersection of manufacturing operations and climate commitments. When the Pune opportunity came into focus, the reasoning was straightforward. "Producing our own renewable electricity in a coal-intensive grid environment is not just an environmental decision – it is a strategic one," he says. "Every kilowatt-hour we generate ourselves is one we don't pull from a grid that still runs largely on fossil fuels."

Hager commissioned the 595 kWp²³ rooftop system in 2025. It now generates approximately 0,8²⁴ GWh of electricity annually, representing around 80%²⁵ of the

Pune site's total demand. 40 to 50%²⁶ is self-consumed, avoiding between 300 and 400 tonnes²⁷ of CO₂e every year while contributing to grid decarbonisation with the surplus injected. At Group level, that represents roughly 1% of Hager's Scope 1 and 2 CO₂e emissions – a tangible contribution to the commitment to reduce this scope of GHG emissions by 50% before 2030.

²³ Installed capacity based on system design specifications.

²⁴ Based on measured production data for the first year of operation.

²⁵ Based on the PV generation data compared to its capacity.

²⁶ Based on site-level electricity consumption data and measured solar generation during 2025.

²⁷ The avoided emissions are calculated based on local grid emission factors.





An operator at work on the factory floor, where the benefits of rooftop solar are felt not on the roof itself but in the stable, efficient running of day-to-day manufacturing operations.

Infrastructure that pays its way

What makes Pune more than an environmental success story is the underlying financial logic. By covering about half of the site's electricity demand, the installation reduces both grid dependency and exposure to energy price volatility. Surplus power generated during peak hours is exported to the grid, turning the rooftop into a source of revenue as well as energy.

The combination of reduced grid purchases and feed-in income brings the payback period to approximately three years.

"This is a strong result," says Michel Voinson, "but when you look at the full picture – reduced grid costs, export revenue, and the structural advantage it creates as production grows – it becomes clear this is not a sustainability expense. It is infrastructure

Decarbonising electricity in a coal-intensive grid environment is not just an environmental decision – it is a strategic one.

Michel Voinson

Manufacturing Programme Senior Manager and Programme Lead for Scope 1 and 2 Decarbonisation



investment. The roof pays for itself, and then it keeps paying."

As production volumes at Pune grow, the renewable capacity is already in place to absorb additional demand. The marginal energy cost of expansion falls – an investment made today that underwrites the efficiency of tomorrow's growth.

Management summary

The risk: manufacturing on a coal-intensive grid creates real emissions exposure, rising energy costs, and growing pressure from customers who assess suppliers on carbon footprint.

The approach: a 595 kWp rooftop solar installation at the Pune site now covers ~50% of electricity demand, exports surplus to the grid, and pays back in approximately three years.

The impact: 300–400 tCO₂e avoided per year, structural energy cost reduction, and a replicable model that proves sustainability investment and financial performance move in the same direction.

Surendra Sawant
Health and Safety Engineer
Manufacturing

Played a key role in Hager's renewable energy initiatives by leading the photovoltaic (PV) panel installation project.



Progress built from the ground up

The solar installation is the most visible element of what has changed at Pune, but it sits within a broader pattern of deliberate improvement. Alongside the rooftop project, the team worked systematically through the plant's energy systems – identifying inefficiencies, adjusting how equipment operates, finding where consistent attention compounds into meaningful results.

Optimising the air handling units alone saved 58 MWh and avoided 48 tonnes of CO₂e²⁸ in 2025. “Taken by themselves, these measures may not seem like much,” says Michel Voinson. “Together, they create a significant impact.”

Commercially, the project is already changing conversations – strengthening Hager's position in tenders, supporting ESG performance indicators, and reinforcing credibility as a partner in energy management.

Above the plant, the panels catch the morning light and the system runs – generating electricity, reducing emissions, and proving that the distance between

ambition and impact in this case can be measured in kilowatt-hours.

²⁸ Estimated as per the measured energy savings and corresponding emission factors.



Want to know more?

Find additional information in our extended online edition of **PULSE 2025/26**.

4.3.2

Scope 3 decarbonisation roadmap

Scope 3 sits at the centre of the 2030 ambition. Hager is redesigning products with lower-carbon materials, improving use-phase efficiency, and working with suppliers and logistics partners to cut embedded emissions. A full Scope 3 plan is in development, with Board approval targeted for 2026.

Targeted actions aimed at CO₂e reduction have already been initiated, prioritising the two largest emissions sources: Purchased goods and services, and Use of sold products. The actions and the roadmap are based on the following strategic levers, identified to reduce upstream and downstream emissions across the value chain.

Product optimisation through low-carbon design

Reducing embedded emissions²⁹ in Hager's products through eco-design strategies focuses 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.

The long-term impact of design decisions extends beyond embedded emissions. Electrical solutions typically remain in use for 10 to 20 years, meaning that material choices, component selection, and energy performance standards set during development determine a product's carbon footprint throughout its entire lifetime. Reducing these downstream emissions requires systematic product transformation, not incremental adjustments, which is why the transition plan addresses use-phase performance alongside embedded carbon, integrating lifecycle thinking into both new product development and the continuous optimisation of existing lines.

Efficiency in the product use phase

Recognising the significant emissions generated during the use phase of products, Hager is improving energy efficiency through targeted design enhancements. These efforts aim to reduce energy consumption and power loss over the operational lifetime of solutions, directly lowering the carbon footprint borne by customers.

Grid decarbonisation scenario integration

To reflect future decarbonisation of electricity systems, national grid emissions intensity forecasts are incorporated into 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 markets.

Low-carbon logistics and distribution

Downstream transport emissions are being reduced through a structured transformation of 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 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 travel

In addition to the levers where action is already underway, Hager is exploring ways to reduce mobility-related emissions by encouraging low-carbon commuting options such as carpooling and public transport. Similarly, revisions to corporate travel practices are being considered to reduce reliance on air travel and promote lower-emissions alternatives such as train journeys.

²⁹ 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.

Business case

Beyond the last mile: the routes to zero

Three electrified routes show that decarbonising logistics is no longer a future commitment at Hager – it is already on the road.

Somewhere on the motorway between Hammersbach and Fega Schmitt in Heilsbronn, both in Germany, a shift is underway. A logistics coordinator checks the load one last time – Hager products secured, manifest confirmed – before climbing into the cab. The truck pulls away with hardly a sound. No exhaust, no diesel. Just the low hum of an electric motor and a delivery arriving with a measurably smaller carbon footprint. This is Hager's Blue Planet Commitment and Project 2030 in motion.

The pressure behind the transition

Under CSRD, the carbon footprint of a delivery is no longer internal. Scope 3 emissions, including how products reach customers, now appear in sustainability reports, shape procurement decisions, and

determine which suppliers stay on the shortlist. For manufacturers like Hager, finished goods transport represents a material share of those downstream emissions.

Heavy-duty electrification offered a structural answer. But reliable, high-capacity charging for long-haul freight barely existed. For most operators, that gap made electric freight commercially unviable – not a question of will, but of infrastructure.

³⁰ Estimates depend on lower energy and maintenance costs compared to diesel, and supported by high utilisation of the charging infrastructure.

³¹ Estimated on a sustained cost advantage compared to diesel operations, supported by lower operating costs and reduced exposure to fuel price volatility and carbon pricing.

By the numbers

January 2026

first customer delivery route live:
Hammersbach → Fega Schmitt

3 routes

Obernai, Vendenheim, Blieskastel,
and Hammersbach connected by
electrified freight

40 %

cost savings against diesel

80 %

fewer emissions per route

4–6 years³⁰

payback period

10+ years³¹

lifetime advantage

“Electrified routes reduce our exposure to diesel price swings and future carbon costs. That is not a one-time saving but structural cost stability.”

Camille Loisy

Program Manager for
Blue Planet Commitment,
Supply Chain & Logistics



The infrastructure decision

Hager's response was to remove that barrier directly. Dedicated high-power charging at the Vendenheim and Hammersbach hubs now serves the routes connecting Obernai and Vendenheim in France with Blieskastel and Hammersbach in Germany – creating the certainty electric freight requires, and giving logistics partners a reliable foundation without dependency on public networks that weren't there yet.

“The infrastructure investment at Vendenheim was the decision that made everything else possible,” says Camille Loisy, Program Manager for Blue Planet Commitment, Supply Chain & Logistics. “Without charging certainty, you cannot commit to electric freight on strategically important routes. With it, you build from a stable foundation and extend it outward.”

Internal routes came first, proving the model before the network opened to customers – a deliberate sequence that makes the scale-up credible.



A driver at work in Hager's electrified logistics network, where lower-carbon transport is supported by the infrastructure and operational planning required to make new routes viable.

Value at the customer's door

In January 2026, the first customer route went live. But the Hammersbach–Fega Schmitt connection did not emerge from Hager's ambitions alone. It grew out of a shared conversation: Fega Schmitt faced the same sustainability pressures and had the same drive to decarbonise their supply chain. That alignment turned a logistical decision into something more – the moment electrified logistics crossed from internal operation to external value proposition.

“That changes the conversation we have with customers about their own emissions,” says Camille Loisy, “the carbon intensity of our logistics is now part of the value we bring.”



From pre-departure checks to on-site fast charging, Hager's dedicated high-power infrastructure helps make electrified logistics practical in daily operations.

Electrifying a delivery route directly reduces the Scope 3 burden on the customer's ledger – tangible, reportable, and decisive in ESG-driven procurement. Suppliers who demonstrate low-emission delivery signal net-zero alignment, strengthen their position in tenders, and become partners in their customers' transition, not just vendors in their supply chain.

The business case

But the logic extends beyond emissions. Current crises underline the urgent risks of diesel volatility and expanding carbon pricing. "Electrified routes reduce our exposure to diesel price swings and future carbon costs. That is not a one-time saving but structural cost stability," says Camille Loisy, "because the infrastructure we have built is already in place."

That infrastructure is itself a strategic asset as it enables scalable fleet electrification and grows more valuable with every route added. The numbers reflect this: 40%³² cost savings against diesel, 80%³³ fewer emissions, payback in four to six years, lifetime advantage beyond a decade.

From exception to standard

Today, three routes are electrified. "Every route we add puts the infrastructure we have built to better use and strengthens the business case further," says Camille Loisy. "We are already operating at scale and expanding from there."

No longer a pilot programme, this is a logistics model in which decarbonised freight is becoming the operational default, a commercial standard rather than a climate exception.

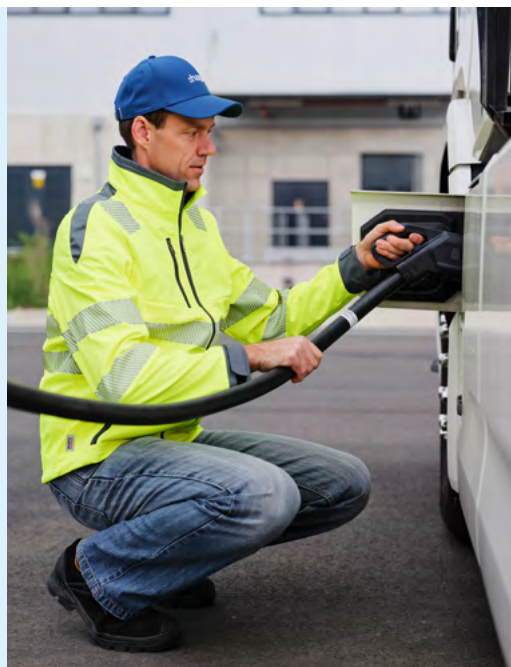
Back on the motorway, the truck reaches its destination. The load is signed off. And somewhere in Fega Schmitt's procurement system, a Scope 3 figure moves in the right direction. The quiet arrival, it turns out, carries quite a lot of weight.

Management summary

The risk: under CSRD, Scope 3 emissions shape procurement decisions, determine shortlists, and expose logistics operations to diesel volatility and carbon pricing risk.

The approach: dedicated high-power charging at Vendenheim and Hammersbach hubs enabled electrified freight across three routes. Internal routes proved the model first – customer deliveries followed in January 2026.

The impact: 80% fewer emissions, 40% cost savings against diesel, payback in four to six years, and a logistics model that reduces customers' Scope 3 burden and strengthens Hager's position in ESG-driven procurement.



³² Comparing diesel prices to prices of electricity.

³³ Based on the carbon footprint calculation, comparing diesel and electricity.



Want to know more?

Find additional information in our extended online edition of **PULSE 2025/26**.

4.3.3 Avoided emissions

Avoided emissions are the GHG emissions prevented by a product or service relative to a reference scenario. The calculation compares two situations: a baseline estimating the emissions that would have occurred without the project, and a project scenario reflecting emissions once it is in place. Where the project produces a net reduction in CO₂e between the two, the difference is counted as avoided.

Helping customers improve their energy efficiency is central to Hager's strategy and long-term value creation. By combining efficient technologies with data-driven insight and lasting partnerships, the company enables customers to cut consumption and cost, reduce their environmental footprint, and meet their own regulatory and climate targets, a collective contribution to the shift towards a low-carbon, resource-efficient economy.



Our greatest climate lever is enabling others to emit less. By 2028, we are committed to multiplying our 2024 impact fourfold. When you pair smart hardware with real-time energy management and expert advisory, the effect compounds. That is the model, and the numbers show it works.

Etienne Dock
Energy Management Senior Vice President



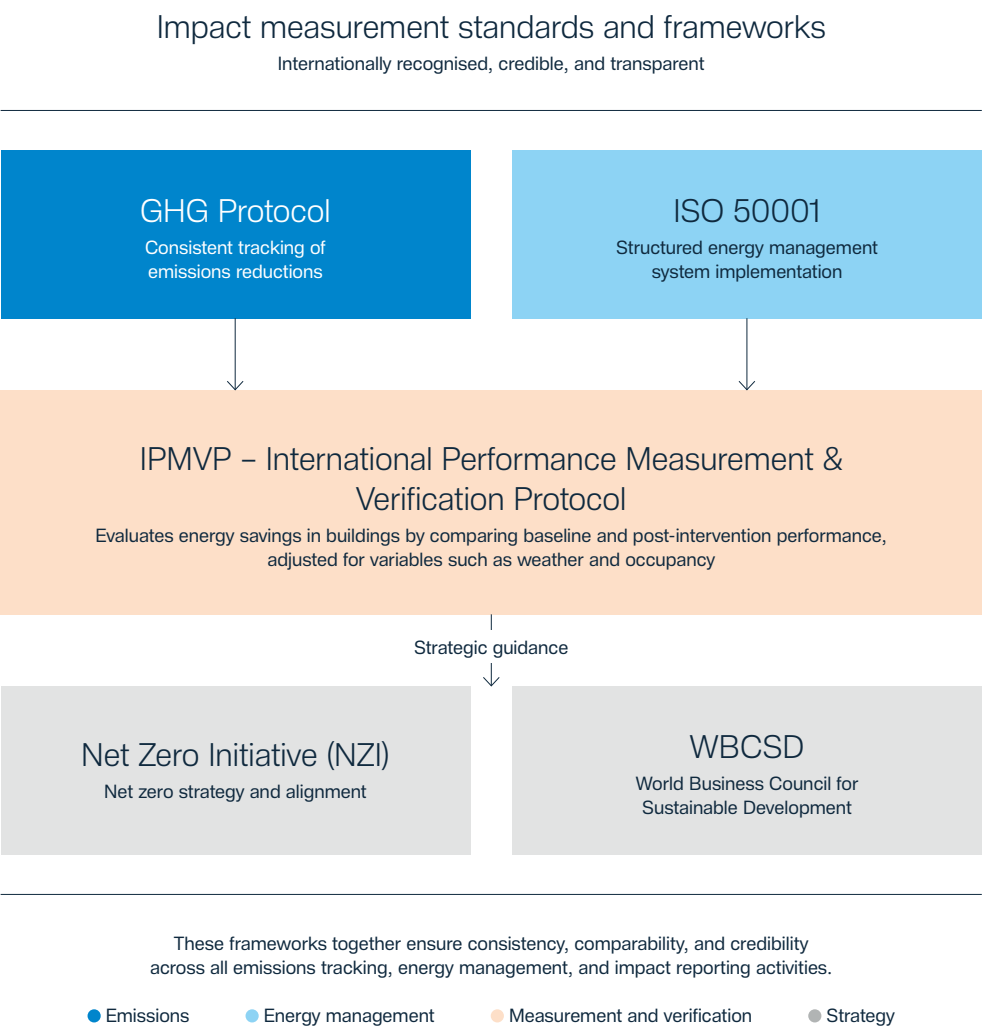
Quantifying these savings is not yet systematic at Hager. Even so, preliminary estimates indicate that its products help end users avoid emissions, chiefly by improving efficiency and enabling lower-carbon energy use. Motion detectors and manual switches reduce electricity consumption by linking lighting to presence or schedules, particularly outside working hours. Programmable thermostats fine-tune heating and cooling, while contactors shift demand to off-peak hours, when the grid's carbon intensity is lower. The gains are measurable and most pronounced when these products are retrofitted in existing buildings.

Two subsidiaries extend this impact with complementary services, pairing digital tools and real-time monitoring with expert guidance to optimise energy use at scale:

- Efcia manages building performance in real time, concentrating on heating, ventilation, and air-conditioning systems.
- Advizeo delivers digital energy management backed by consultancy, typically achieving savings of 15% to 20% across commercial clients' building portfolios.

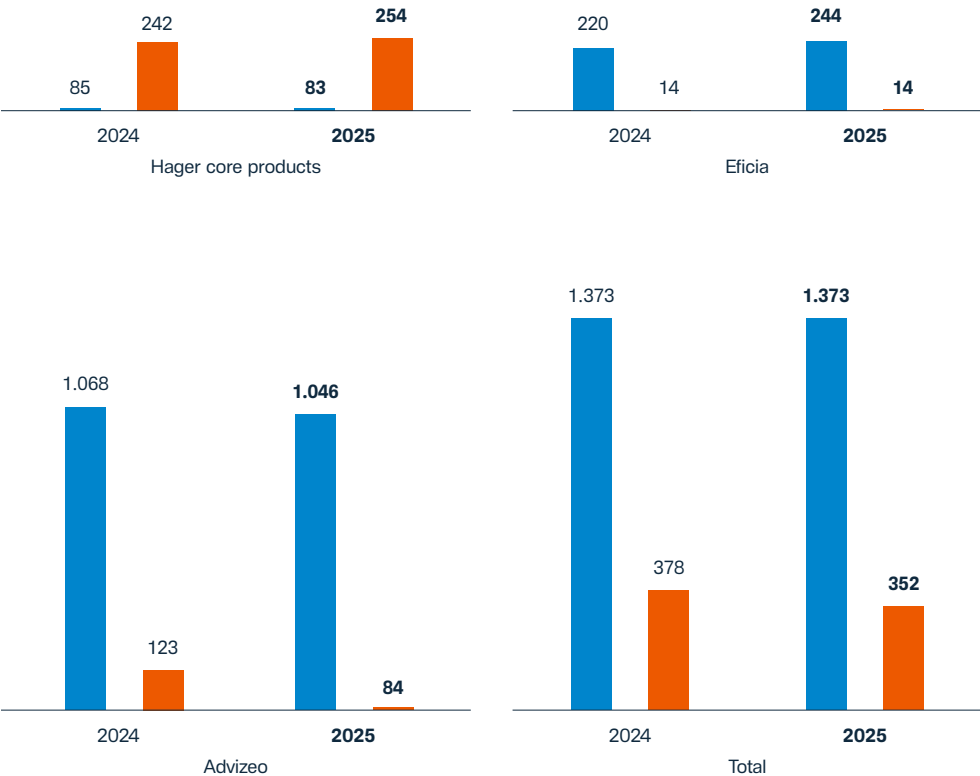
In the avoided-emissions table, energy savings (GWh) capture the volume of energy saved, while avoided emissions (ktCO₂e) depend on the energy carrier involved – electricity or heating fuels – and on location, as electricity grids have very different emission factors. Efcia's savings come largely from electricity in France, where the grid emission factor is low, meaning that sizeable GWh reductions yield comparatively modest avoided emissions. Advizeo's mix includes heating fuels and thermal networks, such as gas, fuel oil, and district heating, which are more carbon intensive than French electricity. Its avoided emissions per GWh are therefore higher, even though both deliver substantial energy savings.

Impact measurements and standards



Energy savings and equivalent avoided emissions by Hager solutions, 2024–2025

Energy savings (GWh) Avoided emissions (ktCO₂e)



Hager plans to multiply its impact fourfold by 2028. This means that energy savings, currently estimated to be equivalent to the annual energy consumption of 340.000³⁴ households, will reach the equivalent of 1.450.000 households by 2028.

Evolution of energy savings and avoided emissions, 2024–2025

	2024	2025	Target 2028
Energy savings	1,4 TWh	1,4 TWh	5,8 TWh
Equivalent impact	Annual energy consumption of 340.000 European households	Annual energy consumption of 340.000 European households	Annual energy consumption of 1.450.000 European households
Avoided emissions	378 ktCO ₂ e	352 ktCO ₂ e	870 ktCO ₂ e

³⁴ 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.



Business case

When buildings learn to think

Through Eficia and Advizeo, Hager helps buildings shift from passive consumption to intelligent energy performance – cutting waste, costs, and emissions.

Energy is one of the most significant operating costs for buildings in Europe. Yet many buildings consume far more than they need. Heating runs outside occupancy hours. Lighting stays on in empty spaces. Ventilation operates at full capacity in half-occupied buildings. A considerable share of consumption delivers little value – while still generating costs and emissions.

“Even modern buildings can be inefficient if not properly monitored and systems are not regularly adjusted to the actual occupation of the building,” says Cédric Le Liboux, Digital Growth Senior Manager.

From its Paris location as well as its offices in Germany and Italy, Advizeo supports more than 250 customers with a team of 120 employees.

Management summary

The challenge: many buildings consume far more energy than they need – generating costs and emissions without delivering value.

The approach: two platforms – Advizeo for monitoring and analytics, Eficia for AI-driven real-time optimisation – make consumption visible and actionable.

The impact: 15-20% reduction through Advizeo; up to 40% through Eficia. 1.290 GWh avoided consumption and 97,5 ktCO₂e avoided emissions in 2025.

Flexibility is not about reducing comfort. It is about shifting some consumption to the moments when energy is cleanest and cheapest.

Cyril Salliy
Advizeo Managing Director



Most buildings are not inefficient by design. They are inefficient by default – because no one is watching in real time.

Cédric Le Liboux
Digital Growth Senior Manager



By the numbers

15–20%

energy reduction through Advizeo

Up to 40%

savings through Efcia

1.290 GWh

avoided consumption (by 2025)

98 ktCO₂e

avoided emissions (by 2025)

≈320.000

households' equivalent electricity use avoided

Two platforms, one mission

Hager addresses this through two digital energy management companies. Advizeo focuses on consumption monitoring across building portfolios – aggregating data from meters, sensors, and building management systems to highlight anomalies and also identify improvements thanks to Energy Management consulting services. The service typically enables 15 to 20% energy reduction without heavy investment. Efcia concentrates on building operations, using AI to monitor and adjust heating, ventilation, and lighting in real time – delivering savings of up to 40% depending on building context while maintaining or even improving occupant comfort.

Beyond kilowatt-hours

Both platforms analyse load profiles, weather data, and occupancy patterns to optimise contracted power capacity and prevent unnecessary demand peaks. This enables peak shaving – reducing consumption during high-price periods while maintaining comfort. As grids rely increasingly on renewables, the ability to shift demand becomes a resource for stability. Efcia anticipates peaks and adjusts accordingly. Its data platform enables coordinated demand shifts across entire building portfolios.

Impact at scale

In 2025, the two platforms together enabled 1.290 GWh of avoided consumption and 98 ktCO₂e of avoided emissions – equivalent to the annual electricity use of approximately 320.000 households. For building operators, this translates directly into lower energy bills and reduced exposure to volatile pricing. And for building occupants, a better regulation means improved day-to-day comfort.



Want to know more?

Find additional information in our extended online edition of **PULSE 2025/26**.

4.3.4

Sustainability training programmes

Strategy and technology alone do not drive decarbonisation. People do. The training programmes described below are the human infrastructure behind the Blue Planet Commitment, ensuring that every employee, from manufacturing floors to leadership teams, understands what the transition requires and their role within it.

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. This aims to support the skill development of Hager's own workforce to intrinsically support the transition. By the end of 2025, over 85% of employees registered to complete training courses related to environmental topics had done so, including generic courses such as Blue Planet Starter.

In parallel, Blue Planet Champions (internal environmental experts embedded across functions and responsible for driving and promoting sustainability actions locally) received dedicated training on greenwashing. In 2025, 29 champions took part in a full-day session combining theoretical insights in the morning with a practical workshop in the afternoon. The objective of this training was to address the increasing regulatory scrutiny around greenwashing. It aimed to equip participants with a solid understanding of the ethical, legal, and communication challenges related to environmental claims, ensuring that Hager communicates in an accurate, responsible, and confident manner.

In addition, a dedicated internal "Sustainability Week" engagement campaign was deployed in 2025 to further strengthen awareness and engagement across the organisation. The initiative was structured in four complementary steps. It started with a teaser message from leadership shared via video conference and internal newsletter, aiming to engage managers and encourage them to actively involve their teams. This was followed by a global internal communication launching the Sustainability Week, outlining the key pillars of sustainability at Hager, with a particular focus on decarbonisation as a strategic priority.

The third step consisted of voluntary, function-specific sessions led by Blue Planet Champions (BPC), tailored to the realities and priorities of each function. These sessions combined a common corporate overview, including key updates from the Annual & Sustainability Report, with more targeted content covering general E3 awareness, functional achievements, and lessons learned. They also provided a platform to discuss employee engagement and identify upcoming challenges in a collaborative and solution-oriented way. The approach was designed to foster awareness, pride, and active participation, positioning every employee as a potential driver of change in Hager's sustainability journey. To ensure inclusiveness, adapted formats were also deployed for manufacturing and logistics direct workers. The response confirmed the campaign's reach: more than 900 colleagues took part, and among the 335 who shared their feedback, satisfaction averaged a high 5,17 out of 6.

Greenwashing training key benefits

Key benefits for participants included:

- Strengthening their expertise in responsible communication
- Gaining clarity on what can and cannot be claimed
- Improving internal content validation processes and collaboration with stakeholders
- Contributing to more transparent, credible, and compliant communication across Hager

4.4

Our energy consumption and mix

Energy consumption is central to the direct carbon footprint. It is also one of the areas where the gap between ambition and current reality is most visible, and most worth examining honestly. Operations still rely on energy sources Hager is working to phase out. The renewable share is growing, but the work is not finished. Measuring that gap accurately and reporting it with the same rigour applied to financial accounts is the starting point for closing it. This section describes how that measurement is done, and what it shows: the composition of the energy mix across the Group, the progress made in shifting it toward lower-carbon sources, and the areas where the transition still has further to go.

[ESRS E1-7](#) [GRI 3-3](#) [GRI 302-1](#)

4.4.1 Methodology

Energy consumption data 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 Hager's commitment to continuous improvement and transparency in sustainability reporting, the accuracy and coverage of energy consumption data have been enhanced for the latest reporting year. Previously, disclosures focused primarily on the energy consumption of major operational sites, such as manufacturing facilities. In 2024, the reporting scope was broadened to include more assets, including the full scope of distribution centres, thereby reducing the need for extrapolation previously required when data was unavailable.

Calculation methodologies have also been refined. 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 the fleet. The car fleet is also differentiated by engine type, enabling accurate accounting for energy consumption from electric vehicles and PHEV (plug-in hybrid electric vehicle), as well as related capital goods.

At Blieskastel, Hager's new cooling centre turns the broader energy transition into site-level practice, replacing a more energy-intensive system with free coolers that support more efficient and lower-carbon operations.



4.4.2 Our energy mix

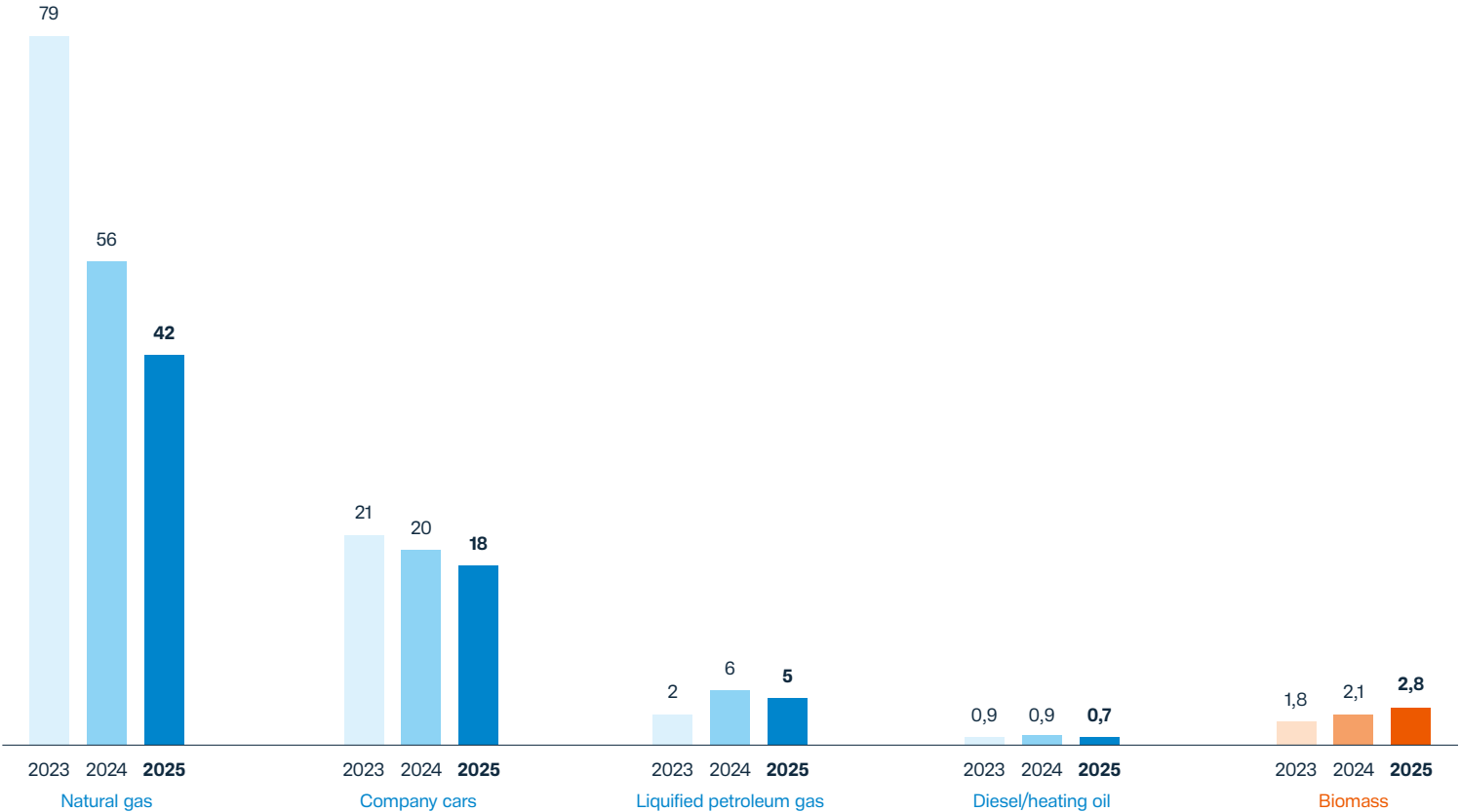
As part of broader decarbonisation efforts, Hager has continued to optimise energy consumption and transition towards more sustainable energy sources. The tables here present a detailed breakdown of total fuel and energy consumption over recent years. In 2025, total energy consumption, including fuel consumption, amounted to 207 GWh, representing a significant 27% decrease from 283 GWh in the 2021 base year, when comprehensive energy data collection was first implemented.

A major driver of this improvement has been the significant reduction in fossil fuel-based energy consumption, which dropped from 139 GWh in 2021 to 66 GWh in 2025. In particular, natural gas use declined by more than 64% over the period.

In line with the decarbonisation strategy, while fuel consumption was significantly reduced, the use of electricity and renewable energy sources has steadily increased. Moreover, differences in the energy mix also play a significant role in the GHG emissions profile.

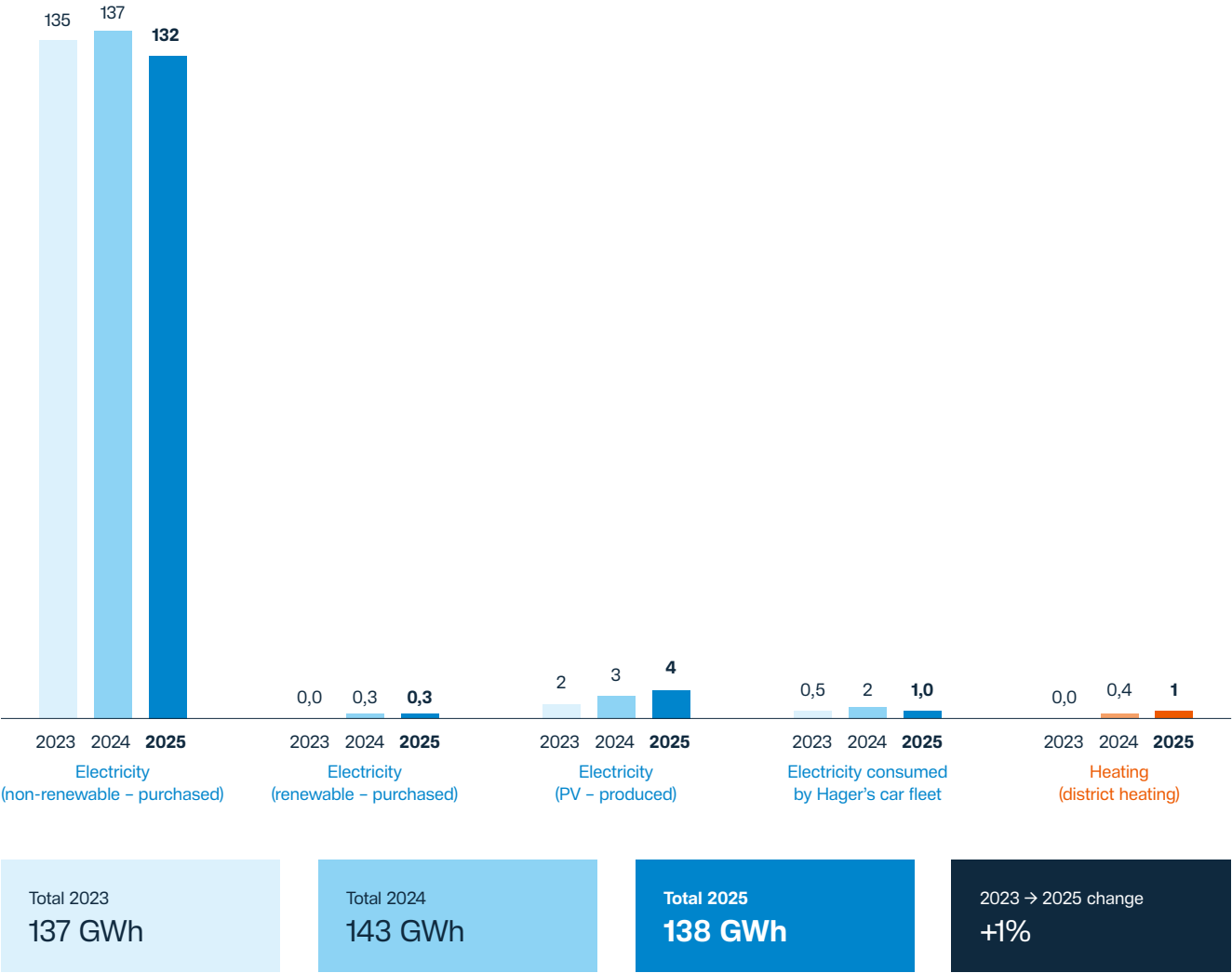
Evolution of energy consumption – fuel, 2023-2025

Fossil fuels (in GWh) Renewable fuel (in GWh)



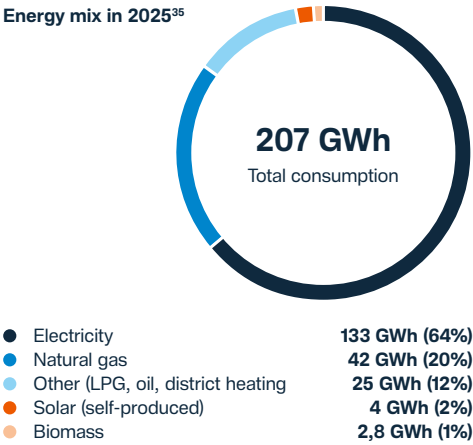
Total 2023 105 GWh	Total 2024 85 GWh	Total 2025 69 GWh	2023 → 2025 change -34%
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Evolution of energy consumption – electricity and heating, 2023-2025³⁵
in GWh



For example, 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, Hager is actively transitioning towards lower-emission energy sources, including renewables.

In this context, self-generated electricity from PV systems increased to 4 GWh in 2025 (up from 1,2 GWh in 2021). PV and biomass together covered around 3% of overall demand in 2025.



³⁵ Any discrepancies between individual values and totals are attributable to rounding adjustments and do not affect the underlying data accuracy.

5

Managing substances of concern in our products

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Safer products start with smarter material choices. As Hager accelerates the energy transition and advances building decarbonisation, controlling hazardous substances throughout the value chain protects customers, reduces environmental risk, and strengthens the ability to innovate responsibly.

The approach is grounded in the Environment and Energy Charter, which sets clear principles for reducing the environmental footprint while safeguarding the health and safety of customers and end users. In practice, this means eliminating hazardous substances where technically feasible and substituting them with safer alternatives where elimination is not yet possible. Engineering, procurement, and manufacturing teams own this responsibility across the organisation, with action embedded in daily operations.

[ESRS E2-1](#) [GRI 3-3](#)

5.1 REACH and RoHS compliance

[ESRS E2-5](#)

Managing substances of concern (SoC) and substances of very high concern (SVHC) is fundamental to product safety, regulatory compliance, and environmental protection. Hager's quality controls keep hazardous substances within regulatory thresholds, while continuous monitoring anticipates evolving requirements, including the risk that certain chemicals contribute to soil, air, and water contamination.

Hager manages these risks through two parallel streams. First, tracking and anticipating regulatory change, covering REACH, RoHS, halogen restrictions, and PFAS regulations. Second, working with suppliers to reduce hazardous substances at source, integrating chemical compliance into new product sourcing and supplier onboarding. Through this approach, Hager improves supply chain transparency, limits high-risk substances, and promotes safer alternatives.

The digital compliance platform, Assent¹, enables systematic identification of hazardous substances in components and collection of chemical concentration data, moving beyond simple presence/absence detection toward quantitative risk assessment.

To date, Hager has collected chemical data, including SVHC, for 98,6% of product components. This covers DQ90² products, meeting REACH requirements. Hager has also collected hazardous substances data for 99,2% of DQ90 product components, in line with the latest RoHS version. This assessment, drawing on supplier disclosures and established product compliance processes, identified 33 SVHCs present in input materials at concentrations exceeding their threshold.

Based on input material data, Hager has also estimated SVHC concentrations in products placed on the market, listing all substances above 0,1% weight by weight. In cross-referencing input material data with Bill of Materials (BOM) records, Hager identified 30 of the 33 SVHCs in input materials that are present in products placed on the market above the threshold limit.

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.

² References representing 90% of the annual turnover

SVHCs present in input materials above 0,1% weight by weight³

No.	SVHC name
1	Lead
2	6,6'-di-tert-butyl-2,2'-methylenedi-p-cresol
3	Cadmium oxide
4	2,2',6,6'-tetrabromo-4,4'-isopropylidenediphenol
5	Diboron trioxide
6	Lead titanium trioxide
7	1,2-dimethoxyethane; ethylene glycol dimethyl ether (EGDME)
8	Perfluorobutane sulfonic acid (PFBS) and its salts
9	Bis(α,α-dimethylbenzyl) peroxide
10	Lead monoxide (lead oxide)
11	Triphenyl phosphate
12	Dodecamethylcyclohexasiloxane (D6)
13	2-ethylhexyl 10-ethyl-4,4-dioctyl-7-oxo-8-oxa-3,5-dithia-4-stannatetradecanoate (DOTE)
14	Hexahydromethylphthalic anhydride
15	Lead titanium zirconium oxide
16	Melamine
17	Potassium nonafluorobutane sulfonate
18	Orange lead (lead tetroxide)
19	DBDPE
20	Diphenyl(2,4,6-trimethylbenzoyl)phosphine oxide
21	2-methyl-1-(4-methylthiophenyl)-2-morpholinopropan-1-one
22	Trixylyl phosphate

No.	SVHC name
23	Decamethylcyclopentasiloxane (D5)
24	Imidazolidine-2-thione (2-imidazoline-2-thiol)
25	Cadmium
26	Potassium perfluorohexane-1-sulphonate
27	Disodium octaborate
28	1,3,5-Tris(oxiran-2-ylmethyl)-1,3,5-triazinane-2,4,6-trione (TGIC)
29	Benzene-1,2,4-tricarboxylic acid 1,2 anhydride
30	Medium-chain chlorinated paraffins (MCCP)
31	Boron zinc hydroxide oxide (B12Zn4(OH)14O15)
32	Octamethylcyclotetrasiloxane (D4)
33	Diantimony trioxide

Substances used during manufacturing processes – such as lubricants and greases – are not yet systematically recorded in BOMs and are therefore excluded from this disclosure. Hager is expanding data coverage in this area to strengthen transparency in future reporting cycles.

³ The underlying data is derived from supplier disclosures and established product compliance processes that are aligned with regulatory requirements.

SVHCs present in Hager products above 0,1% weight by weight

No.	SVHC name
1	Lead
2	2,2',6,6'-tetrabromo-4,4'-isopropylidenediphenol
3	Benzene-1,2,4-tricarboxylic acid 1,2 anhydride
4	Diboron trioxide
5	6,6'-di-tert-butyl-2,2'-methylenedi-p-cresol
6	Lead monoxide (lead oxide)
7	Lead titanium trioxide
8	2-ethylhexyl 10-ethyl-4,4-dioctyl-7-oxo-8-oxa-3,5-dithia-4-stannatetradecanoate (DOTE)
9	Hexahydromethylphthalic anhydride
10	Lead titanium zirconium oxide
11	1,2-dimethoxyethane; ethylene glycol dimethyl ether (EGDME)
12	Bis(α,α-dimethylbenzyl) peroxide
13	Melamine
14	Cadmium oxide
15	Dodecamethylcyclohexasiloxane (D6)
16	Orange lead (lead tetroxide)
17	Cadmium
18	Perfluorobutane sulfonic acid (PFBS) and its salts
19	Triphenyl phosphate
20	DBDPE
21	Imidazolidine-2-thione (2-imidazoline-2-thiol)
22	Decamethylcyclopentasiloxane (D5)

No.	SVHC name
23	Boric acid
24	Octamethylcyclotetrasiloxane (D4)
25	Diantimony trioxide
26	2-methyl-1-(4-methylthiophenyl)-2-morpholinopropan-1-one
27	Trixylyl phosphate
28	Diphenyl(2,4,6-trimethylbenzoyl)phosphine oxide
29	1,3,5-Tris(oxiran-2-ylmethyl)-1,3,5-triazinane-2,4,6-trione (TGIC)
30	Potassium nonafluorobutane sulfonate

By prioritising hazardous substances within its data strategy, Hager aims to ensure regulatory compliance while continuously improving product safety. To further strengthen transparency and accountability, Hager is enhancing its data governance framework and progressively improving the visibility of resource allocation and performance tracking for pollution-related actions in future reporting cycles.

5.2 PFAS management programme

[ESRS E2-2](#)

Per- and polyfluoroalkyl substances (PFAS) are persistent synthetic chemicals with recognised risks to the environment and human health. Hager launched a structured PFAS management programme in 2024 to identify, monitor, and progressively eliminate PFAS from its product portfolio, directly supporting the Environment and Energy Charter's commitment to eliminating hazardous substances and protecting customers and end users.

The programme was launched ahead of formal regulatory decisions, anticipating the European Chemicals Agency (ECHA) opinion expected in 2026. By acting early, Hager is helping to reduce the environmental impact of substances of concern while supporting a smoother transition towards more sustainable product solutions and resilient supply chains.

The initiative spans the entire value chain, with emphasis on supplier engagement and product stewardship. Through collaboration with suppliers, research institutes, and engineering teams, Hager assesses PFAS alternatives, validates technical and economic viability, and develops substitution roadmaps.

By embedding this initiative within the Blue Planet Commitment, Hager aims to systematically reduce environmental and health risks linked to PFAS while taking into account product performance, regulatory change, and supply chain realities. Hager is assessing technically viable alternatives to support the development of its environmentally responsible solutions. The insights gained from these assessments will inform Hager's ongoing efforts to reduce PFAS use, an objective that is embedded within the company's mid- to long-term sustainability and product development roadmaps.

5.3 Pollution management programme

[ESRS E2-2](#) [E2-3](#) [E2-4](#) [E2-5](#)

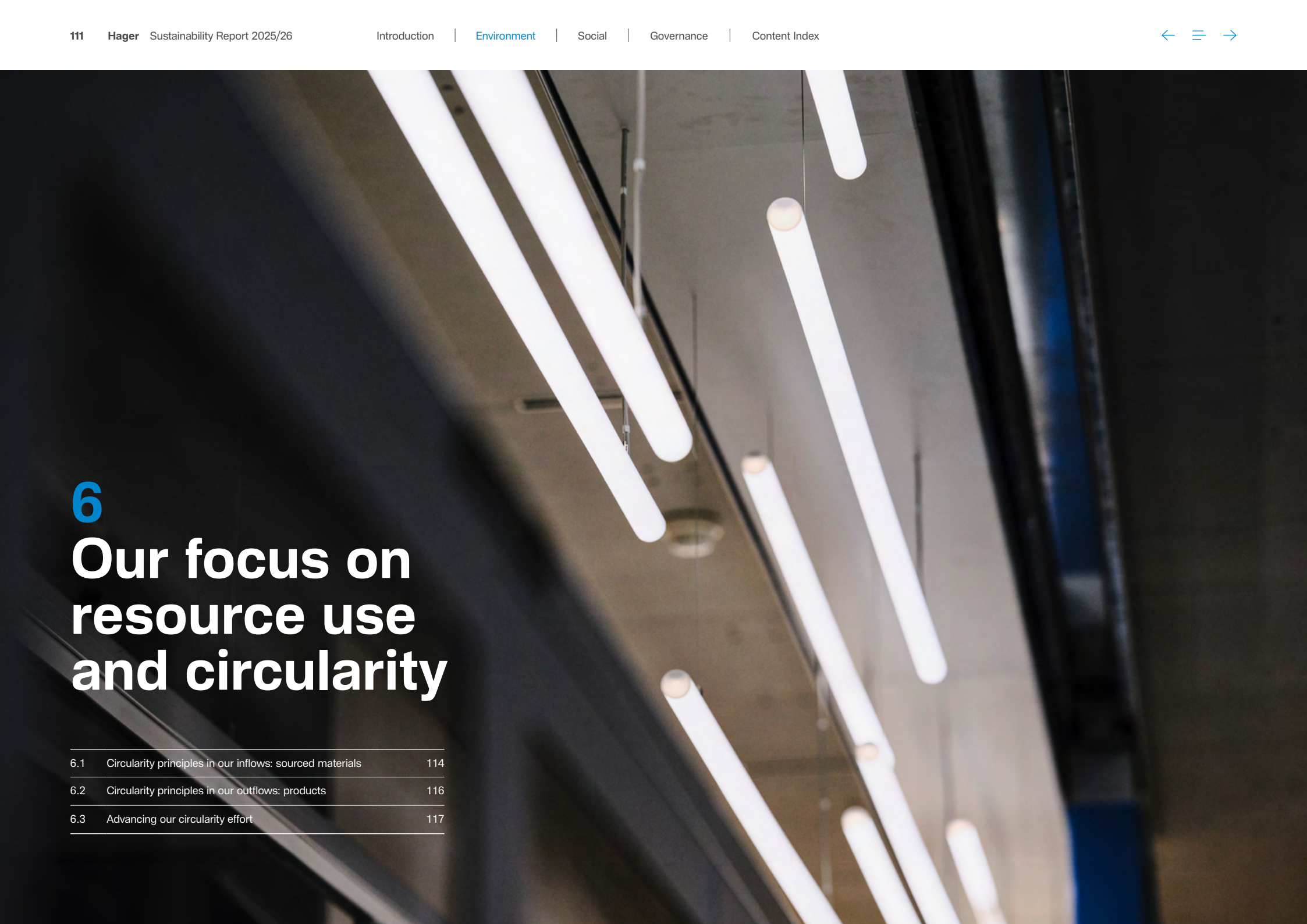
Hager launched a dedicated pollution management programme in 2024 to identify and reduce emission pathways affecting air, water, and soil quality at its manufacturing sites. The programme is fundamentally preventative: stopping environmental contamination before it occurs, while reinforcing protection of local ecosystems aligned with the Environment and Energy Charter.

Hager aims to standardise reporting practices, refine measurement methods, and deploy targeted preventative measures at selected sites. These actions are intended to support earlier detection and help reduce the risk of unintentional hazardous substance releases. The programme includes:

- A thorough review of existing pollution management policies and practices at all operational sites.
- Detailed process mapping to identify possible pollution sources.
- Improved accuracy and reliability of pollutant measurements to meet regulatory expectations and ESRS requirements.

- A gap analysis to identify improvements in data management, methods, and policies.
- A clear roadmap for full ESRS E2 compliance, including an action plan covering resource allocation, capital and operational expenditure, and staffing. Hager has prioritised initiatives enabling 2026 performance data to be reported in 2027.

In 2025, Hager completed an initial assessment as part of this effort. A pilot project confirmed that current SoC and SVHC levels in effluents do not exceed applicable threshold values. The next step is to roll out SVHC monitoring across all manufacturing sites by the end of 2026, establishing a consistent Group-wide monitoring framework and enabling transparent effluent reporting in the 2027 report.



6

Our focus on resource use and circularity

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GRI 3-3

Resource use and circularity represent one of the four material environmental topics in Hager's DMA matrix.

This section sets out how Hager applies circular economy principles in two complementary directions: on the input side, by integrating recycled materials into its production operations; and on the output side, by designing products that can be repaired, reused, and recovered at the end of their lifecycle. This ambition is governed by the Environment and Energy Charter and the Sustainable Sourcing Charter.

Circularity is a structural lever for Scope 3 reduction: less dependence on virgin materials means lower upstream emissions, lower exposure to commodity price volatility, and lower regulatory risk as circular economy legislation tightens across the European Union.

A Group-wide circular economy roadmap is under development for 2026. Capitalising on Hager's engagement with its markets, the Group has identified different potential levers: design for recycling in new developments, reduced material complexity, better disassembly and end-of-life treatment, stronger recycling partnerships, and tighter production waste management. Refurbishment and reuse remain constrained by current economics and infrastructure, but the building blocks for material-level circularity are now in place.

While the Group-wide circular economy strategy is under development, this year's report discloses progress achieved during the reporting period through a leading pilot in the product portfolio: the Hager One Switch System. This product-range focus supports the completeness of the ESRS E5 disclosures by providing concrete evidence of design, partnership, and governance measures already in place and under development.

How we are building the circularity roadmap

Hager is building the roadmap from the outside in: starting from external drivers (regulation, competition, and customer expectations) and structural constraints such as resource scarcity; translating these



Circularity cannot be improvised. Building the right strategy upfront is essential to turn material scarcity, customer expectations, and regulatory pressure into long-term business resilience.

Anaïs Zink
Environmental Sustainability Senior Manager

into circularity levers using the 10R framework¹; and then defining concrete use cases across the value chain (circular supply chain, circular product, circular process, and circularity as a service) and prioritising them using the Global Circularity Protocol for Business² to focus on the most material opportunities and disclosure needs.

The ambition, objectives, and KPIs referenced in this approach are illustrative at this stage and will be validated and refined as part of the 2026 Group strategy work.

¹ Circularity is assessed using the 10R framework, which ranks resource efficiency strategies from highest to lowest circular value: Refuse, Rethink, Reduce, Reuse, Repair, Refurbish, Remanufacture, Repurpose, Recycle, and Recover. The framework prioritises preserving product value and extending material life before recycling or energy recovery.

² A global framework developed by World Business Council for Sustainable Development and the UNEP One Planet Network to help companies measure, manage, and disclose circular performance across material flows and value chains. More information: [Global Circularity Protocol for Business](#).

The 10R framework for circularity

Useful application of materials

R9 | Recycle

R10 | Recover

R4 | Reuse

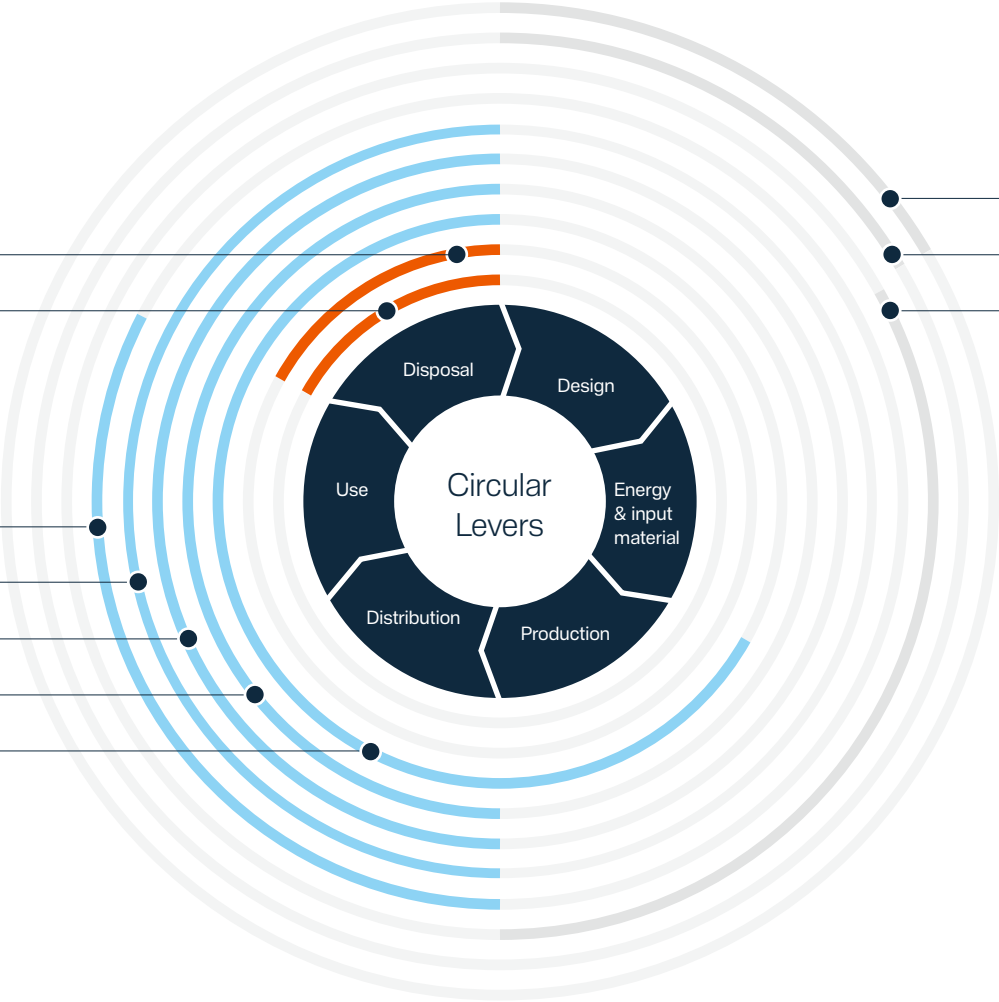
R5 | Repurpose

R6 | Repair

R7 | Refurbish

R8 | Remanufacture

Extend lifespan of product and its parts



R1 | Refuse

R2 | Rethink

R3 | Reduce

Smarter product use & manufacture

6.1

Circularity principles in our inflows: sourced materials

[ESRS E5-1](#) [E5-2](#) [E5-4](#) [GRI 3-3](#)
[GRI 301-1](#)

Purchased goods and services are one of Hager's most significant Scope 3 emission sources. Reducing dependence on virgin raw materials is therefore both an environmental and a strategic imperative – it is a key lever for achieving the 25% Scope 3 reduction target by 2030, and it reduces exposure to resource scarcity and tightening sustainable sourcing regulations.

6.1.1

Sustainable Sourcing Charter

[ESRS E5-1](#)

Introduced in 2024, the Sustainable Sourcing Charter provides a framework for exploring how sustainability considerations can be more consistently integrated across Hager's direct sourcing activities. It focuses on three interconnected areas: carbon footprint reduction and resource efficiency through more sustainable material inflows, including opportunities to increase the use of recycled content materials and to work with suppliers on processes that optimise resource use. Progress towards decarbonisation will depend on close cooperation across the supply base, and the Charter serves as a basis for engaging suppliers and encouraging alignment on these shared sustainability ambitions.

In 2025, Hager used approximately 109 kilotonnes of materials in production and packaging – primarily metals, plastics, chemicals, PVC, and packaging components – alongside more than 5.500 batteries integrated into E3/DC energy management systems.

Material inflows
by category in 2025

— Metals — Plastics, chemicals, and PVC — Packaging (cardboard & plastic)

10,3%

11.231 t

38,8%

42.366 t

109.154 t

Total 2025

50,9%

55.557 t



6.1.2

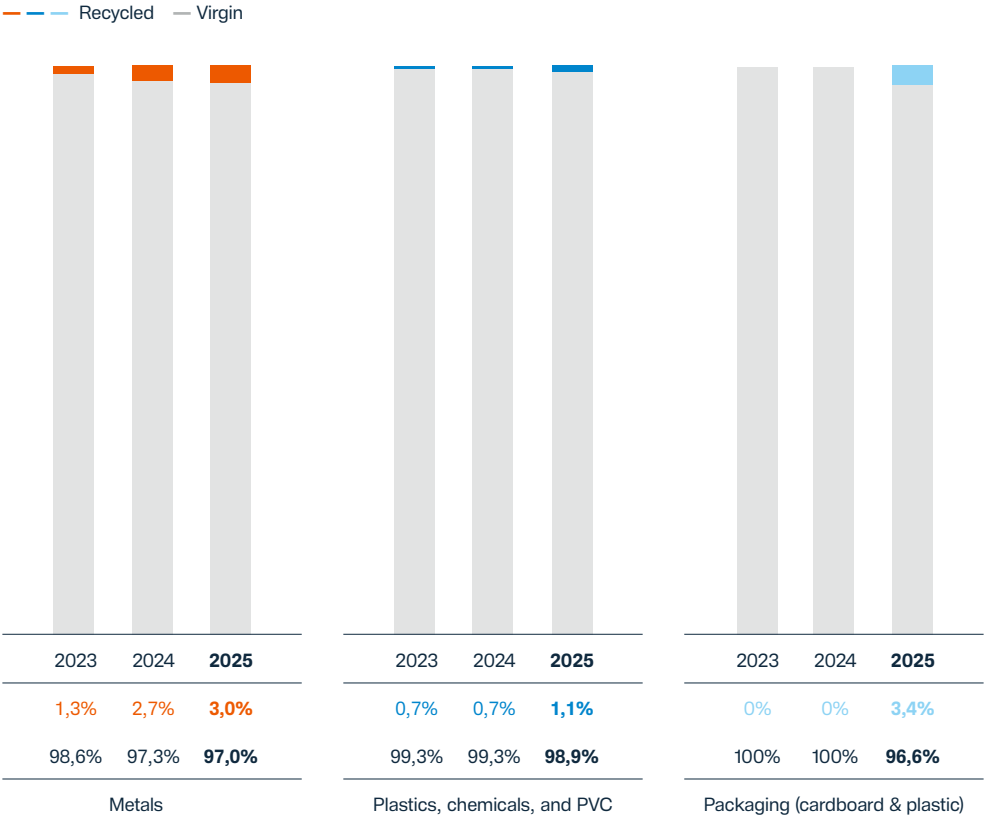
Our progress on integrating recycled materials into our operations

GRI 301-2 301-3

To improve transparency on recycled plastic use in its products, Hager is transforming its reporting processes to better identify, measure, and track material flows across the manufacturing value chain. This includes working with suppliers and internal engineering teams to improve the quality and consistency of data on the origin, composition, and share of recycled plastics used in components and finished products. As a result, of the 109 kilotonnes of material purchased in 2025, 2.240 tonnes were recycled materials, an increase in both absolute volume and share compared with 2024.

By building a more robust reporting baseline, Hager aims to gain clearer insight into current recycled-content levels and identify opportunities for improvement. Over time, this greater transparency will provide the foundation for setting SMART objectives to increase the share of recycled plastics in the product portfolio and monitor progress against them.

Evolution of recycled and virgin material share by category, 2023-2025



Significant changes compared with previous periods mainly reflect variations in purchasing volumes and product mix. When a major methodological improvement occurs – for example, enhanced unit weight data quality – previous years are recalculated to ensure consistency. Between 2024 and 2025, purchased volumes decreased by approximately 7-8%, linked to backlog recovery efforts in 2024. 2025 reflected a return to more controlled order intake to optimise inventory levels (DIO). This sequence explains the decrease in purchased volumes and ensures the consistency of the trend.

The current share of recycled materials remains modest in absolute terms, but the foundations are now in place: targeted training for category managers and regional buyers ([10.5.5 Sustainable sourcing training](#)), strengthened data management, and closer supplier collaboration.

Methodology

The metrics are calculated using the actual purchased weights (in tonnes) recorded for each material category in 2025, with procurement data serving as the primary source. Only validated weights are included; extrapolated values are excluded as they represent less than 5% of the total and do not

materially influence results. Calculations consist of aggregating annual quantities per category (metals, plastics, PVC, chemicals, prefabricated parts, packaging), multiplied by their unit weight. Materials purchased in kilograms use a factor of 1, while materials purchased in units use the weight per piece multiplied by annual volumes.

6.2

Circularity principles in our outflows: products

[ESRS E5-1](#) [E5-2](#) [E5-5](#) [GRI 3-3](#)

Hager attempts to mitigate environmental impacts across the entire product lifecycle by embedding resource efficiency and circularity into product design and sourcing decisions. The approach is anchored in the Environment and Energy Charter, which encourages eco-design from the earliest design phase to optimise materials, durability, and end-of-life performance.

With solutions such as Witty park 2, Hager extends intelligent energy management into the built environment, combining charging infrastructure with the connectivity and usability needed to make electrified buildings work in everyday operation.

6.2.1

Blue Loop programme

Blue Loop is Hager's circular service model for Witty EV³ charging stations in the French market. Rather than discarding outdated units, installers carry out on-site repairs using new or refurbished parts ordered from the Blue Loop Centre, and return damaged components in their original packaging. Returned components are then refurbished, reused, or recycled. The cycle extends product life, reduces dependence on new materials, and demonstrates that circular service models can scale within an existing customer relationship.

6.2.2

Hager One Switch System

Hager is progressively deploying Cradle-to-Cradle® (C2C) certification⁴ across the One Switch System product range – wall-mounted sockets, switches, thermostats, and decorative parts for indoor use. The focus is on material-level circularity and active recycling.

The Hager One Switch System range is primarily manufactured in Ottfingen (Germany) and is distributed across key European markets, with the highest sales concentration in Germany, Austria, and Poland; together with the Netherlands, these markets represented over 60% of sales in 2022 and 2023 and are prioritised in the active cycling plan.



³ The "Witty" range refers to Hager Witty EV charging stations, a family of electric vehicle charging solutions developed by Hager, designed for residential and light commercial applications and supported through service and lifecycle extension initiatives such as repair, refurbishment, and component replacement.

⁴ It verifies that products meet rigorous environmental and social performance standards, assessed by an independent third party across the full product lifecycle. It also assesses company-level policies and management systems that underpin environmental and social performance.

6.3

Advancing our circularity effort

[ESRS E5-3](#)

Hager plans to set defined quantitative targets related to specific product ranges to guide the implementation of its pilots. These targets are also intended to inform and potentially support the broader circular economy strategy currently under development. In doing so, they will provide a clear direction for continuous improvement across products, processes, and partnerships.

⁵ WEEE refers to Waste Electrical and Electronic Equipment, a regulatory framework in the European Union that governs the collection, treatment, recycling, and environmentally sound disposal of electrical and electronic products at the end of their life. It is based on the EU WEEE Directive and aims to reduce electronic waste and improve resource recovery through producer responsibility schemes.

In place today for the Hager One Switch System product range:



Disassembly-friendly design without glued or welded components

Embedded WEEE⁵ labelling on product frames to guide end-of-life disposal

Production waste recycling partnership to recover copper and silver production scrap for reuse (separate from end-of-life schemes)

In development for 2026 and beyond:

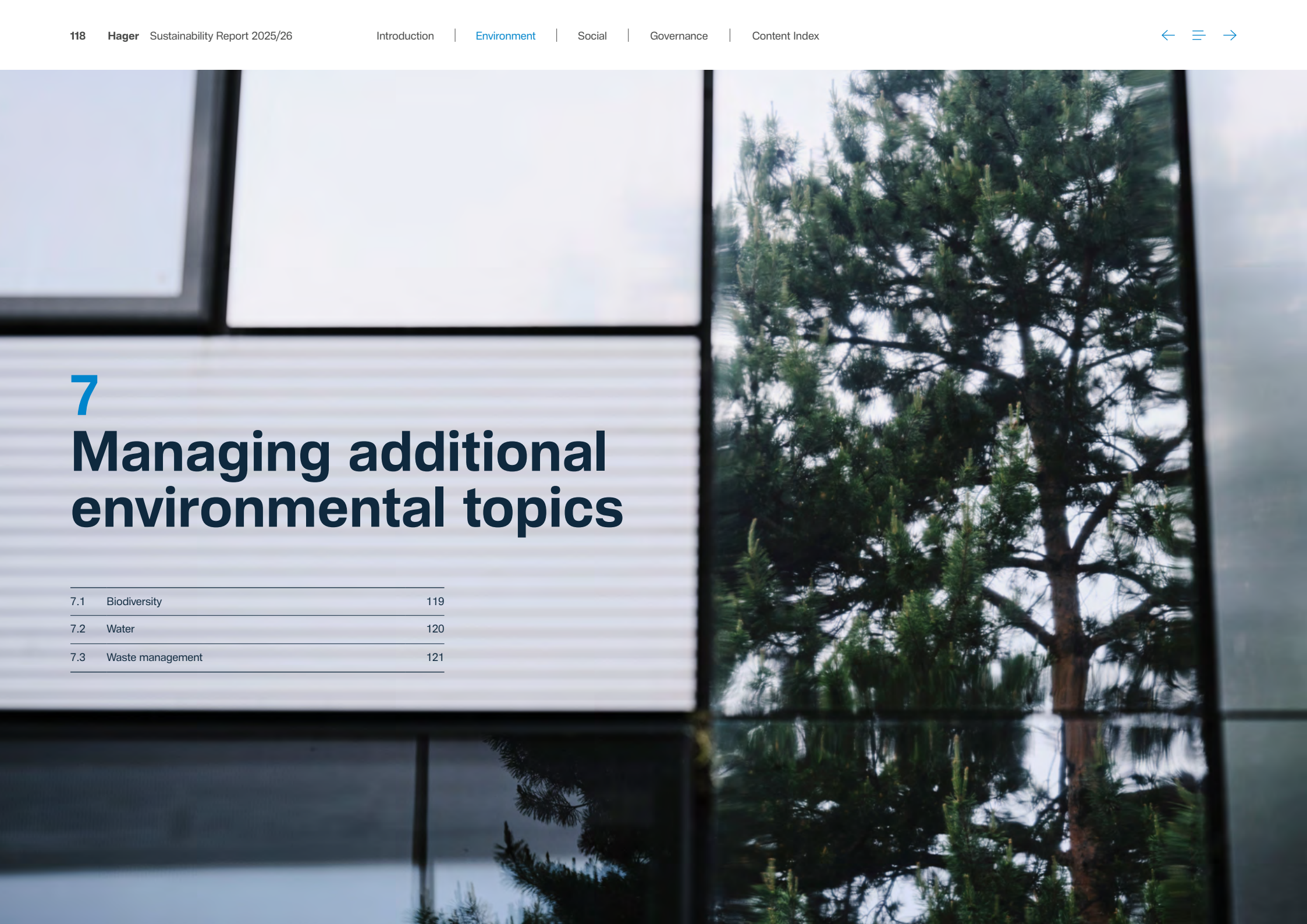


Group strategy development structured around four pillars: circular supply chain, circular product, circular process, and circularity as a service (2026)

Defining the scope: product ranges and corresponding circularity actions

Strengthened recycling partnerships and partner discussions on disassembly to optimise end-of-life treatment

Group-level monitoring of recovery and recycling performance, with internal accountability for active cycling activities



7 Managing additional environmental topics

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7.1 Biodiversity

Hager addresses additional environmental topics, including biodiversity, water usage, and waste management. This section outlines Hager's recent assessments, actions, and strategies aimed at minimising its ecological footprint and supporting sustainable practices across its operations. Through ongoing evaluation and targeted initiatives, Hager is committed to safeguarding natural resources and contributing positively to ecosystem resilience.

While these topics were not identified as material in our double materiality assessment, Hager recognises their growing importance for sustainable business practices, stakeholder expectations, and future resilience. By maintaining transparency and continuously strengthening its environmental practices, Hager contributes to protecting natural resources and supporting the transition to a more sustainable and circular economy.

GRI 304-1 304-4

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 its impact on biodiversity. In 2025, Hager continued to work proactively to contribute to the resilience of ecosystems, enhancing its performance in every area, so as to help sustain an environment that thrives.

This effort builds on a key milestone reached in 2023, when Hager conducted its first Biodiversity Footprint Assessment (BFA). Using the Global Biodiversity Score (GBS) methodology, Hager began to map how its activities influence the natural world. The analysis looks at the main pressures driving biodiversity loss – from land use and resource extraction to climate change, pollution, and invasive species. It captures both the changes happening now and the longer-term effects that persist over time, offering a fuller picture of how Hager's footprint unfolds across ecosystems.

What Hager found was both revealing and motivating. Nearly 90% of its biodiversity impact comes from Scope 3 activities, echoing the pattern seen in Hager's carbon footprint. While its overall impact remains in line with industry averages, and below that of key competitors, it is largely driven by climate-related pressures. This reinforces the importance of Hager's climate strategy as a lever for protecting biodiversity. Only two of Hager's sites, Arenzano and Blieskastel, are located within Key Biodiversity Areas (KBA)¹, where ecosystems are especially sensitive. Especially in these locations, Hager is committed to taking targeted action to minimise any potential harm.

To further deepen the understanding of biodiversity impact, Hager turned to the Integrated Biodiversity Assessment Tool (IBAT)², which helped it look beyond its direct footprint and into the ecosystems surrounding its sites. The results provided new insights: seven locations lie close to protected areas, and many operate near habitats that support hundreds of vulnerable species – 207 critically endangered, 549 endangered, and 1.229 classified as vulnerable. These insights are now shaping how Hager makes decisions, from site development to identifying opportunities for positive impact. For further information please refer to the [Annexure IV](#).

Looking ahead, biodiversity will remain an ongoing focus. By repeating the assessments every three years and acting on these findings, Hager aims to continuously refine its approach, ensuring that its actions not only reduce harm but actively contribute to healthier, more resilient ecosystems.

¹ 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 coordinated by the KBA Partnership, which includes organisations such as BirdLife International, IUCN, and Conservation International. More details are available at www.keybiodiversityareas.org.

² 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. More information can be found at www.ibat-alliance.org.

7.2 Water

GRI 303-3

Water is a fundamental resource underpinning both Hager’s operations and the wellbeing of communities and ecosystems worldwide. Prudent water stewardship therefore forms a core part of Hager’s commitment to sustainability, even though water has not been classified as a material topic in the materiality assessments, and Hager’s sites are actively pursuing tangible improvements in how water is managed, treated, and conserved.

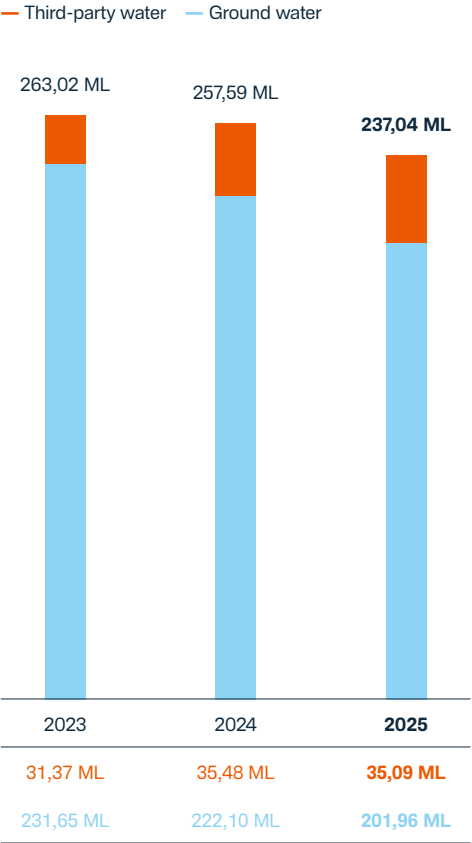
Hager’s efforts to prevent storage tank leakage and enhance rainwater harvesting continued through 2025. A telling example of this commitment is underway at the Bischwiller site, France, where a project to connect storage tanks to building gutters and channel collected rainwater directly to vegetated areas is reducing dependence on the freshwater supply. Taken together, these and similar initiatives enabled Hager to achieve an annual reduction of 20,5 ML in freshwater consumption in 2025, compared to 2024.

At Hager’s Tychy site, Poland, a 2025 ventilation unit replacement offered a similar opportunity for improvement. The previous configuration relied on an open-loop sprinkler system that sprayed water directly onto the cooling equipment before discharging it to the sewage network, a process that resulted in significant and continuous water loss. The replacement unit operates on a fully closed-loop circuit, eliminating this water use entirely and delivering an estimated saving of approximately 532 m³ per year.

Over recent years, water consumption has significantly declined, dropping from 292,3 ML in 2021 down to 237 ML by 2025. This represents a 19% reduction in water use. For further detail on water consumption please refer to [Annexure IV](#).

Furthermore, according to last year’s water scarcity assessment, two Hager manufacturing sites are situated in areas categorised as high or extremely high water-stress basins. To identify such areas, Hager used the WWF Risk Filter Suite – Baseline Water Stress Map³.

Evolution of water withdrawal by source, 2023-2025



³ <https://riskfilter.org/water/analyse/multiple-sites-map-view>

7.3

Waste management

[ESRS E5-1](#) [E5-2](#) [E5-3](#) [E5-5](#) [GRI 306](#)

Waste reduction is essential for mitigating biosphere impacts. In recent years, significant improvements to Hager's data collection methodology have provided a clearer and more granular picture of the waste generated across its operations and how it is disposed of. To further strengthen this foundation, Hager has initiated an action to harmonise waste data reporting across all sites, consolidating local data into a common structure and mapping waste codes to standardised definitions, enabling improved benchmarking and, in the future, the development of Group-level waste targets.

Hager continued to strengthen its approach to waste management, focusing on reducing overall waste volumes and improving waste treatment practices across all operations. While manufacturing activities inevitably generate both non-hazardous and hazardous waste, Hager increasingly designs processes and encourages site-level initiatives that actively reduce waste volumes and improve the quality of waste treatment. For example, at the Lyon distribution centre, France, clean surplus cardboard is collected and redistributed to other sites rather than disposed of, directly reducing both waste volumes and procurement needs elsewhere. Similarly, at the Vendenheim site in France, backing paper generated during operations is sorted and channelled into recycling rather than general waste disposal. These initiatives reflect Hager's broader ambition to move from waste disposal towards resource recovery, sharing best practices across sites and progressively extending them at Group level.

LOCAL WASTE MANAGEMENT INITIATIVE

High-quality waste sorting



Time frame:
Ongoing

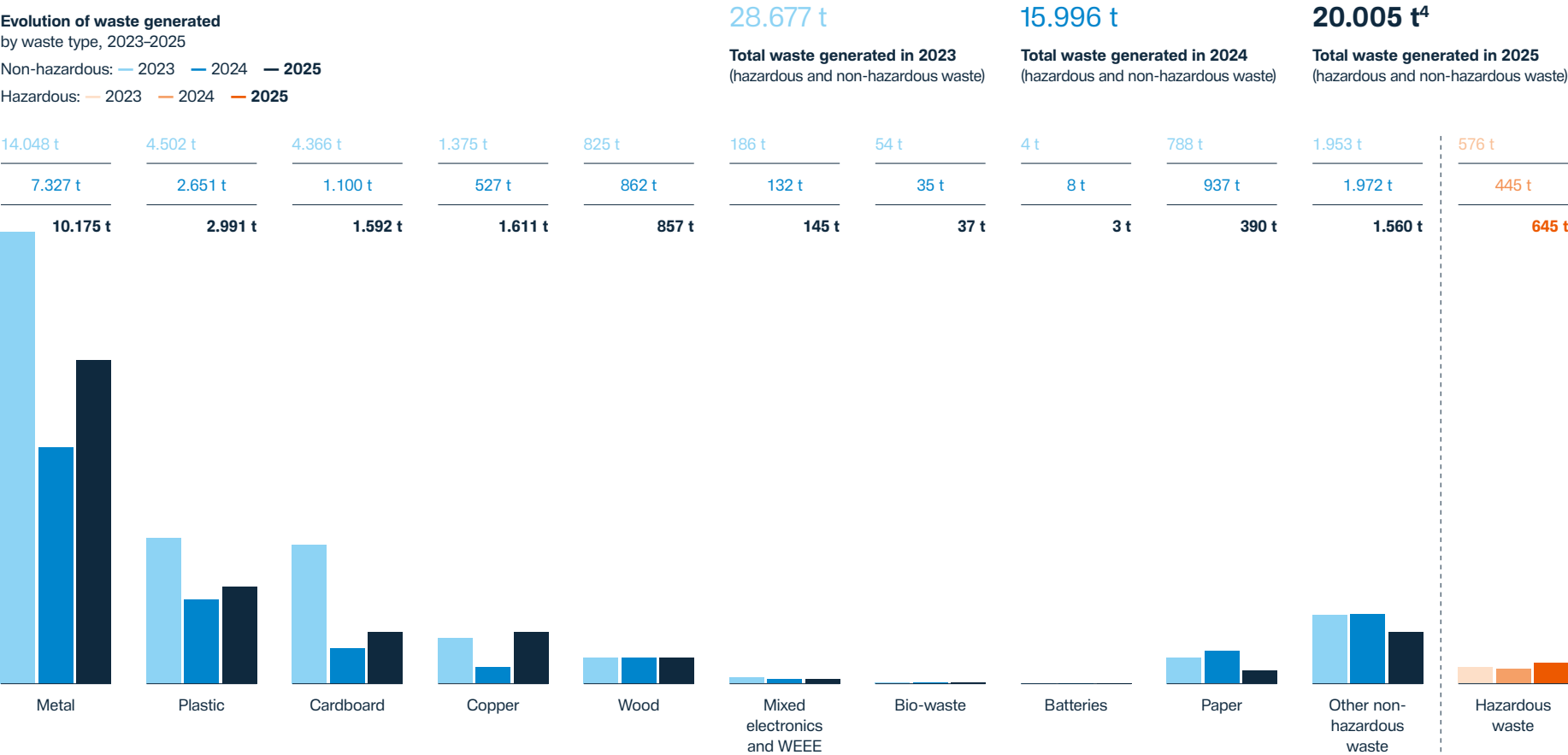
Goal: To ensure waste is sorted at source to the highest possible standard, maximising material recovery and recycling rates across all major waste streams.

Scope: Manufacturing and logistics sites visited as part of Hager's Group-level waste diagnostic (Blieskastel and Heltersberg in Germany, and Obernai and Vendenheim in France).

Actions taken: Hager sites maintain dedicated, clearly labelled containers for a wide range of distinct material streams, including ferrous and non-ferrous metals, copper alloys, plastic films, cardboard, hazardous liquids, and electronic waste. This granular separation at source ensures that materials are directed to the most appropriate recovery or recycling route, avoids cross-contamination between streams, and supports the accuracy of Hager's waste reporting data. The quality of sorting observed across sites forms the basis for Hager's ongoing efforts to maintain and extend these standards to further locations.

Evolution of waste generated by waste type, 2023-2025

Non-hazardous: 2023 2024 2025
Hazardous: 2023 2024 2025



In 2025, Hager generated a total of 20 kilotonnes of waste, covering categories such as WEEE and hazardous waste. Of this amount, around 97% was non-hazardous, with metal waste emerging as the most prominent component.

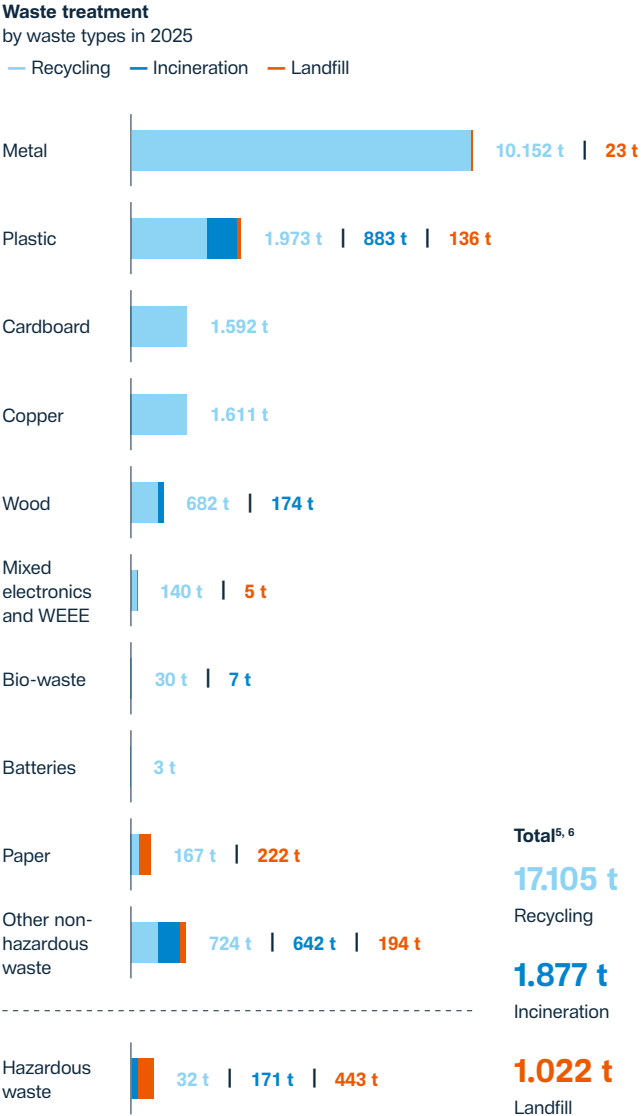
Compared to 2023, a noticeable drop was observed in overall waste generation. This trend was especially clear for metal, plastic, and cardboard waste, which saw reductions of approximately 28%, 34%, and 64% over three years, reflecting Hager’s continued efforts to limit environmental impact and improve waste management strategies.

Hazardous waste followed the opposite trend and increased by approximately 12% in the reporting year compared to 2023, despite having fallen in 2024.

⁴ Any discrepancies between individual values and totals are attributable to rounding adjustments and do not affect the underlying data accuracy.

Recycling remains Hager’s preferred treatment route across all non-hazardous waste streams. For the highest-volume materials, i.e. metal, plastic, and copper, the vast majority was channelled back into the recycling loop, reflecting our commitment to keeping materials in circulation for as long as possible. Copper and WEEE waste followed the same path. Where recycling was not feasible, such as for wood, paper, and normal industrial waste mix, materials were managed responsibly through incineration and landfill.

Of the 645 tonnes of hazardous waste generated, 443 tonnes were diverted to landfill, with smaller volumes treated through incineration and recycling. Further details of the waste management data can be found in [Annexure IV](#).



⁵ This supplementary non-material disclosure was added to meet the data demand of a specific user of the sustainability statement and does not result from the materiality assessment.

⁶ Any discrepancies between individual values and totals are attributable to rounding adjustments and do not affect the underlying data accuracy.

LOCAL WASTE MANAGEMENT INITIATIVE

Structured end-of-life product treatment process



Time frame:
Ongoing

Goal: To ensure that finished products reaching end of life are handled through a controlled, traceable, and formally governed process, from identification through to final treatment.

Scope: Hager manufacturing and logistics sites in Blieskastel, Heltersberg, Oberrnai, and Vendenheim.

Actions taken: Hager has implemented a structured process for managing end-of-life finished products. The process includes formal verification of authorised signatories, systematic registration of products and their origin, and organised assignment to the appropriate treatment route. Each scrapping decision is documented through dedicated record forms, ensuring full traceability from the point of identification to final disposal or recovery. This approach strengthens Hager’s internal governance, supports regulatory compliance, and provides reliable data for both environmental reporting and cost-of-poor-quality tracking, reinforcing Hager’s commitment to responsible and transparent waste management.

Social: fostering wellbeing and strengthening communities

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Care is the Hager way: why people matter to better buildings

by [Franck Houdebert](#)
Chief Human Resources Officer and Sustainability Sponsor

Key performance indicators 2025 in comparison to 2024

Internal mobility
30%

same as last year

LTAR
2,42

-7,6% reduction from 2024

Gender balance
in top management
(share of female leaders)

23%

same as last year

Better buildings are safer, smarter, and more sustainable. That promise depends entirely on people. Across Hager’s operations in more than 30 countries, the ability to deliver on that promise rests on people being safe, skilled, supported, and treated fairly. Health and safety, lifelong learning, open communication, fair treatment, and engagement are key conditions to sustainably succeed.

This is what Care means at Hager: the deliberate commitment to creating conditions in which people can give their very best. When a manufacturing team works in a safe, well-designed environment; when an engineer has access to training and mentoring; when a manager leads with empathy and clear feedback; when an employee is treated fairly and feels they belong – each of these conditions directly enables the innovation, quality, and reliability that our customers depend on.



“As Hager continues to shape the electrical world of tomorrow, our conviction doesn’t change: people are at the heart of our sustainable success. And this is directly linked to Care – our deliberate commitment to well-being, growth, dignity, and performance. It is the cultural signature that sets us apart.”

[Franck Houdebert](#)
Chief Human Resources Officer
and Sustainability Sponsor

Strategic intent People Ambition

The direction: to create a safe, diverse, and inclusive environment where people can thrive as we perform and transform.

Operational framework Care Approach

The frame: four observable pillars – physical and mental health & safety, effective communication & feedback, fair & transparent treatment, and lifelong learning & employability – translated into concrete, daily behaviours for every manager and employee.

Target-driven execution Human Sustainability Charter

The measure: concrete 2030 commitments that make Care accountable and auditable. Progress will be monitored centrally and reported transparently.

Key commitments

CARE pillar	Quantitative objective (Charter)	Metric/target	What it measures in practice
Physical and mental health and safety	Reduce workplace accidents	LTAR: -5% YoY until 2030	Effectiveness of safety culture and prevention systems
Effective communication and feedback	Employee voice and engagement	1 engagement survey per year (2026–2030)	Strength of dialogue, listening culture, and feedback loops
	Build mental health approach	Framework in place by end of 2026	Maturity of psychological safety and support
Lifelong learning and employability ¹	Internal mobility	30% of roles filled internally by 2030	Career opportunities and talent development
Fair and transparent treatment	Ensure employee financial protection	100% life insurance coverage by 2030	Social protection and fairness in benefits
	Gender diversity in leadership	30% women in leadership (SM+) by 2030	Inclusion and equitable access to leadership roles

¹ In 2026, an objective linked to the number of working hours per employee/year has been halted and is under review. We believe there is a potential to set a more impactful target in the medium term.

Perform. Transform. Care. define Hager’s guiding principles. We perform to deliver reliable solutions that customers trust. We transform to drive the innovation our industry requires. And we care because the energy transition and the buildings that will define the low-carbon future are only possible when people thrive. These three commitments reinforce one another.

This chapter sets out how Hager translates Care into action. Hager has structured its approach around three instruments: a strategic intent called our People Ambition (the direction we’re headed), an operational framework called the Care Approach (how we embed Care in daily practice), and a target-driven execution plan called our Human Sustainability Charter (the measurable commitments Hager holds itself to). Together, they form a coherent articulation of our people strategy and our commitment to building better tomorrows.

What comes next
Building on this foundation, the following sections are structured around the four Care pillars and aligned with ESRS S1 and S4 standards. They present how each pillar is translated into concrete policies, operational actions, and measurable performance indicators. This approach ensures that commitments are systematically implemented, monitored, and continuously improved across the organisation.

People Ambition and our Care pillars

Inspired by human sustainability



Our vision is to shape **tomorrow's electrical world**.

We believe that our **culture**, rooted in **collaboration and continuous learning**, unlocks **innovation**, drives **customer satisfaction**, and creates **meaningful value for people**.

We foster a **leadership approach** and **workplace culture** built on **empowerment**.

We promote **safety, health, and wellbeing**.

We support **people development and internal mobility** to build future-ready skills for resilience and employability.

We are **committed to diversity, equal opportunities, and inclusion**, and to nurturing a **sense of belonging and shared purpose**, for better buildings and better tomorrows.

Our **human-centric approach** includes employees, customers, partners, suppliers, and the communities we serve.

Together, we grow.



Physical and
mental health
and safety



Effective
communication
and feedback



Lifelong
learning and
employability



Fair and
transparent
Treatment

8 Our people and culture

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8.1

Our policies and targets

The People Ambition establishes the *why* – the conviction that long-term performance depends on the value Hager creates for people. The Care Approach establishes the *how*. The Human Sustainability Charter and the Declaration of Principles on Respect for Human Rights establish the *what*. These are formal commitments, grounded in stakeholder dialogue and double materiality, that are auditable, monitored, and reported transparently.

The three instruments work in sequence. The Charter sets principles across all Hager-owned and -operated sites and relevant stakeholders, ensuring human sustainability across our value chain. The Declaration of Principles extends those commitments across the value chain, anchored in the Universal Declaration of Human Rights¹, ILO Conventions², the UN Guiding Principles on Business and Human Rights³, and the OECD Due Diligence Guidance⁴. The 2030 targets make each Care pillar measurable: concrete thresholds, tracked centrally, that close the gap between aspiration and accountability. Together, they form the policy framework that the sections below bring to life.

ESRS S1-1

Our People Frame

The Human Sustainability Charter and Hager's 2030 targets do not exist in isolation. They are anchored in the cultural framework that defines how Hager operates: the values every employee holds, the behaviours that drive performance, and the principles that guide leadership. Together, these three rings form the cultural compass within which all People policies are designed and enacted.

A charter shaped by dialogue and materiality

The Human Sustainability Charter sets out Hager's principles on human rights, labour standards, diversity, health and safety, social dialogue, and learning and development. It applies across all Hager-owned and -operated sites, and Hager expects its partners and suppliers to uphold the same general commitments, ensuring human sustainability across our value chain.

In accordance with ESRS S1, Hager discloses below the quantitative objectives and time-bound targets established under its Human Sustainability Charter, which constitutes the primary policy instrument governing the Group's commitments towards its own workforce. These targets address material impacts, risks, and opportunities identified in relation to working conditions, equal treatment and opportunities,

The People Frame



and other work-related rights as required under ESRS S1-4 and S1-5. Progress against each target is monitored centrally and reported on an annual basis. Where targets remain in the early stages of implementation, this is disclosed transparently in accordance with the principle of balanced reporting.

Labour rights and Human Rights Charter

The Declaration of Principles on Respect for Human Rights sets out Hager's commitment to respect human rights across its operations, value chain, and supplier relationships. It helps protect Hager's own workforce, workers in the value chain, and local communities that may be affected by the company's activities.

Through the Declaration, Hager commits to protecting the following rights: 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

¹ Adopted by the United Nations in 1948, establishing fundamental human rights and freedoms applicable to all individuals.

² Developed by the International Labour Organization (ILO), defining international labour standards on workers' rights, including freedom of association, non-discrimination, and elimination of forced and child labour.

³ Issued by the United Nations, providing a global framework based on "Protect, Respect, and Remedy" for managing human rights impacts in business.

⁴ Published by the Organisation for Economic Co-operation and Development (OECD), outlining a risk-based approach for identifying, preventing, and mitigating adverse impacts in business activities and value chains.

and of thought, belief, and religion; right to education; right to privacy and data protection; and protection of local communities and indigenous peoples.

The Declaration also explains how Hager implements human rights due diligence, both within its own business divisions and across its direct and indirect suppliers. Respect for human rights is a fundamental part of Hager’s corporate responsibility. Hager, therefore, expects its employees, business partners, and all stakeholders to respect human rights and to refrain from infringing upon them. These commitments are based on internationally recognised standards. They include the Universal Declaration of Human Rights, ILO Conventions, the UN Guiding Principles on Business and Human Rights, and the OECD Due Diligence Guidance.

Resources related to actions addressing material impacts, risks, and opportunities

The policies and targets set out above establish what Hager commits to. The following disclosure addresses how those commitments are resourced – the functions, structures, and budgets through which material actions are brought to life across the organisation.

Dedicated functions are responsible for addressing material impacts, risks, and opportunities related to Hager’s own workforce. The resulting actions are carried out within existing HR, health and safety, and operational structures and were funded through current functional budgets in the reporting year.

At Group level, quantitative data on key resources are not yet fully consolidated, including financial spend and FTE⁵ (Full-Time Equivalent) allocation per action. Resources are currently tracked within broader functional cost structures rather than allocated separately by action. To improve this reporting, Hager is strengthening its data governance framework, which will increase transparency and allow better traceability of resource deployment in future reporting cycles.

Hager reports on existing actions for its key material topics, such as training and skills development, and health and safety. Strategic actions in additional areas, including working conditions, other labour-related rights, and diversity and inclusion, are under development.

⁵ FTE (Full-Time Equivalent) refers to a standardised unit used to measure employee workload by converting total hours worked into the equivalent number of full-time employees. One FTE represents the hours worked by one full-time employee over a defined period, while part-time or temporary working hours are expressed as fractions of an FTE.



The Care programme means translating strategic ambition into concrete commitments – and then following through. That’s what we’re building, pillar by pillar, year by year.

Leslie Moog
Health and Wellbeing Sustainability Programme Manager

Further details on actions taken and targets set are provided in the thematic sections that follow.

Hager Care key commitments				
Care pillar	Objective	2030 target	2025 status	Progress
Health & safety	Reduce workplace accidents	LTAR –5% YoY every year to 2030	2,42 LTAR ↓ –7,6% vs 2024	On track 72% of 2030 path
Health & safety	Build mental health approach	Framework live by end of 2026	Design scoping underway	In progress Due 2026 – 40%
Fair treatment	Ensure employee protection	100% life insurance coverage by 2030	Baseline set Roll-out planned	Baseline set Multi-year roll-out – 25%
Fair treatment	Gender diversity in leadership	30% women (SM+) in leadership by 2030	~23% 7 pp gap to target	In progress 55% to target
Communication	Employee voice & engagement	1 survey/year 2026–2030	PULSE designed First survey 2026	Baseline set Launch 2026 – 30%
Learning	Internal mobility	30% of roles filled internally by 2030	30% Baseline = target	On track Target met in 2025 – 100%

8.2

Our workforce profile and coverage

The policies, targets, and commitments outlined earlier in this chapter define what Hager is working towards and why. This section turns to *who*: the people these commitments are designed to serve. Understanding the scope, composition, and geographic spread of Hager's workforce is the necessary foundation for any credible account of human sustainability. Clearly defining the workforce in scope provides a solid basis for assessing targets and measuring progress fairly. The workforce profile presented in section 8.2, therefore, provides the baseline against which all subsequent disclosures – on health and safety, learning, engagement, and fair treatment – should be read.

[ESRS S1-5](#) [S1-6](#) [S1-16](#) [GRI 2-7](#) [2-8](#)
[GRI 3-3](#) [GRI 401-1](#)

Hager's workforce spans every function required to create buildings that are safer, smarter, and more sustainable. Hager's engineers design electrical solutions that reduce energy consumption across different applications. Its manufacturing teams ensure every product meets safety and quality standards before it leaves the plant. Its supply chain and logistics teams optimise delivery routes and inventory, reducing costs and carbon while guaranteeing on-time delivery. Its sales teams translate technical capability into solutions tailored to each building's needs and climate zone. Its customer support teams ensure installations work correctly from commissioning through to operation, maximising system performance and longevity.

Beyond product delivery, Hager's strategy teams set the long-term direction that guides all other functions toward sustainable growth. Its innovation and R&D teams develop next-generation products that address evolving market needs and regulatory requirements. Its digital and IT teams build the software platforms, data systems, and connectivity that enable Hager's solutions to be smart and remotely managed. Its procurement teams source

materials responsibly, ensuring sustainability standards are upheld across the supply chain. Its quality and compliance teams verify that every product meets safety, environmental, and regulatory requirements.

Hager's people and organisational development teams build the systems, culture, and capabilities that allow the organisation to scale and retain talent. Its finance and business operations teams ensure resources are allocated efficiently to the priorities that matter most. Its health and safety teams prevent workplace incidents and protect the Group's 12.000+ employees. Its sustainability and environmental teams ensure that operations and products advance the energy transition. Its marketing and communications teams help customers and markets understand how Hager solutions create value.

Each role – from the engineer designing efficiency into a circuit breaker to the IT specialist enabling remote energy management, to the procurement manager sourcing sustainable materials – contributes directly to buildings that perform better, cost less to operate, and emit less GHG emissions. This distributed expertise, working together, is how Hager creates lasting value.

Employees

Hager operates globally and employs 12.307 people. Production activities are primarily concentrated in Europe, China, and India. Outside these regions, Hager's presence mainly consists of service, sales, marketing, and distribution offices. Consequently, locations with fewer than 100 employees are primarily dedicated to these business activities.

Number of employees
split between full- and part-time

12.307

Employees in total

95%

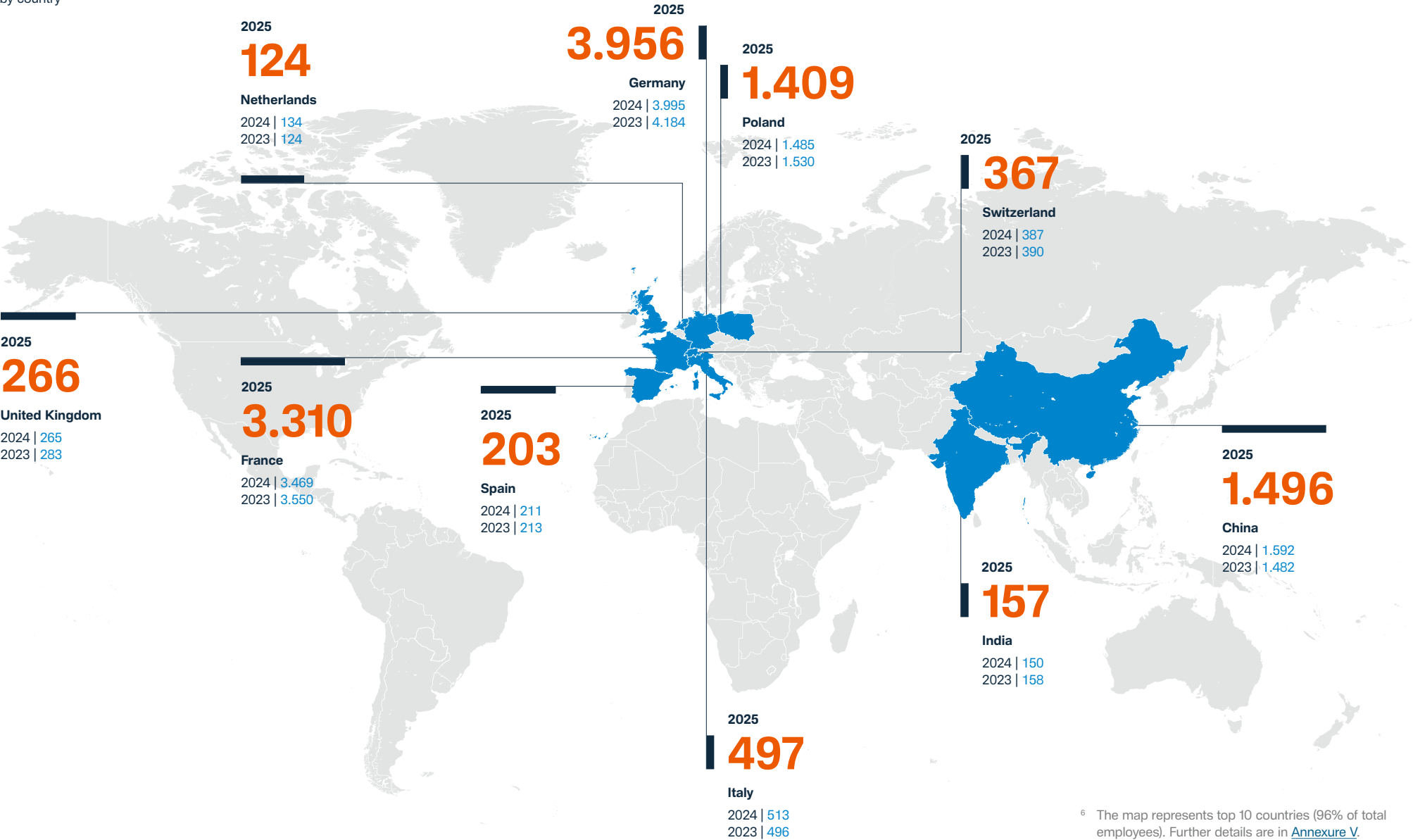
Full-time employees

93%

Permanent employees



Employees in total
by country⁶



⁶ The map represents top 10 countries (96% of total employees). Further details are in [Annexure V](#).

Women represent 40% of Hager’s overall workforce, a figure that has remained consistent across the last three reporting cycles, reflecting a broadly balanced workforce composition across the Group. Building on this foundation, Hager continues to strengthen the representation of women in leadership positions through its 2030 ambition of reaching 30% women in senior management roles. Strengthening diverse leadership is important to Hager’s long-term success, bringing broader perspectives, supporting innovation, and helping ensure that leadership reflects the diversity of its people. In 2025, women represented 23% of senior management positions, reflecting ongoing progress supported by targeted diversity, development, and talent initiatives. Further details are provided in section [8.6.2 Diversity in our workforce](#).

Further details of Hager’s workforce are available in [Annexure V](#).

Non-employees

The non-employee workforce includes individuals who do not have direct employment contracts with Hager (such as contractors and leased employees). For reporting purposes, this group of 1,420 individuals is tracked separately because they have not yet been consolidated into Hager’s central Human Resources Information System (HRIS)⁷.

- The composition of the non-employee workforce is as follows:
- *Leased employees* represent the largest category, at 1,100 individuals (78%). They are employed by third-party leasing companies and primarily work at Hager’s manufacturing and logistics sites, functioning as operational extensions of Hager’s teams.
 - *Contractors and temporary specialists* account for approximately 320 individuals (22%). They are engaged for defined periods to provide specific skills or specialised expertise on projects.

⁷ HRIS (Human Resource Information System): A centrally governed set of HR digital tools that together enable the storage, management, and processing of employee data and key HR processes, including payroll, attendance, and compliance reporting.

Employees in total by gender



Evolution of non-employees, 2023–2025

	2023	2024	2025
Non-employees – Total headcount	1.490	1.171	1.420

Methodology

The calculation is based on headcount and movement data recorded in the HRIS Power BI database at the end of the reporting period. The headcount reflects the number of non-employees working at Hager at that point in time. Each individual is counted as one non-employee, regardless of whether they work full-time or part-time.

Note that employees from recently acquired entities are not part of the scope of reporting.

8.3

Physical and mental health and safety

With the workforce profile established, the question that follows is how well Hager protects its people. With operations spanning more than 30 countries, its 12.307 employees and 1.420 non-employees operate across manufacturing sites, logistics operations, and commercial offices, reflecting a highly diverse operational footprint. The diversity of working environments across Hager, from production floors and warehouses to engineering labs and sales offices, exposes employees to a wide range of physical and mental health risks. This makes a systematic and consistent approach to health and safety essential across all operations.



[ESRS S1-1](#) [S1-3](#) [S1-4](#) [S1-5](#) [GRI 3-3](#) [GRI 403-1](#) [403-3](#) [403-5](#) [403-6](#) [403-7](#) [403-8](#)

Hager's approach to occupational health and safety begins with a conviction that runs through its P2030 strategy: a safe and healthy workplace is the foundation of a resilient organisation. To reflect that conviction in how Hager operates, health and safety was elevated to a Group-level function in 2024, ensuring it receives the strategic attention and resources it requires at every level of the organisation.

Our health, our safety, it's our one objective at Hager, an integral part of our culture. Together, we're building a safer and healthier workplace, site by site, and step by step. A safe workplace doesn't happen by chance. It takes clear rules, shared responsibility, and daily attention. We focus on prevention, consistent training, and encouraging everyone to take ownership of health and safety.

Liam Dee
Health & Safety Director

Hager's ambition extends beyond minimum legal requirements. From ergonomic investment to mental health support, health and safety is managed as a long-term commitment to its people.



The Hager Safety Charter gives that commitment its operational form. It defines the behaviours and standards expected of every employee and non-employee working at Hager sites, and brings together ten Golden Safety Rules alongside core safety messages that apply across the organisation. The Charter also promotes a shared mindset of continuous improvement, recognising that safety culture must be actively maintained and regularly strengthened over time. The Golden Safety Rules are integrated in the Safety Charter and are available to employees through Hager's internal communication platform Hager Live! and our document management system.



For all employees

Hager's Golden Safety Rules for all employees

- 01 | Follow all safety standards and guidelines provided by the company. These rules are mandatory.
- 02 | Do not take shortcuts or bypass safety standards and guidelines.
- 03 | Think before acting. Always evaluate the situation and assess possible risks before you start an action.
- 04 | Attend all safety trainings and meetings to stay up to date with company policies and best practices.
- 05 | Enter company premises only by using official entrance areas. Make sure that visitors and external people receive a safety briefing and accept the safety rules.
- 06 | Adhere to the defined pedestrian areas, traffic routes, and speed limits.
- 07 | Never work under the influence of drugs or alcohol.
- 08 | Keep the workplace clean and organised to ensure a safe work environment.
- 09 | Report any accident, incident, near-miss, or any safety concern immediately to a superior or safety officer.
- 10 | Be a safety role model for your colleagues, always practice safe behaviours, and stop unsafe work.

8.3.1

Mission zero

[ESRS S1-13](#) [GRI 403-7](#) [403-8](#) [403-9](#)
[403-10](#)

To deliver on the promise of a safe workplace, Hager launched the Mission Zero project in 2024. It is an organisation-wide programme, with an initial focus on production, logistics, engineering, laboratories, prototyping, and industrialisation. The programme is designed to ensure consistent safety standards across the organisation and to establish clear lines of responsibility, reporting, investigation processes, and preventative guidance for identified health and safety risks.

The goal is to empower all employees to manage existing and emerging health and safety risks. Two complementary levers support this goal: Group-wide standards for managing health and safety risks, and function-specific targets for high-risk areas. Together, they are expected to strengthen safety performance and protect employee wellbeing, in line with the objectives of the Hager Safety Charter.

To track the effectiveness of Mission Zero, Hager has defined a target for the Lost Time Accident Rate (LTAR) as a cornerstone of its multi-year journey toward a fundamentally safer workplace. This target ensures that the health and safety objectives set out in the Safety Charter and Human Sustainability Charter remain on track year by year. The aim is to reduce LTAR by 5% annually until 2030 – a commitment that reflects the sustained effort required to embed safety culture across the organisation. This target applies to all Hager operations worldwide.

In 2025, LTAR reached 2,42, a reduction of 7,6% compared to the previous year, exceeding the annual target. This progress demonstrates momentum, yet Hager recognises this as an early chapter in a longer transformation. Each year's improvement builds the foundations for safer workplaces and stronger safety behaviours across all sites and functions.

Hager is also enhancing open engagement on health and safety through the Behaviour-Based Safety (BBS) programme, recognising the value employees bring when they suggest how to improve conditions at work. In 2025, 10.192 safety observations were registered through BBS – almost four times the number recorded in 2024.

In line with Mission Zero, Hager set a target to establish Safety and Health Management Systems, prioritising significant locations of its operations. Accordingly, 96%⁸ of manufacturing sites that constitute these locations are individually certified by third parties to ISO 45001 for Safety and Health Management Systems. These sites cover 90% of Hager's own employees and 100% of non-employees within its own workforce. For Hager's manufacturing site in Pune, India, the certification is scheduled for mid-2026, which will bring the coverage to 100%.

Hager also continues to strengthen emergency preparedness. This includes first-aid training that enables employees to become certified first aiders (e.g. in France and the UK), combined with exercises to test emergency response procedures, and debriefs to identify improvement actions. In some locations, local teams complement these structured programmes with additional measures. These include wellbeing allowances, support for sports and recreational groups, wellbeing committees, gym memberships, and access to fresh food options.

⁸ 22 of 23 manufacturing sites.

-7,6%

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

10.192

safety observations carried out



8.3.2

Reporting workplace incidents

GRI 403-2 403-5

Local management is accountable for the health and safety of their teams, including a safe workplace environment and safe processes. Clear protocols and systems are in place to ensure compliance with all relevant regulations. Health and safety work includes identifying hazards, assessing

risks, defining mitigation measures, and the continuous improvement of prevention systems. Employees and other relevant stakeholders are required to follow Hager's health and safety protocols and are also encouraged to raise safety concerns or suggest improvements through a manager, the local Occupational Safety Specialist, or the Kaizen alert card system.



“It makes a difference knowing that health and safety in all roles is taken seriously, not just talked about. We've put clear ownership in place, run regular health sessions, follow up on checks, and make sure people are trained, e.g. in first aid skills, so that safety is integrated in the day-to-day work of commercial teams.”

Grace Lei
Talent Management Manager

Local HR initiative

Strengthening health and safety in commercial roles

Country:
China



Initiative:
Health, Safety, and Environment (HSE) Programme



Time frame:
Launched 2025

Goal: To strengthen health and safety awareness and improve health outcomes for commercial functions.

Scope: Covers 110 staff members across mainland China

Actions taken: The programme marked an important step forward with the creation of a dedicated HSE role for the Sales & Marketing functions. This enabled more consistent monitoring, communication, and follow-up on our initiatives. Health awareness is supported through health webinars delivered via WeChat every two months, complementing annual health checks. A monitoring process was introduced to strengthen follow-through on these checks, alongside the roll-out of first-aid certification across sales offices. Clear guidance on safe conduct during business activities further reinforces everyday health and safety awareness for commercial teams.



Alongside preventative programmes, Hager is committed to continuous improvement. Incident reporting plays a key role in ensuring transparency and enabling organisational learning.

The process defines five sequential steps:

1. Raising a safety alert.
2. Conducting an investigation using the 5-Why methodology.
3. Analysing contributing factors using five categories: organisation, procedures, teams, individual actions, and controls.
4. Defining mitigation measures and preventative actions to help avoid recurrence.
5. Defining lessons learned and applying improvements beyond the incident location.

For incidents resulting in lost time or with the potential to cause a serious outcome, a safety alert is raised within 24 hours by the responsible site or function leader, ensuring immediate visibility and response. A structured investigation is completed and translated into concrete actions to help prevent recurrence. The Group Health and Safety Board reviews each case to ensure consistent learning across the organisation and to strengthen the overall approach to prevention. In parallel, Hager prioritises direct dialogue: a face-to-face meeting with the affected employee(s) takes place within five working days of their return, led by the site or function leader and the direct manager. This combination of rapid response, structured learning, and personal engagement reinforces the commitment to continuously questioning how to provide better conditions for health and safety and builds a culture where people feel supported and protected.

Hager also invests in continuous improvement in this area. Health and safety managers are trained in a formal investigation method to better understand how incidents occur and to categorise their causes. Incident outcomes are also now consistently defined globally. These actions, as they mature, provide the insight needed to develop more effective lessons learned, to help prevent incidents, and to support Hager's goal of becoming a learning organisation. Please refer to [Annexure V](#) for Health and Safety data.

8.3.3 Mental health

[GRI 403-6](#) [403-7](#)

Mental health and psychological safety are central to Hager's Care commitment. All Hager employees worldwide have access to confidential psychological counselling through a Group-wide partnership with Qualisocial, available 24/7, with up to five company-funded sessions per employee. In Germany, the provider is PREVENT.ON, which offers specialist support aligned with local occupational health requirements.

Building on this baseline of direct support, Hager is developing a comprehensive Group-level mental health programme. A psychosocial risk assessment was conducted in France in 2025 – covering factors such as workload, working relationships, organisational change, and job autonomy. France, as one of Hager's largest and most operationally diverse markets, provides both a meaningful baseline and a potentially replicable methodology for subsequent assessments across the Group. The ambition is to define a mental health programme in 2026 and set strong, replicable foundations, grounded in evidence and designed to support people.

Local HR initiative

Building everyday support for mental wellbeing

Country:
United Kingdom



Initiative:
Mental Health Initiative



Time frame:
Initiated 2024-2025

Goal: To strengthen mental health awareness and support across the organisation.

Scope: 41 managers trained, covering every employee with direct managerial oversight; 11 Mental Health First Aiders trained

Actions taken: The initiative focused on building confidence, consistency, and everyday awareness. All people managers took part in dedicated sessions designed to help them recognise early signs of distress, hold supportive conversations, and balance support with operational demands. At the same time, all Mental Health First Aiders were retrained to ensure consistent and reliable support. Awareness was reinforced through key events such as Stress Awareness Month, World Mental Health Day, Mental Health Week, and Suicide Prevention Day. Rather than formal clinical interventions, the approach relies on gentle, sustained visibility. This includes discreet posters with coping techniques, emergency contacts, and helpline service numbers placed inside restroom doors to protect privacy while remaining accessible. A Wellbeing & Events Committee was also launched in early 2026 to further support a positive, healthy, and inclusive workplace culture through coordinated wellbeing initiatives and engaging events.



Supporting mental wellbeing at Hager is about steady, visible engagement that people can actually benefit from. We equip managers and first aiders with the confidence to act early, while keeping support discreet and accessible in everyday work settings. This creates awareness that feels supportive without being intrusive.

Raj Dhadwal
Human Resources Business Partner

8.4

Effective communication and feedback

A safe and protected workforce provides the foundation for performance. What sustains that foundation is the quality of dialogue between people and their organisation. Effective communication and feedback, a cornerstone of Hager's Care approach, operates on two levels:

Structural: every employee, regardless of location or role, has access to formal channels for representation, participation, and collective bargaining.

Relational: managers and employees engage in regular, quality dialogue supported by a feedback culture that no governance structure alone can create.

Both dimensions are essential. The first ensures that employee voices are heard through established mechanisms; the second ensures those voices translate into daily practice and continuous improvement.

To embed feedback as a core capability, Hager is strengthening its feedback culture across the organisation. The aim is to equip all employees with the skills to give and receive feedback effectively. This supports more open dialogue, stronger collaboration, and faster learning.

[ESRS S1-7](#) [GRI 3-3](#)

Social dialogue helps Hager stay resilient, responsive, and aligned at every level of the organisation. Through negotiation, consultation, and open information exchange between employees, management, and their representatives, it builds transparent communication and shared responsibility.

The aim is clear: every employee, regardless of location or role, should have access to structured ways to participate and be represented. The HR function and business leaders manage social dialogue at country level, supported where appropriate by dedicated Social Dialogue Managers who work closely with employee representative bodies, unions, the European Works Council, and with the labour inspectorates of the various countries.

8.4.1

Workforce engagement and governance

[ESRS S1-2](#) [S1-3](#) [S1-4](#) [S1-7](#) [GRI 2-26](#) [2-30](#)

Engagement with own workforce

Formal representation structures give employees a voice in the organisation. What makes that voice meaningful in daily working life is the quality of the feedback culture that surrounds it. Hager is actively working to close the gap between structural access and relational practice – equipping managers and employees alike with the skills and habits that make feedback a genuine driver of engagement and performance, rather than a periodic formality.

Hager engages with all employees through a wide range of channels. These include learning opportunities, personal and career development, collective bargaining, and dialogue with works councils and other representative bodies. Engagement is also fostered through the Hager Awards, returning in 2026 after a three-year pause, which recognise innovation that drives sustainable growth across the value chain.

Two mechanisms anchor this exchange. The employee engagement survey 'Tell Us!', launched in 2022, captures organisation-wide sentiment. Performance and development interviews (PDI), in place since 2019, support ongoing dialogue between individual employees and their managers.

Hager encourages employees to express their views freely and respectfully, and supports both formal and informal mechanisms for dialogue, collaboration, and shared responsibility. To strengthen the feedback loop, the frequency of the employee engagement survey will increase from biennial to annual between 2026 and 2030.

Workforce engagement is governed through three levels of representation:

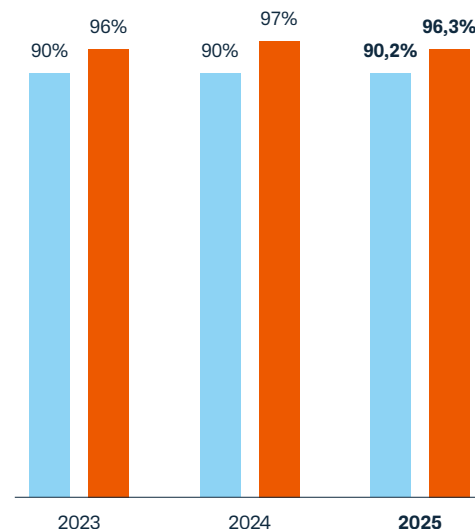
- At the European level, Hager has an agreement (European Works Council – EWC) in place, reached in 2007, to include employee representatives from various European countries in decision-making and orientation, thereby ensuring that employee voices are integrated into strategic considerations.
- At country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

Collective bargaining

The right to collective bargaining and freedom of association are fundamental human rights. They are enshrined in the Constitution of the International Labour Organization, and Hager fully supports them. Beyond its commitment to social dialogue, freedom of association, collective bargaining, and full regulatory compliance, Hager aims to build productive and mutually beneficial relationships between management and labour organisations. This includes fair wage practices to ensure a living wage for all employees. In 2025, 90,2% of the workforce was covered by collective agreements. In addition, 96,3% of the workforce was represented by workers' representatives globally. For further details please refer to [Annexure V](#).

Evolution of workforce representation and collective bargaining coverage, 2023–2025

— Workforce covered by collective agreements
— Workforce represented by worker's representatives



Methodology

The percentage of employee coverage is calculated based on the total number of employees disclosed in S1-5. For the data consolidation of workforce covered by collective agreements, Hager took into account all local collective agreements irrespective of the conditions they cover. For example, in Poland the agreement covers working time and health insurance rather than wages.

For the data consolidation of workforce representation by workers' representatives, Hager took into account the workers' representatives for all countries represented on the European Works Council.

Channels to raise concerns

Hager's business success depends on the trust of its stakeholders. To protect this trust, Hager has a robust system to detect and address risks to business ethics at an early stage. The integrity alert system allows employees, partners, and other external stakeholders across the value chain to raise concerns. Each alert is assessed and handled promptly by the Hager Ethics Officer to safeguard business integrity.

Fairness is central to this process. Hager follows the principles of confidentiality and objectivity during investigations. The Group Ethics Officer oversees all investigations, which are carried out by ethics team members and independent experts who are not part of the relevant management chain. All investigators sign confidentiality and conflict of interest declarations. Whistleblower identities remain confidential throughout the process and are not disclosed to investigation participants or included in investigation reports.

A key element of this system is 'Let's Talk!', Hager's whistleblower system. The governance and the reporting on this are explained in detail in the "Ethics" chapter.

8.5 Lifelong learning and employability

Structured dialogue and trusted channels give employees a voice. What gives that voice substance over time is the capacity to grow – to develop skills, take on new responsibilities, and contribute to collective capability.

Lifelong learning and employability are another of Hager's Care pillars and reflect a straightforward conviction: sustainable performance depends on people who are equipped to lead change. In a period of accelerating technological transition and demographic pressure, developing capability from within is as much a strategic necessity as a social commitment. Section 8.5 sets out how Hager pursues that ambition – through internal mobility, the Hi! University learning platform, structured expert programmes such as Eureka, and the Early Careers programmes that are building the workforce Hager will need through 2030 and beyond.

[ESRS S1-3](#) [S1-4](#) [S1-5](#) [GRI 3-3](#)

Successful transformation depends on people being empowered to lead change. As a learning organisation, Hager equips individuals with the mindset, skills, and confidence to take initiative, challenge the status quo, and drive innovation. To support this, Hager applies its 70-20-10 people development model.

Under this model, 70% of learning takes place through on-the-job experience; 20% through peer interactions, coaching, and mentoring; and 10% through structured training delivered via courses and programmes.

A robust learning ecosystem supports Hager's people development. Its components maximise the effectiveness of each element of the model:

- Internal mobility is promoted as a core lever for professional growth. It is guided by a fair and transparent charter and facilitates learning through direct experience.
- Coaching and mentoring are supported in various ways, with performance and development interviews (PDIs) being of primary importance. PDIs help employees define personalised learning paths, support onboarding, and guide role-specific development. Mentoring

People development model

10%

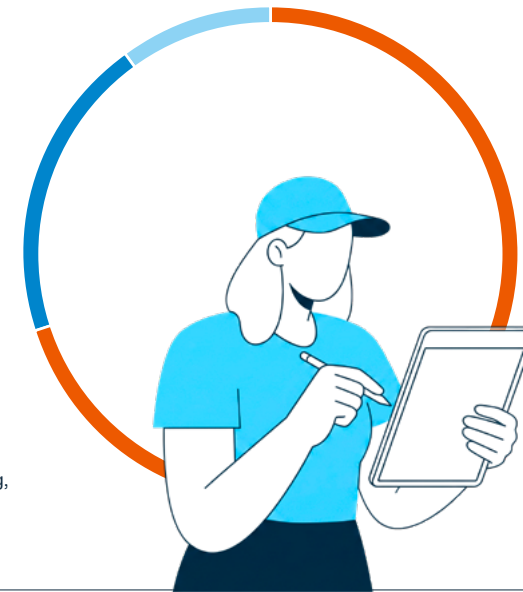
via structured training, delivered through courses and programmes

20%

is achieved through peer interactions, coaching, and mentoring

70%

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



and coaching also take place through informal guidance, peer support, and targeted development programmes that foster a culture of continuous learning.

- The Hi! University programme offers a wide range of courses, academies, and programmes aligned with skills needs and Hager's strategic goals.
- Training covers a wide range of topics, from professional and technical development to overarching themes such as ethics and sustainability.

These programmes help reduce the risk of skill shortages, knowledge gaps, and delayed transformation. At the same time, they create positive social impact by strengthening employability and professional development opportunities. By systematically investing in future talent and expert capabilities, Hager turns talent attraction from a structural risk into a strategic opportunity. This strengthens innovation capacity, ensures operational continuity, and supports sustainable growth. It also strengthens cross-functional collaboration and directly supports the Project 2030 strategy for organisational resilience.

Hager continues to strengthen leadership capabilities across the organisation through its structured **START, ACTIVATE, and ENGAGE** development programmes, designed to support employees at different stages of their leadership journey. **START** builds foundational leadership skills for new and emerging managers, **ACTIVATE** supports leaders in expanding their influence and driving performance in more complex environments, and **ENGAGE** strengthens coaching, collaboration, and employee engagement capabilities for experienced people leaders. Together, these Group-wide programmes contribute to talent development, leadership effectiveness, and employee empowerment, supporting Hager's long-term people and sustainability strategy.

International HR initiative

Leadership development – Activate programme

Goal: To develop effective and impactful leaders and strengthen a consistent leadership culture across countries.

Scope:

- Cohorts deployed across multiple countries
- First international cohort launched (~12 leaders)
- Scalable Group-wide leadership programme

Approach: Activate is our Group leadership development programme for experienced leaders, deployed across mid- and large-sized countries including Germany, France, Switzerland, China, Poland, Italy, and Australia. For the first time in 2025, an international cohort has been launched, bringing together 12 leaders from 5 different countries to foster inclusiveness and cross-country alignment.

The programme brings together leaders in structured cohorts, combining learning, reflection, and practical application across core leadership capabilities: self-awareness, communication, team development, and change management.

Participants are supported through development tools, including coaching and 360° feedback, to deepen self-reflection and translate insights into everyday leadership practice.

Impact:

- Strengthens leadership consistency across regions
- Builds confidence in leading teams and driving change
- Enhances collaboration and knowledge sharing globally

Key message

Scaling a unified leadership culture by developing experienced leaders through structured, inclusive, and globally connected learning journeys.

8.5.1

People development and internal mobility

GRI 404-2

At Hager, people development is designed as a comprehensive programme – covering every individual and team, with no unmet needs and no duplication – ensuring that access to learning opportunities that promote professional growth is universal across the organisation.

Internal mobility is a key lever within this programme. It means moving between business functions, disciplines, locations, and countries – broadening competencies, enabling cross-functional contributions, and supporting geographical flexibility. Every move enriches the individual and brings valuable insight and expertise across the organisation. To address the impacts, risks, and opportunities identified in the double materiality assessment related to employee engagement, Hager is committed to embedding active career management into its operating practice.

Career goals are a structured part of the annual Performance and Development Interview. In these discussions, managers and employees jointly assess development needs and readiness for future roles. All open positions are published transparently on Hager's internal job posting platform, ensuring equal access across functions and

regions. Internal candidates are systematically considered for every open position. Where role changes occur, handover and onboarding processes are implemented to ensure business continuity and effective knowledge transfer. Targeted training and upskilling measures support employees in closing competence gaps. Hager's target is to ensure that 30% of open positions annually are filled with internal candidates through 2030.



Internal mobility is a real opportunity for both personal and professional growth. Every move encourages people to step beyond their comfort zone, learn in a new environment, and broaden their perspective. When internal transitions are actively supported and made transparent, change becomes a powerful lever for development – and a way to retain expertise, share knowledge, and strengthen Hager from within.

Jennifer Wunn
Group Talent Management Director



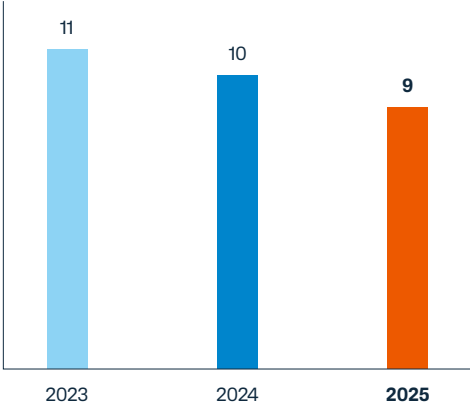
8.5.2

Hi! University and external training

[ESRS S1-4](#) [S1-5](#) [S1-12](#) [GRI 404-1](#) [404-2](#)

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 roles in production, research and development (R&D), sourcing, and sales.

Evolution of average training hours, 2023-2025 per employee



Methodology

The methodology for calculating training data is based on completed training records. These records are captured for Hager employees in the Learning Management System Power BI dashboard at the end of the reporting period.

Hager refined its approach to calculating average training hours in 2025. The goal is to provide a more accurate picture of employee development. Previously, reporting covered only completed modules within Hi! University. The updated methodology now includes all relevant training formats, including online training, in-person sessions, and externally delivered programmes. This broader scope offers a more realistic view of workforce capability building aligned with ESRS requirements. It also ensures consistency with Hager’s training targets and internal performance monitoring framework. Based on the updated methodology, Hager employees completed an average of 9 training hours in 2025. This level remains broadly stable compared to the previous year, with a slight decrease.

Building on this 2025 baseline, Hager is further developing its Group Learning and Development strategy to better align employee development with strategic priorities and material human sustainability topics. This approach aims to strengthen employee engagement and ensure that learning initiatives deliver tangible value for both individuals and the organisation.

New targets will be defined on this basis, supporting a more focused and impact-driven development framework.

Within the 70-20-10 people development model, the ‘10’ means that 10% of new knowledge comes from structured training and formal learning. Hi! University enables cross-functional mobility by equipping employees with the skills required to transition into new roles. Employee engagement with the platform continues to increase year-on-year, reinforcing its relevance and impact.

Hi! University

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

- APICS⁹ for supply chain

Personalised programmes

- Sales
- Project management
- EP2M¹⁰
- Eco-design starter

8.5.3 Performance and development interviews

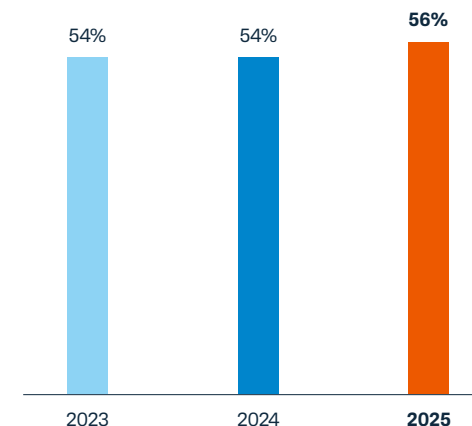
[ESRS S1-12](#) [GRI 404-3](#)

Introduced in 2019, performance and development interviews (PDIs) are a structured tool for people development at Hager. They create clear pathways for personal and professional progress and enable people to take ownership of their performance. In 2025, 100% of targeted employees participated in their PDIs.

The calculation includes the number of targeted employees in the internal workforce who are covered by a formal performance and career development review. Hager defines targeted employees as all employees in the internal workforce except operators and service personnel. In some cases, local processes exist for operators and service staff, but Group-wide reporting is not yet available.

The assessment is conducted consistently across all countries and completed by February of the following year.

Evolution of the employees' PDI coverage, 2023–2025¹¹



⁹ 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.

¹⁰ EP2M (Effective Product Management and Marketing) is a structured learning path developed by Hager to strengthen product management and marketing competencies.

¹¹ Percentage of Hager internal workforce covered by Performance and Development Interviews (PDI).

8.5.4 Eureka programme

An outstanding workforce is made up of skilled professionals. Strong technical and scientific expertise is a critical asset that supports sustainable growth, drives innovation, and strengthens Hager's competitive advantage. The Eureka programme was established to build this capability by enabling Hager to attract, retain, and develop highly qualified experts and to systematically manage expertise.

This is especially important in a competitive market for engineering, digital, and sustainability expertise. Eureka focuses on securing and developing highly specialised technical and scientific skills. It does so through dedicated expert career paths, advanced training, and cross-functional innovation projects.

Since its launch in 2022, the programme has successfully onboarded four cohorts with a focus on engineering, industrialisation, manufacturing, and digital skills. In total, 34 experts have joined Eureka in France, Germany, and Italy, covering a broad range of specialisations, including connectivity technologies, materials science, and power and energy metering.

Eureka follows a clear roadmap. It is designed to support development, share knowledge, and advance Hager's technological strategy. The programme also aims to develop experts with strong cross-disciplinary collaboration and communication skills. To achieve this, 21 expertise domains have been addressed so far. These domains were selected based on their relevance to Hager's business, their expected strategic impact, and the difficulty of acquiring and developing these skills.

8.5.5 Early careers

Future prosperity depends on a strong and effective talent acquisition strategy today. Hager offers a wide range of opportunities for people at the start of their careers. These include apprenticeships, internships, student placements, and graduate programmes. Early career candidates gain hands-on experience, develop skills, and access diverse professional opportunities.

Hager's ambition is to support global growth by attracting outstanding early career talent who can drive innovation across its international teams. The Early Careers programme brings young professionals into the organisation through three complementary pillars.

STEM deepens technical expertise for research and innovation; Local Leadership builds cross-functional business acumen within markets; and Global Accelerate prepares high-potential professionals for early management through international exposure.

Together, these pillars create a coherent framework that supports the development of future technical and leadership capabilities from within. By consistently attracting, developing, and retaining expert talent through the Eureka programme, and by applying the same focus to early-career professionals, Hager is securing its talent pipeline through 2030 and beyond.

Business case

The talent equation

The Early Careers Programme aims to turn talent development into a strategic investment, with measurable returns and a clear case for building capability from within.

Cécile Dhermain, twenty-six, works across two sites as part of her Volontariat International en Entreprise (VIE)¹² assignment, an experience that allows her to discover the Group's international environment from different perspectives. Inspired by her own journey, she now contributes to the design of Hager's Early Careers programmes, with a clear ambition: to create distinctive career paths for high-potential talents, combining cross-functional exposure, strategic projects, continuous learning, and strong visibility. It is the experience that shaped her, and the one she now wants to pass on. The Early Careers Programme will be launched in October 2026 to create exactly that experience – one where talented people are given real work, real responsibility, and the space to grow into the professionals Hager will need in the decade ahead.



Cécile Dhermain's cross-site experience through Hager's international VIE programme reflects the kind of early responsibility, international exposure, and structured development the Group aims to embed more systematically in its future Early Careers Programme.

¹² VIE (Volontariat International en Entreprise) is a French international graduate programme that enables young citizens of the European Economic Area (EEA) to undertake assignments abroad within companies operating internationally, typically for a period of 6 to 24 months.

Building talent from within also means making development visible as a shared effort, where cohorts, structured pathways, and collective learning turn individual potential into a stronger internal capability base for the years ahead.

“This is not a training budget line,” says Céline Friedrich, Early Career Talent Acquisition & Programs Manager. “It is a strategic investment in the capabilities Hager will need to lead the energy transition. We are building up the workforce of 2030 today.”

The cost of looking elsewhere

For companies navigating accelerating technological change, demographic pressure, and intensifying competition for qualified professionals, hiring from outside has become an increasingly costly default. Wage inflation, recruitment premiums, headhunting fees, onboarding delays, and the steady erosion of institutional knowledge are structural realities that compound over time. “Every vacancy month, every recruiter fee, every new hire who takes twelve months to reach full productivity – these are not abstract numbers,” says Céline. “They add up, and they slow us down.” So, developing capability systematically from within has become a strategic prerequisite for Hager’s transformation.

Three pillars, one pipeline

The programme will operate across three complementary streams. “Hager needs different kinds of capability – deep technical expertise, strong local leaders, and globally mobile future managers,” says Céline. “The structure reflects the reality of what the transformation requires.” The three streams are:

STEM: strengthens scientific and technical expertise for research, product development, and sustainable innovation.

Local Leadership: builds cross-functional business acumen within individual markets, reinforcing succession planning and operational continuity.

Global Accelerate: prepares high-potential young professionals for early management responsibility through international exposure, structured rotations, and mentoring.

The value of building from within

While the programme requires upfront investment in training infrastructure, mentoring capacity, and governance, returns build steadily as each cohort matures. Based on established capital budgeting principles and an 8%¹³ discount rate, consistent with empirical findings in human capital economics, the cumulative discounted return over five years reaches approximately 57%¹⁴. “The value is cumulative,” Céline says, “every cohort that comes through adds to the capability base –

and reduces our dependence on the external market.”

Avoided recruitment costs, lower turnover, and faster time to full productivity all contribute, as does the institutional knowledge that internally developed talent accumulates over time.

¹³ Consistent with typical corporate investment benchmarks and empirical findings in human capital economics.

¹⁴ Derived from empirical research in human capital economics and established financial modelling approaches for human capital investment.



Louis Oculy, Apprentice in Energy Management at Hager's Connected Software Factory, is one of many young professionals building the capabilities the energy transition demands.

Beyond the corporate return

And the value extends well beyond Hager's own bottom line. Participants build skills faster, become more employable, and reach higher-responsibility roles earlier, with

stronger earning potential and greater long-term employment stability. When young professionals develop real capability in industries driving the energy transition, the effect is felt across regional labour markets, generations, and communities, building toward sustainable economic development. "This programme changes trajectories for the people in it," says Céline. "Structured development, real mentoring, early responsibility – that is not something you find on a conventional entry path."

The decade ahead belongs to people who understand both the technology and the transformation it requires. Hager is investing in them now.

Management summary

The risk: demographic pressure and intensifying competition for qualified professionals make external recruitment costly and unreliable – exposing the organisation to wage inflation, recruitment premiums, and loss of institutional knowledge.

The approach: three streams – STEM, Local Leadership, and Global Accelerate – build the capabilities Hager needs for its 2030 transformation from within.

The impact: ~57% cumulative discounted return¹⁵ over five years, through avoided recruitment costs, lower turnover, and faster productivity ramp-up.



Want to know more?

Find additional information in our extended online edition of **PULSE 2025/26**.

¹⁵ The cumulative discounted return expresses the total financial value generated by the program over five years, expressed as a percentage of the investment made. Future benefits are adjusted ("discounted") to reflect their value today, allowing for a comparable view of returns across years.



8.6

Fair and transparent treatment

Investing in skills and mobility gives people the means to grow. Whether that growth is open to all depends on how the organisation recruits, promotes, pays, and supports its workforce. Of the four Care pillars, fair and transparent treatment is perhaps the one most easily mistaken for a given. Every company will say it treats its people fairly. Fewer can show how. With operations in more than 30 countries and a multi-generational workforce, Hager anchors fairness in shared principles that ensure consistency and equity everywhere it operates – principles designed into how Hager recruits, how it promotes, how it pays, and how it supports people through the moments in life outside the working day.



[ESRS S1-1](#) [S1-3](#) [S1-4](#) [S1-5](#) [S1-8](#) [S1-10](#)
[S1-15](#) [GRI 3-3](#)

At Hager, the aim is for every employee to be treated fairly, supported appropriately, and respected as an individual. Hager's approach to fair and transparent treatment brings together key elements of human sustainability: diversity, equity and inclusion, equal treatment, support during important life situations such as caregiving and parenthood, the inclusion of people with disabilities, and fair remuneration practices, including living wage and pay transparency. In this way, Hager aims to create a workplace where people can contribute with confidence, develop their potential, and feel that they are treated with dignity and respect.

We promote a fair and transparent pay philosophy that values individual contribution and guarantees fairness and equity.

Eve-Madeleine Groeblbauer
Compensation & Benefits Senior Director

8.6.1

Living wage and pay transparency

[ESRS S1-9](#)

In the Human Sustainability Charter, Hager has committed to working continuously to uphold international labour standards by striving to ensure fair living wages, reasonable working hours, and appropriate benefits for all its employees. Accordingly, Hager conducted a living wage benchmark covering 100% of Hager employees in 2025. The aim was to identify potential gaps and define actions to ensure employees are paid a fair living wage.

The living wage benchmarks are derived using the Mercer methodology, which fully reflects the principles of the Anker methodology and aligns with the definition of the International Labour Organization (ILO, April 2024). The approach defines a living wage as the level of pay earned during normal working hours that enables workers and their families to achieve a decent standard of living. This includes the ability to afford essential needs such as food (based on internationally recognised dietary standards), housing, healthcare, education, transportation, clothing, and communication. The calculation is based on a standardised household composition, with the number of children rounded to a whole number to ensure comparability.

To assess alignment with these benchmarks, from a methodological perspective, employee remuneration is annualised and compared against the living wage threshold. The remuneration considered includes base salary and guaranteed allowances that employees are expected to receive within a one-year period. In addition, benefits in kind are included where they directly enhance employees' purchasing power. To ensure a prudent and consistent approach, benefits in kind are capped at a maximum of 30% of total remuneration, with any single benefit not exceeding 15% of pay.

Based on the initial assessment of employees in all Hager locations in 31 countries, Hager paid at least 99,94% of its employees above the living wage globally in 2025.

Launched in 2025, Hager's living wage gap analysis project plan involves a multi-step approach. In this first step, Hager considered total guaranteed cash only, without systematically factoring in benefits that the Anker¹⁶ methodology permits as part of the calculation. Subsequent steps will include these benefits, after which Hager will assess whether any gaps remain and provide a final comprehensive overview.

At this first stage, Hager can already confirm that no less than 99,94% of its employees are paid above the living wage. This percentage may increase once the next stage of the analysis has been completed.

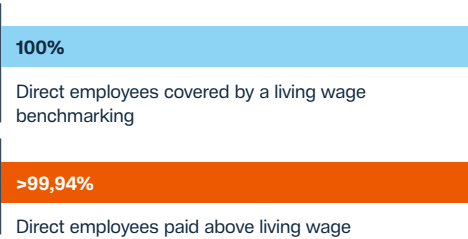
Based on the findings of the initial stage of this analysis, and building on this assessment, Hager has defined measures to investigate and close any identified gaps, and to strengthen alignment with its living wage commitment – with the goal of ensuring that 100% of employees are paid above the living wage.

Pay transparency

The Hager Total Reward strategy ensures fair and equitable compensation for all employees across the organisation. Pay is more than a mechanism to reward work – it is an expression of Hager's responsibility as an employer that values authenticity, courage, and integrity.

As part of its ongoing commitment to fairness and transparency, Hager is actively engaging with the evolving EU Pay Transparency Directive. The Directive affects all employers and employees in EU member states, including all EU-based Hager entities.

Living wage benchmarking results in 2025



¹⁶ The Anker Methodology is an internationally recognised methodology developed by Richard and Martha Anker to estimate a living wage and living income based on the actual cost of a basic but decent standard of living in a specific location. It calculates costs for food, housing, healthcare, education, transport, and other essential needs, while including a margin for unforeseen events, and is widely used as a benchmark in corporate sustainability and human rights due diligence. (Source: Anker Research Institute, *Anker Methodology for Living Wage and Living Income*)



“Paying a fair living wage is something we measure and act on. In 2025, we benchmarked pay for all our employees using an internationally recognised methodology and identified where gaps remain. That gives us a clear, data-based foundation to take targeted steps and strengthen alignment with our living wage commitment over time.”

Anne Girault
Compensation and Benefits Manager

8.6.2

Diversity in our workforce

[ESRS S1-4](#) [S1-8](#) [GRI 3-3](#) [GRI 405-1](#)

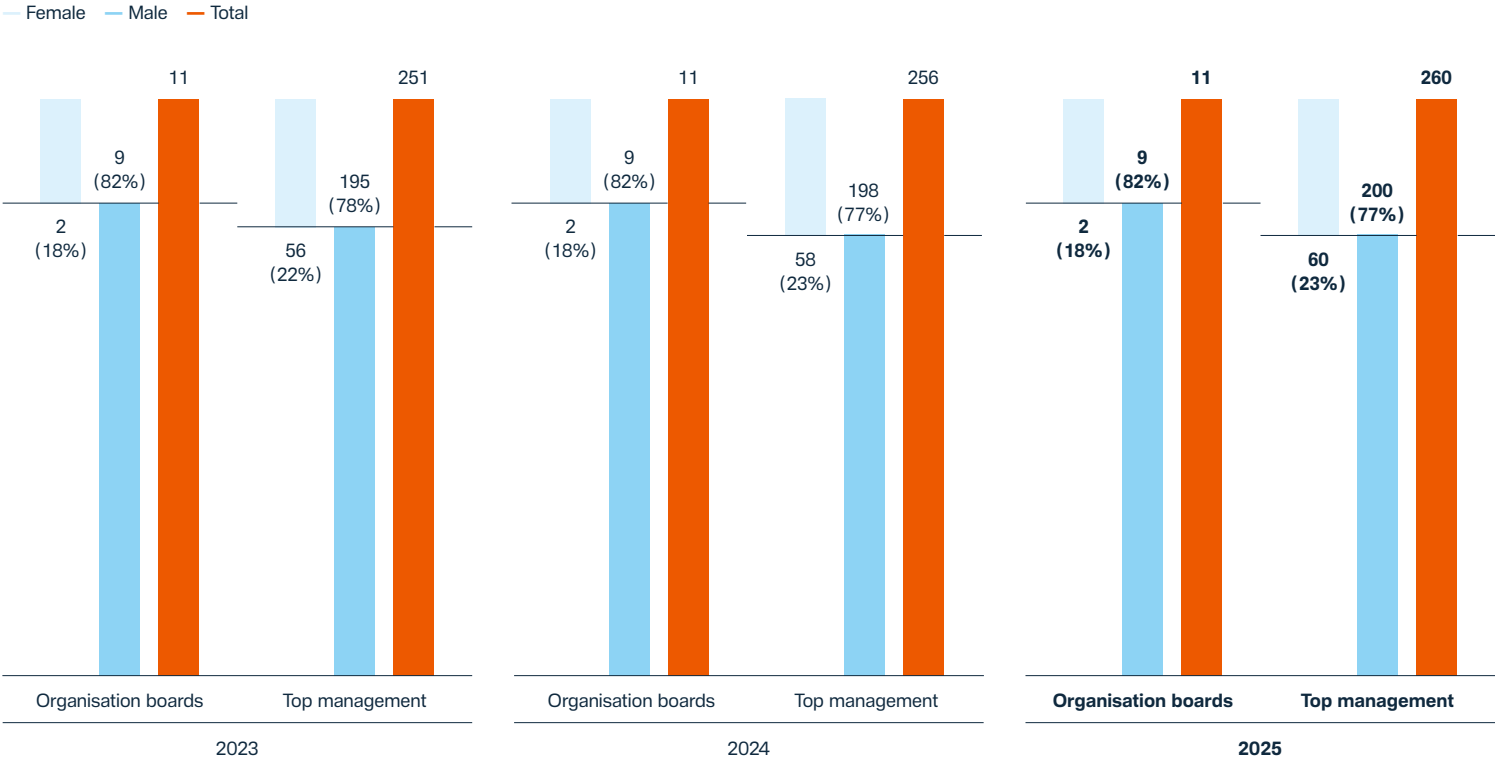
A diverse workforce brings different perspectives, experiences, and strengths that support innovation and long-term resilience. Hager is committed to creating an inclusive environment that respects and values diversity in all its forms.

This commitment is reflected in targeted initiatives across Hager’s global operations. In 2025, Hager ASEAN was recognised with a Diversity & Inclusion in Leadership award, demonstrating the impact of its structured approach. The marketing and sales teams in Singapore, Indonesia, and Malaysia implemented a focused programme to support women in advancing into leadership roles. The initiative combined mentorship, targeted development programmes, and systematic talent mapping, strengthening leadership diversity while building a robust internal talent pipeline.

By the end of 2025, the proportion of women in top management stood at 23%. On the Board of Directors and Supervisory Board, women’s representation remained at 18%. Hager’s target is to reach 30% female representation in top management¹⁷ by 2030.

¹⁷ Top management at Hager is defined as top executives, executives, and senior managers.

Evolution of gender representation in management positions, 2023-2025



Please refer to [Annexure V](#) for further details on our diverse workforce.

Methodology

The methodology used to calculate gender diversity is based on headcount and movement data recorded in the HRIS Power BI database at the end of the reporting period. Organisation boards include the members of the Board of Directors and Supervisory Board. Top management includes top executives, executives, and senior managers who have strategic decision-making authority. Hager applied the ESRS definition of “top management” and aligns it with its organisational structure.

8.6.3

Parenting support and caregivers

[ESRS S1-14](#) [GRI 401-3](#)

Hager supports employees in balancing professional and personal responsibilities through comprehensive family-related leave policies. At significant locations of operation¹⁸, the following entitlements apply: maternity, paternity, and parental leave are available to 97%, 95%, and 95% of employees respectively.

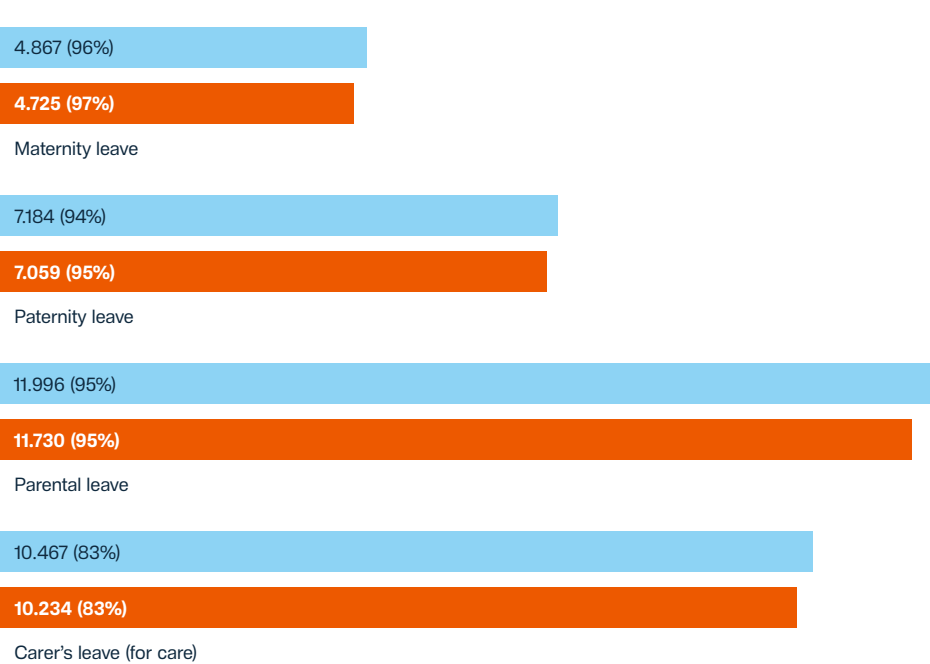
These figures represent employees who are entitled to such leave under applicable local legislation and Hager collective agreements. Variations reflect different regulatory frameworks across jurisdictions: some countries provide statutory maternity leave but not separate paternity provisions; others offer shared parental leave models.

Hager’s approach respects these local requirements while ensuring consistent support for parenthood across the organisation. Carer’s leave is available to 83% of employees at significant locations, reflecting national variations in statutory requirements. Many countries have no mandatory carer’s leave provision; Hager has negotiated entitlements in locations where this is legally possible and strategically important.

In 2025, Hager maintained these entitlements at significant locations of operation, representing 96,6% of the total workforce. The company monitors coverage globally and works toward aligning policies across regions, recognising that the ability to manage parenthood and caregiving responsibilities is essential to employee wellbeing and retention.

Evolution of family related leave coverage, 2024-2025

— 2024 — 2025



Methodology

Data collection takes place primarily at site level and reflects the applicable collective agreements and national labour regulations in each country of operation. Where a collective agreement applies to a specific site, it is implemented consistently for all eligible employees at that location. The information is consolidated through direct feedback and validation from the relevant country organisations. This process helps ensure completeness and accuracy. The number of entitled employees in the internal workforce

is considered for significant locations of operation, including manufacturing and logistics sites. These sites represent 96,6% of the total workforce.

The percentage of employees entitled to maternity and paternity leave is calculated using the number of female and male employees as the denominator, respectively. For parental leave and carer's leave, the percentage calculation is based on all employees.

¹⁸ Manufacturing and logistics locations.

8.6.4

Workers with special needs

ESRS S1-11

Hager supports the workplace integration and long-term inclusion of employees with disabilities¹⁹ across all its operations. In 2025, employees with disabilities represented 3% of Hager's internal workforce. Hager recognises that disabilities are not always visible, and that many employees with chronic conditions – including asthma, diabetes, rheumatism, vision impairments, and severe allergies – may benefit from targeted workplace support without a formal disability status.

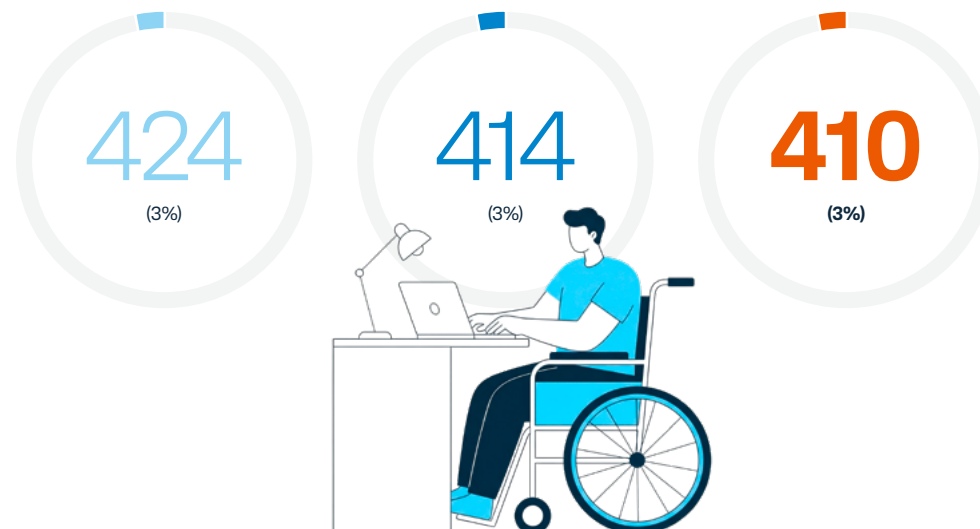
Across the Group, Hager's approach includes annual awareness campaigns on both visible and non-visible disabilities, workplace adaptations supported by local occupational health teams, and access to relevant administrative support and funding mechanisms where available in each country of operation.

In France, where Hager has its largest operational footprint, this approach is formalised through the national disability recognition system (RQTH – Reconnaissance de la Qualité de Travailleur Handicapé²⁰), which gives employees access to workplace adaptations, financial support, and tailored administrative assistance. Hager further actively manages applications for RQTH, MPDH²¹, and CPAM²² processes on employees' behalf, reducing the administrative burden on individuals. Hager also applies for RLH²³ grants to help offset reductions in work capacity, enabling employees to remain productive contributors.

Hager participates in the Board of Directors of Action et Compétence²⁴ (Handicap), reinforcing its commitment to inclusive employment practices across the French business community. Hager aims to strengthen the consistency of disability inclusion practices across all countries, using France as a model while adapting approaches to local legal frameworks and workforce needs.

Employees with disabilities in the workforce, 2023–2025

— 2023 — 2024 — 2025



Methodology

The methodology used for the calculation is based on headcount and movement data recorded in SuccessFactors – disability data across the Group, including executives and shop floor employees. The figures are calculated at the end of the reporting year, i.e. the end of December.

¹⁹ At Hager disability is defined as an official recognition of a physical or mental condition that limits an employee's movements, sense, or activities at the workplace.

²⁰ Official French recognition for individuals whose health condition limits their ability to work, granting access to support, workplace adaptations, and financial aid.

²¹ French public body responsible for managing disability assessments and access to related rights and services, including RQTH.

²² French health insurance fund handling medical reimbursements and employee sick leave.

²³ French administrative mechanism that recognises the severe impact of a disability at work, enabling employers to receive financial compensation for necessary adaptations.

²⁴ 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.

9

Product safety for consumers and end users

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9.1

Our product safety policy

Product integrity is non-negotiable at Hager. Every solution Hager brings to market must be safe, reliable, and compliant: across its full lifecycle, from development through to end use.

[ESRS S4-3](#) [S4-4](#) [GRI 3-3](#)

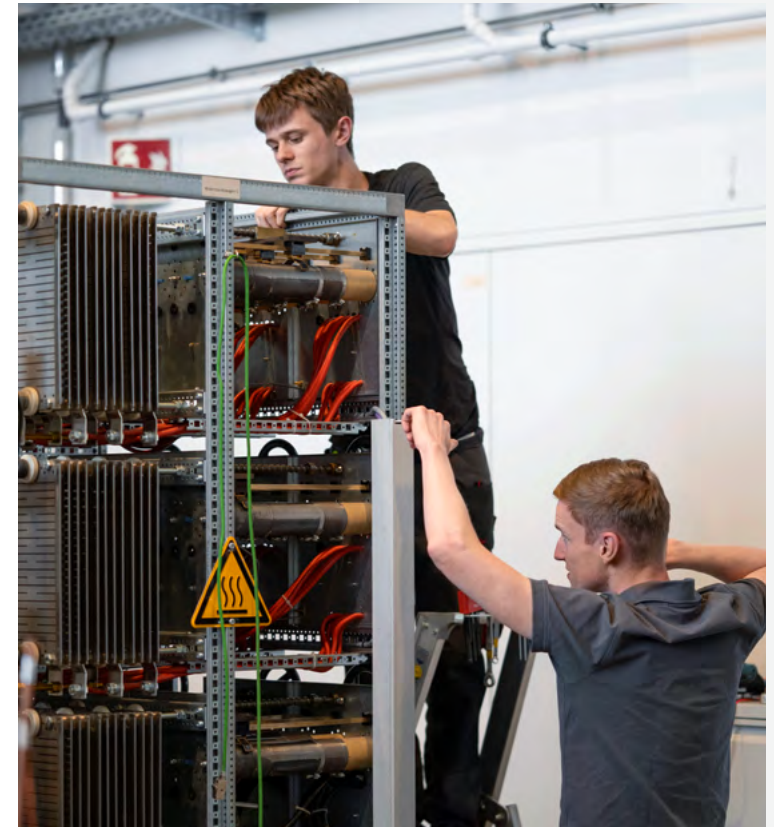
[ESRS S4-1](#)

Hager's primary policy framework is the Environment and Energy Charter ([Chapter 4: Climate change and energy](#)), which sets out its commitments on customer health and safety and hazardous substance elimination. The safety of Hager's products is closely linked to our efforts to eliminate hazardous substances.

We comply with all relevant consumer health and safety regulations, including the Low Voltage Directive (2014/35/EU) and Restriction of Hazardous Substances (RoHS) Directive (2011/65/EU).

All products are assessed prior to market release. Integrated product safety and quality management processes help identify potential negative impacts and risks to health, safety, and the environment. These include Advanced Product Quality Planning (APQP), Failure Mode and Effects Analysis (FMEA), and quality assurance and control procedures (as described in [9.3 How we build safety into every product](#)). Extensive performance testing, including field tests, routine tests, and follow-up tests, is also undertaken. Timely and appropriate training, instruction, and information are provided to all employees, partners, customers, and end users.

Methods and procedures are periodically reviewed and audited. Incidents feed directly into procedure updates through the mechanism described in [9.2 Engaging with consumers and end users](#).



Before products are released, Hager teams test, inspect, and validate them in detail, translating product safety requirements into controlled processes, documented checks, and the practical reliability expected in everyday use.

9.2

Engaging with consumers and end users

[ESRS S4-2](#) [GRI 2-25](#) [GRI 416-2](#)

Understanding customers is central to how Hager manages product safety and quality. This includes those who may face barriers in accessing or using solutions effectively, such as elderly users, persons with disabilities, or customers with limited digital literacy.

To ensure open, honest, and fully transparent customer dialogue, Hager maintains systems to track, monitor, and respond to customer concerns, including recording grievances, investigations, and outcomes. Customer engagement is carried out across a range of channels, including:

- Customer fairs and key account manager relationships
- Technical support interactions
- Customer satisfaction surveys including the Speak Up! survey
- Digital platforms: product review channels, online forums, and social media
- The Let's Talk! integrity alert system ([10.3 Reporting integrity alerts](#))

The Speak Up! survey is a comprehensive customer feedback tool used to evaluate brand perception, customer satisfaction, and overall experience. Insights from this survey help Hager understand whether customers feel heard and concerns are resolved satisfactorily, and where improvements to existing customer communication channels may be needed. Customer feedback also informs product development. For example, demand for lower-carbon and recycled materials is now integrated into the eco-design process. Additionally, customers and end users who wish to raise concerns have access to the integrity alert system Let's Talk!, described in [10.3 Reporting integrity alerts](#).

When customer concerns, safety incidents, or non-compliance are identified, they are investigated by relevant internal functions to determine the root cause and assess Hager's role. Where responsibility is confirmed, appropriate remediation measures are implemented without undue delay.

Processes may include corrective or preventive actions, provision of safety information, repairs, replacements, recalls, or withdrawals, in line with applicable regulatory requirements and internal quality standards. Hager cooperates closely with customers, distributors, installers, and competent authorities to ensure effective and transparent remediation.

Lessons from incidents and complaints feed directly into product design and quality processes to prevent recurrence.

As a result of this continuous effort, in 2025 Hager recorded zero incidents related to consumer health and safety¹. This result is consistent with Hager's historical records.

This result reflects the effectiveness of pre-market assessment processes and is consistent with the record for many years. Hager continues to monitor proactively rather than reactively.



0

Incidents of non-compliance with regulations and/or voluntary codes in 2023, 2024, and 2025

¹ This supplementary non-material disclosure was added to meet the data demand of a specific user and does not result from the materiality assessment.

9.3

How we build safety into every product

[ESRS S4-3](#) [S4-4](#) [GRI 416-1](#)

Product safety is integrated at every stage of the production process. Rather than setting standalone targets, product safety is embedded in the quality management system, governed by the processes below and monitored through the Speak Up! survey.

Hager has established continuous monitoring and improvement processes linked to any changes to existing products or the development of new products. They support the objective of enhancing the safety of customers and end users as stated in the Environment and Energy Charter.

1. Advanced Product Quality Processes (APQP)

During all product, solution, and service developments, Hager implements Advanced Product Quality Planning. APQP identifies potential failure modes, allowing corrective and preventative actions to be implemented before market introduction. This reduces the risk of product recalls or withdrawals, non-compliance with legal requirements, and negative impacts on end users.

2. Failure Mode and Effects Analysis (FMEA) and Quality Assurance/Quality Control (QA/QC)

During engineering, sourcing, and manufacturing, all products are assessed for customer health and safety risks using systematic FMEA and QA/QC processes to ensure long-term safety and environmental compatibility. This reduces the risk of unsafe products being placed on the market, thereby limiting recalls and withdrawals, ensuring legal compliance, and protecting end users from harm such as electric shocks, fire risks, or product malfunctions.

3. Project Quality Maturity Index (PQMI)

The Project Quality Maturity Index provides a systematic, milestone-based assessment of quality risks and required mitigation measures during project development. PQMI evaluates each project at key milestones through Quality Gate audits, ensuring that any identified safety or quality risks are detected early and addressed in a controlled and documented manner. Every Quality Gate review assigns a maturity status during project development. Low maturity at any gate triggers a high-risk classification, prompting escalation before the project proceeds. This helps mitigate the risks associated with placing unsafe products on the market, including recalls, withdrawals, non-compliance with legal requirements, and harm to end users.

Where tensions arise between remediation actions and other business pressures, such as cost, delivery timelines, or commercial considerations, Hager prioritises the health and safety of consumers and regulatory compliance. Decisions are guided by internal quality standards, legal requirements, and the precautionary principle.

The safety of customers is closely connected to the use of substances of concern in products. Actions to reduce, replace, and eliminate substances of concern, set out in [Chapter 5: Managing substances of concern in our products](#), are therefore also part of the product safety approach, not a separate programme.

Business case

Growing skills, growing business

Stronger installer businesses, fewer warranty claims, safer buildings: Hager's training programmes generate returns that reach far beyond the classroom. A formal impact assessment is putting the numbers behind them.

In a training workshop at Blieskastel, a group of electricians is wiring a simulated meter panel to the latest regulatory standard. The room is focused and quiet, save for the snap of terminals and the occasional question to the trainer. By afternoon, these participants will leave with competences they did not have that morning. What happens next, out on real job sites across Europe, is where the value begins to compound.

Trainer Martin Heib guides installers through a hands-on workshop. In two to four hours, participants translate theoretical planning into practical competence with Hager's product portfolio.



Hager's commercial-building workshops keep learning close to job-site reality, giving installers the space to practise with real components and the confidence to apply new techniques the moment they return to the field.



By the numbers

80.000+

installers trained per year

Up to 50%

fewer corrective site visits

+22-40%

increase in average basket value

300

webinars per year

84.081

participants in Germany (2025)

40.000+

digital learners

Hager's training ecosystem spans three centres in Germany alone, with 22 dedicated trainers, 300 webinars a year, and more than 40.000 digital learners. In 2025, the German programme trained and informed 84.081 participants. The scale is considerable. The question Hager wanted to answer was whether the returns were equally significant.

Quantifying the return

To find out, Hager is conducting a Social Return on Investment assessment across different phases. "Training is a strategic differentiator for Hager. By training first, we position ourselves ahead of our competitors," says Yves Peters, Director of Training. "But we wanted to go beyond intuition and put credible numbers behind what we observe every day."

The early findings confirm what the training teams have long sensed on the ground. After completing modules in energy management, e-mobility, or connected-home technology, installers diversify their services and take on projects they previously had to decline. Case studies show average basket values² increasing by 22 to 40%. Corrective

site visits drop by up to 50%³, freeing capacity and reducing material waste. "When an installer completes our energy management or e-mobility training, they gain the ability to offer services they were previously unable to deliver. That translates directly into revenue growth," explains Yves Peters.

² Basket value refers to the average revenue generated per customer transaction, calculated as total revenue divided by the number of transactions.

³ Based on the research conducted by Anthesis.

Management summary

The risk: the social, economic, and environmental value of Hager's installer training had never been formally quantified, leaving a significant contribution to the energy transition undocumented.

The approach: a three-phase SROI assessment with Anthesis: case study (2026), in-depth analysis (2027), full monetised evaluation (2028).

The impact: up to 40% higher basket values and 50% fewer rework visits for installers. Stronger customer retention, reduced warranty exposure, and deeper end-user trust for Hager. Safer, lower-emission buildings for society.



Trainer Thomas Marx leads a residential-building session covering Hager's solution portfolio, normative requirements and application rules – equipping installers to deliver compliant, high-quality work.

Retention, trust, and reduced warranty exposure

The benefits flow back through the value chain with equal force. Professionals who are trained correctly install products correctly. That means fewer warranty claims, lower after-sales costs, and products that perform as designed over their full lifetime. For end users, the outcome is a safer, more reliable installation delivered by a qualified expert, and that experience builds lasting confidence in the brand behind it.

“Our training is fully integrated into our Customer Relationship Management (CRM) system. After every session we follow up with documentation, product guidance, and ongoing support. That continuous relationship keeps installers connected to Hager,” says Yves Peters. Those who complete the learning programme adopt digital tools such as Hager Ready and Hagercad, develop deep familiarity with the product ecosystem, and are more likely to specify Hager solutions in future projects. The retention effect is tangible and cumulative.

A wider outcome

Beyond business performance, the assessment captures societal benefits. Better-configured installations reduce energy consumption in buildings. Fewer rework visits mean fewer kilometres driven and lower CO₂ emissions. Improved regulatory compliance reduces the risk of electrical incidents. Each trained professional carries these benefits into dozens of projects annually.

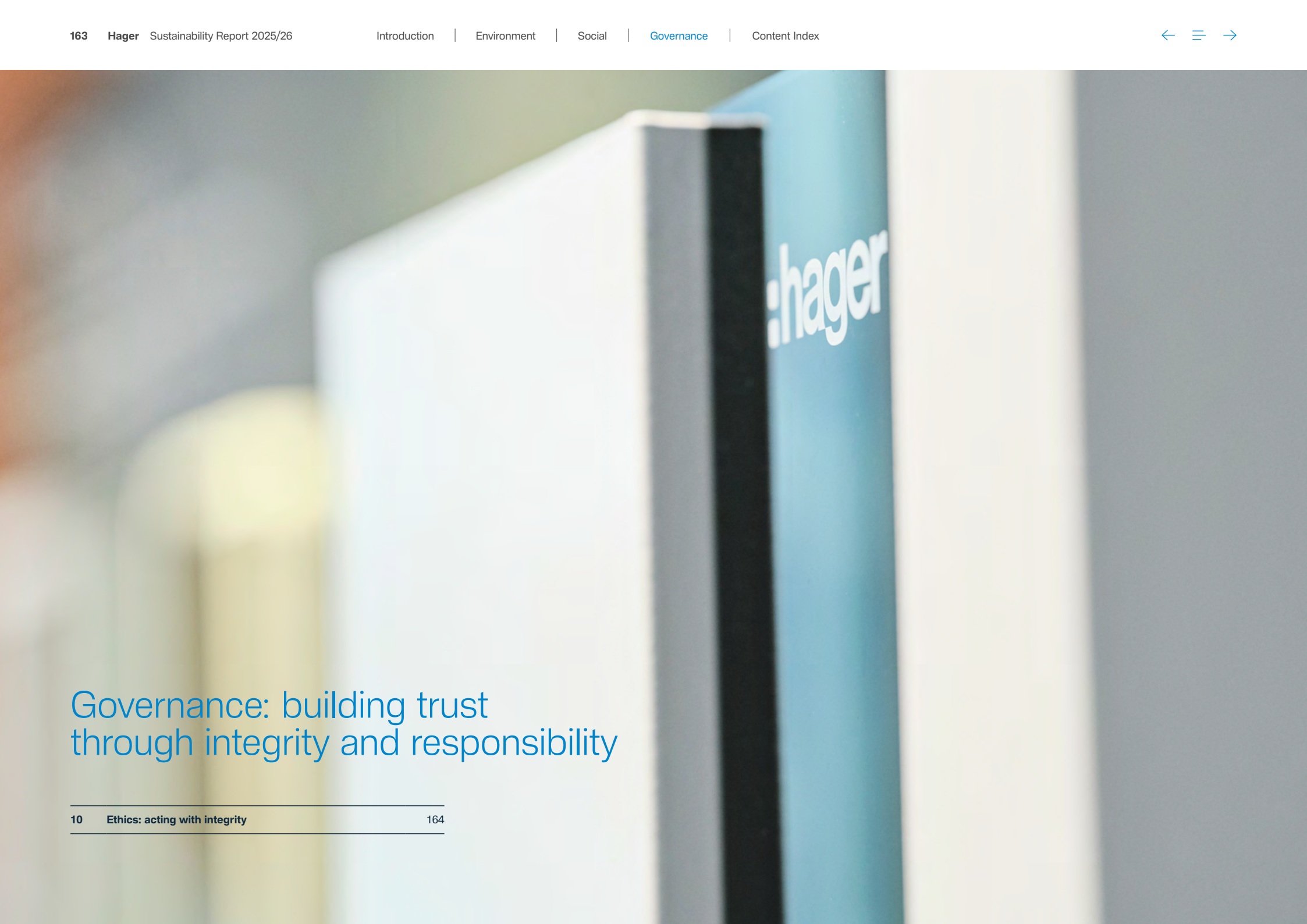
“Every hour freed by better training becomes an hour reinvested in higher-value, lower-carbon work,” reflects Yves Peters.

Back in Blieskastel, the workshop is wrapping up. The meter panel passes inspection. The electricians pack their tools. Tomorrow, what they learned here will shape how a building performs for decades. The return on that investment reaches far beyond the training room.

“Training is a strategic differentiator for Hager. By training first, we position ourselves ahead of our competitors.”

Yves Peters
Director of Training





Governance: building trust through integrity and responsibility

10

Ethics: acting with integrity

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10.1 Our ethical commitment

[GRI 2-15](#) [GRI 3-3](#)

Ethical business conduct forms the overarching commitment that anchors both environmental and human sustainability programmes as Hager continues to implement its P2030 business strategy. As the company scales its solutions and expands its impact through the energy transition, it does so with a clear obligation to manage risks responsibly. This strengthens relationships across the entire value chain and creates lasting, shared value for every stakeholder relationship. Ethics is not a parallel workstream. It underpins every ambition.



Ethical principles guide everyday decisions across all roles and geographies. They translate into consistent behaviours, from how Hager engages with customers and suppliers to how it manages data, competition, and compliance. In this way, ethics becomes a practical system for navigating complexity and making the right choices, even in challenging situations.

“We cannot report transparently on our environmental or human impact if our governance does not reward integrity. Ethics is not the third pillar of E3. It is what holds the other two up.”

Matthieu Alexandropoulos
Sustainability Senior Director and Group Ethics Officer

10.2 Driving ethical behaviour

[GRI 205-2](#)

Hager implements its ethical commitments through four mechanisms: risk assessment, targeted training, whistleblower channels, and supply chain standards.

Hager applies the same standard of ethical risk assessment across all 75 entities worldwide, not only where regulation requires it. In 2025, the Legal and Risk function conducted a comprehensive risk mapping exercise covering 100% of operations, identifying exposures across competition law, anti-trust and cartel regulations, data security, harassment, discrimination, corruption, and fraud. One of the legal baselines for this approach is France’s SAPIN II legislation, which mandates regular risk assessment for French operations. Hager has chosen to extend that rigour globally, treating it as a floor rather than a ceiling.

Hager’s ethical commitment is embodied in the [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 (the coverage of these policies within Hager is detailed in Annexure VI). Together with robust governance, training, and reporting mechanisms, they help prevent misconduct, address risks such as corruption and conflicts of interest, and foster a culture of accountability and openness.

By embedding this ethical commitment in both policy and practice, Hager aims to ensure that customers and external stakeholders can rely on the company as a trustworthy partner, a partner that is politically and religiously unaffiliated, that endorses and upholds internationally recognised standards of human rights, and is dedicated to equal opportunity, diversity, and inclusion for all.

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).

10.2.1

Ethics training programme

To ensure that policies are effectively implemented, Hager invests in continuous training and awareness. The Ethics Charter, anti-corruption procedures, and the Let's Talk! ([10.3 Reporting integrity alerts](#)) grievance mechanism are accessible through multiple channels, including the internal platform Hager Live!, the document management system, print communication, and the external website. This includes all members of governance bodies, including the Board of Directors and the Supervisory Board.

Furthermore, Hager provides mandatory training programmes on ethical issues. These ensure that employees understand key ethical risks such as corruption and discrimination and are equipped to act responsibly and with confidence in their day-to-day decisions.

These principles extend across governance and the value chain. All members of administrative, management, and supervisory bodies are fully informed about the ethics framework, ensuring accountability at the highest level. At the same time, the Supplier Code of Conduct embeds ethical, social, and environmental expectations into purchasing processes and contractual relationships.

Hager's Business Integrity Training programme includes specialised ethics training modules developed in-house by Hager specialists. They equip people with the knowledge and skills necessary for navigating the ethical issues that employees may encounter in the course of business activities. 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), an 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 entire Hager workforce with the best possible ethics guidance. As of 2025, 3,496 employees had completed this training.

E-learning

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

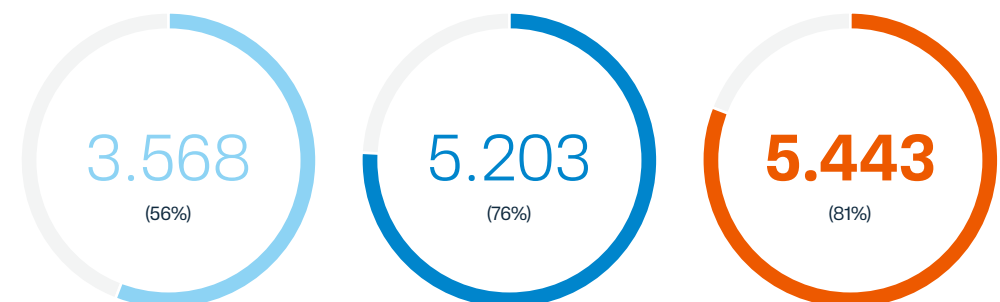
programme covers all connected Hager workforce globally (i.e. those who have a Hager email address and access to Hager Live). In 2026, two more modules – "Fraud" and "Antitrust" – are being added to the programme.

By the end of 2025, 81% of connected employees had completed all three training modules, while 601 more employees started the training during this period. Further details regarding training are detailed in [Annexure VI](#).

Evolution of ethics training, 2023–2025

Training completed by no. of employees

— 2023 — 2024 — 2025



10.2.2

Ethics ambassadors

Our network of ambassadors is bringing our ethical principles to life every day, highlighting the importance of the human factor at Hager. Established in 2020, this group, representing a wide range of roles and locations from across Hager, has now grown to 21 people from 10 different countries.

Every ambassador is a volunteer and acts both as a powerful advocate for the 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 business integrity, 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 2026 onwards is to prioritise the structured training and certification of Ethics Ambassadors and increase their number to 38 across the Group by 2027. This initiative is intended to strengthen Hager's ethical culture by equipping designated employees with the necessary knowledge, tools, and credibility to promote integrity, support colleagues, and uphold the Code of Conduct across the organisation.

Frank Reinhardt
Ethics Ambassador and Marketing
and Sales Trainer

As an Ethics Ambassador in Blieskastel, Germany, Frank has been instrumental in advancing ethics-related initiatives, including the coordination of training sessions and active involvement in reporting and investigation processes.



10.3

Reporting integrity alerts

[ESRS S1-2](#) [S1-16](#) [GRI 2-15](#) [2-16](#) [2-26](#)
[2-27](#) [GRI 205-3](#)

Hager fosters a culture of integrity, ensuring every employee and stakeholder feels safe and empowered to raise concerns. The Group’s integrity reporting system, Let’s Talk!, plays a central role in this approach by providing a trusted, accessible channel for reporting potential misconduct, unethical behaviour, and non-compliance.

Open to employees, temporary staff, customers, suppliers, and other external stakeholders, the platform enables reporting at any time, in any language, either anonymously and confidentially. The system is supported by internal reporting routes involving managers, human resources business partners, Ethics Ambassadors, and the Ethics team, as well as through an independent third-party platform (Safecall).

All reports submitted through Let’s Talk! are assessed and managed under the responsibility of the Ethics Officer, ensuring consistency, independence, and accountability throughout the process. Hager is committed to acknowledging 100% of reports within 48 hours and conducting admissibility reviews within 15 working days. In situations requiring urgent attention, immediate action is taken. Investigations are conducted by trained

Ethics team members and independent experts operating outside the management line concerned to ensure impartiality throughout the process.

To safeguard integrity and trust, all investigators sign confidentiality agreements and declarations confirming the absence of conflicts of interest, while the identity of whistleblowers is strictly protected and never disclosed within investigation processes or reports. The effectiveness of the system is monitored weekly through key performance indicators, including resolution time, closure rates, and stakeholder impact, with regular oversight provided by the Board of Directors.

Who can report
All employees, temporary staff, and external stakeholders
How
Anonymous, confidential, any language, 24/7
External channel
Safecall – independent third-party platform



As sustainability project managers, they play an instrumental role in advancing Hager’s global ethics initiatives, including ethics training, audits, and investigation processes.

From left:
Nadja Hoffmann
Claire Le Pape Jehl

Internal channels
Managers, HRBPs ¹ , Ethics Ambassadors, Ethics team, employee representatives, and company doctor
Acknowledgement
Confirmed within 48 hours
Admissibility review
Completed within 15 working days

¹ Human resources business partners.

In 2025, Hager received 60 reports through Let's Talk!. This sustained level of reporting reflects continued awareness of the system and confidence in its accessibility among both internal and external stakeholders.

The nature of reported cases remained broadly consistent with previous years, with the majority relating to workplace interactions and behavioural concerns. This trend highlights the importance of maintaining a respectful and inclusive working environment, as well as the willingness of employees to raise concerns when expectations are not met.

More detailed categorisation of cases shows that issues such as bullying, unfair treatment, and moral harassment continue to represent a significant share of reports. While these figures provide important visibility, they also reinforce the need for ongoing prevention, awareness, and management engagement.

Let's Talk! governance

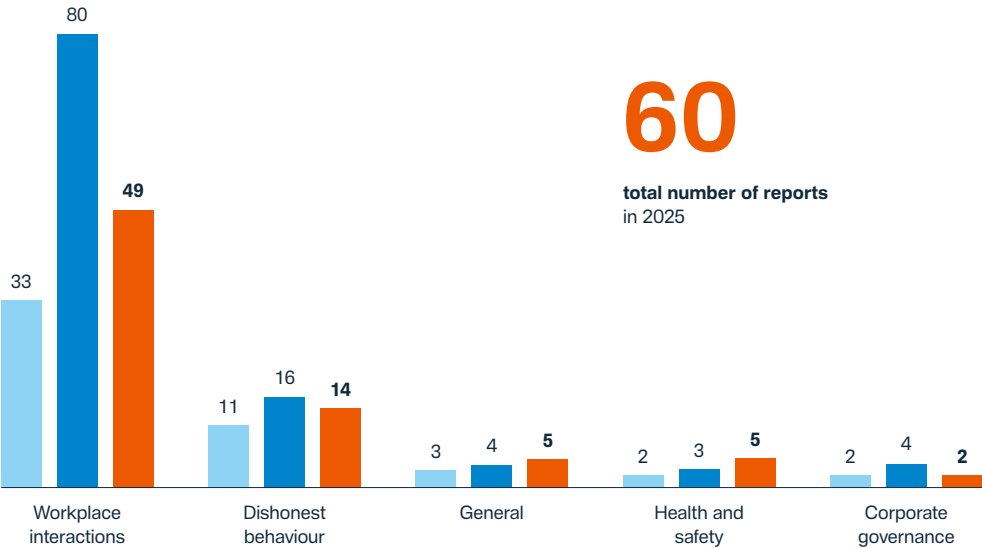


All concerns raised during the reporting period, including those related to potential corruption, were systematically reviewed in line with Hager’s established procedures. This reflects the Group’s commitment to consistent, transparent handling of integrity matters. In parallel, Hager maintains a zero-tolerance approach to human rights violations, as set out in its Declaration of Principles on Respect for Human Rights.

- In 2025, outcomes confirm both the effectiveness of these processes and continued progress in key areas:
- Ten incidents of discrimination and harassment were confirmed.
 - No cases of corruption were confirmed, and no related disciplinary actions, contract terminations, or legal proceedings were required (see Annexure VI for further details).
 - No severe human rights violations – including child labour, forced labour, or human trafficking – were identified.
 - No fines, penalties, or compensation payments were recorded in relation to human rights incidents.

Ethical reports²

— 2023 — 2024 — 2025



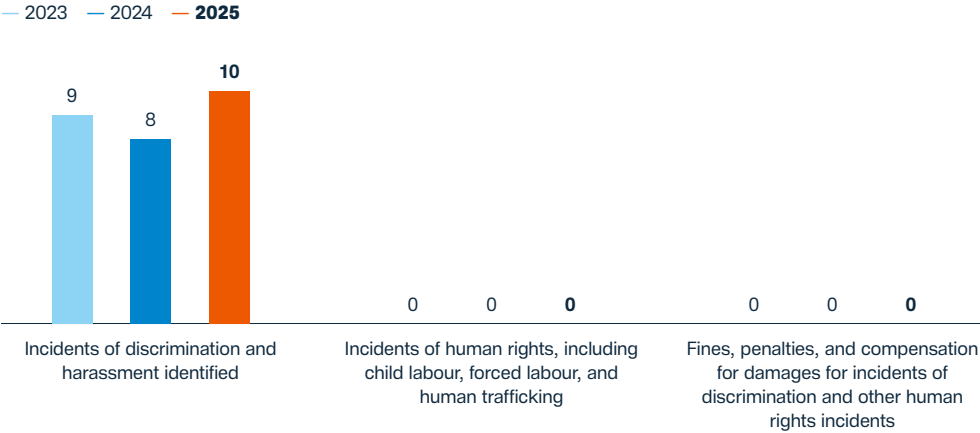
² Single reports may relate to multiple categories.

Workplace interaction allegations in 2025

● Moral harassment	11
● Bullying	8
● Workplace civility	7
● Sexual harassment	6
● Unfair treatment	6
● Discrimination	5
● Managerial practices	5
● Defamation	2



Evolution of identified human rights incidents, 2023-2025



Evolution of disciplinary action against ethical misconduct, 2023-2025



Where reports were substantiated, sanctions or corrective actions were applied in line with Hager’s internal policies. In 2025, these included three disciplinary dismissals.

10.4 Ethical risk assessment

GRI 205-1

While the integrity alert system addresses issues as they surface, the ethical risk assessment programme is designed to identify exposures before they materialise.

In 2025, Hager conducted a Group-wide ethical and human rights risk assessment in alignment with the Cradle to Cradle Certified® (C2C)³ standard and in accordance with United Nations guidelines. A four-step risk assessment process enabled the identification and evaluation of ethical risks within and around the business.

The risk assessment covered all exposed functions involved in the control of operations across the 75 entities listed in the financial statement. This assessment covered all sites including sales and manufacturing offices, representing 100% of Hager's operations with exposure to corruption and human rights related risks. Production activities themselves were not identified as exposed activities, but all

functions linked to production (e.g., supply chain) were fully included in the assessment.

Risk was evaluated against likelihood and impact in ten categories:

- Discrimination with respect to employment and occupation
- Harassment and abuse
- **Forced or compulsory labour⁴**
- **Child labour⁴**
- Excessive working hours
- Restrictions on freedom of association
- **Employee health and safety⁴**
- 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)⁴**

Based on this assessment, Hager identified four high- and medium-priority human rights risks across the value chain. These risks are addressed through a targeted due diligence approach, focusing on strengthening supplier controls related to forced labour and ethical business conduct, while reinforcing preventative and corrective measures to enhance occupational health and safety across operations and partnerships.

01 Describing



The first step involved systematically identifying and describing potential human rights risk scenarios across the 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 the 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, companywide intervention. This ensures Hager directs resources and efforts efficiently to mitigate the most pressing human rights risks.

³ Cradle to Cradle certification verifies that products meet rigorous environmental and social performance standards, assessed by an independent third party across the full product lifecycle. It also assesses company-level policies and management systems that underpin environmental and social performance.

⁴ Identified high- and medium-priority risks.

10.5

Embedding sustainability into our supply chain



“Our sustainable sourcing strategy is powered by transparency, strategic partnerships, and a shared ambition to build future-ready and responsible supply networks integrating climate goals, ethical practices, and long-term resilience.”

Marylene Lombardi
Sourcing Vice President

10.5.1

Our ambition for responsible sourcing

By 2030, Hager aims to have decarbonised its supply chain in line with its SBTi Scope 3 target and embedded ethics and human rights standards across all direct and indirect sourcing relationships.

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

Decarbonisation

- Target: 25% reduction in carbon emissions linked to Scope 3 direct sourcing operations by 2030 compared with the 2021 baseline.
- Action: Request product-level carbon footprints, track supply chain GHG data, and use those results to steer sourcing decisions.

Ethics and human rights

- Target: 90% of targeted suppliers formally committed to Hager's Supplier Code of Conduct by 2030.
- Action: Engage suppliers on Hager's sustainability requirements and encourage them to commit to Hager's Code of Purchasing Conduct or equivalent standards.

The approach to sustainable sourcing is risk-based and is currently anchored in direct sourcing⁵ operations, where the most significant impacts occur. At the same time, Hager is systematically extending this approach to indirect sourcing⁶ activities, with the ambition to embed consistent sustainability standards across all purchasing categories.

⁵ Direct sourcing refers to suppliers providing raw materials, components, and finished goods that are directly incorporated into Hager's products.

⁶ Indirect sourcing refers to orders providing goods and services that support operations but are not part of the final product, such as infrastructure, equipment, and professional services.

10.5.2

Driving responsible sourcing through a risk-based approach

Hager's supply chain risk management operates through two complementary tools: EcoVadis IQ+ for structured sustainability maturity assessment and Sphera for real-time human rights violation monitoring, together covering more than 80% of direct procurement spend. The risk-based approach is currently anchored in direct sourcing, where impacts are most significant, and is being systematically extended to indirect sourcing. All suppliers are required to commit to the Supplier Code of Conduct at the point of contracting.

Building on this, Hager continuously monitors risks across the supply chain to identify areas with elevated exposure, enabling prioritisation of high-risk suppliers for further assessment. These suppliers undergo sustainability assessments at Hager's request, through recognised third-party platforms such as EcoVadis.

Where gaps are identified, Hager engages in constructive dialogue with suppliers and implements corrective action plans, ensuring measurable progress over time. This end-to-end approach enables the company to move beyond compliance, strengthening transparency, mitigating risks, and driving continuous improvement across the value chain.

10.5.2.1

Supplier Code of Conduct

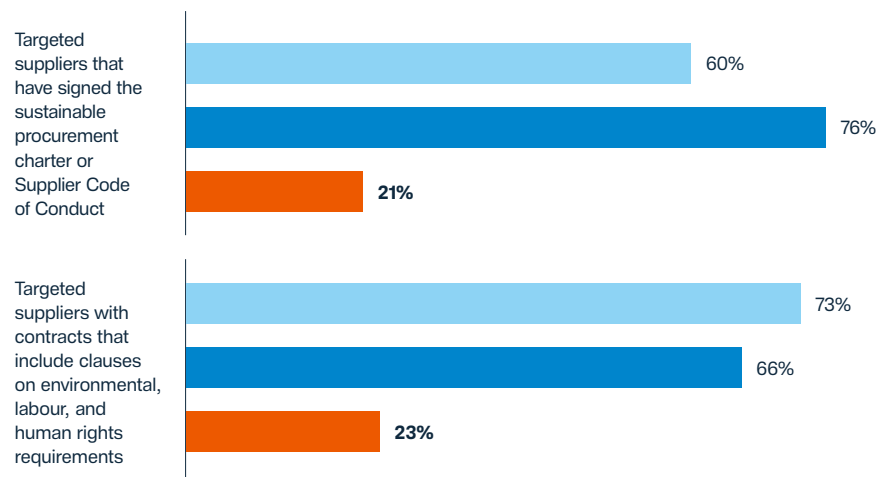
Hager's Supplier Code of Conduct: purchasing conduct, ethics & sustainable sourcing translates E3 principles into contractually binding requirements for all partners, covering ethical behaviour, social responsibility, and environmental care. Acceptance is mandatory at onboarding and is embedded in supplier contracts.

The acceptance of the Supplier Code of Conduct is a mandatory step in the supplier onboarding process and is also embedded in contractual agreements. In 2025, Hager strengthened its methodology to ensure a more robust and auditable representation of supplier commitment. Previously, acceptance was reported based on multiple criteria, including the presence of contractual clauses on environmental, labour, and human rights requirements, as well as suppliers who had accepted the Supplier Code of Conduct through the online onboarding system, regardless of whether a valid contract existed during the reporting period.

From 2025 onwards, Hager has aligned its approach with stricter eligibility criteria and defined a new scope. Only those targeted suppliers who (i) have a valid contract within the reporting period and (ii) have formally committed to the Supplier Code of Conduct as part of that contract are now considered.

Evolution of supplier code of conduct coverage, 2023–2025

— 2023 — 2024 — 2025



Applying these stricter criteria, 21% of targeted suppliers⁷ formally committed to the Code in 2025. The 2024 figure of 76% was based on broader criteria, including Code of Conduct acceptance not necessarily supported by a valid contract in the reporting period, which constitutes a less auditable basis. The 2025 figure is therefore more accurate, not lower. An outreach campaign was launched in Q1 2026 to increase Hager's coverage among suppliers with high and medium-high sustainability risks. As of May 2026, 67% of the targeted suppliers have formally committed to the CoC.

Likewise, with this change of scope, 23% of targeted suppliers⁸ have valid contracts that include clauses on environmental, labour, and human rights requirements. This same campaign mentioned just above also contributed to increasing Hager's KPI to 55% in May 2026.

⁷ 107 suppliers identified with medium and high risk in terms of sustainability according to our Ecovadis IQ+ platform monitored in our Supplier Risk Management tool.

⁸ 74 suppliers identified with medium and high risk in terms of CSR according to our Ecovadis IQ+ platform monitored in our Supplier Risk Management tool with an annual spend above €250,000.

10.5.2.2

Assessing and mapping supply chain ESG risks

GRI 308-1 308-2 GRI 414-1 414-2

EcoVadis IQ+ and Sphera each serve a distinct function within this framework.

Sphera monitors publicly available data to flag potential ESG risks linked to tier 1 and some tier 2 and 3 suppliers across all purchasing functions. For instance, 2.042 direct suppliers are continuously screened, representing more than 80% of total procurement spend. When potential violations occur, Hager applies 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

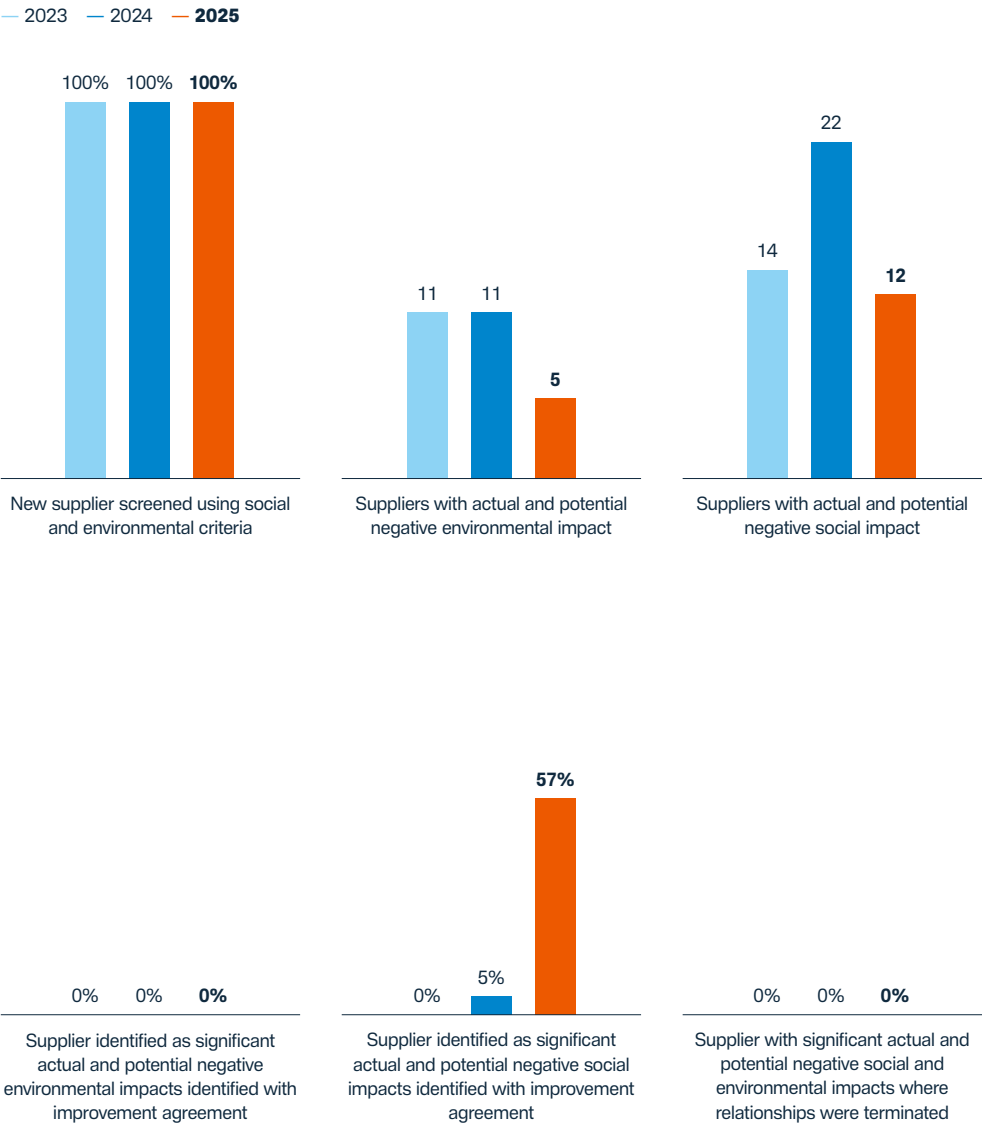
This risk monitoring process ensures prompt intervention and reinforces the commitment to responsible sourcing, confirming a timely response and continuous improvement across the supply chain.

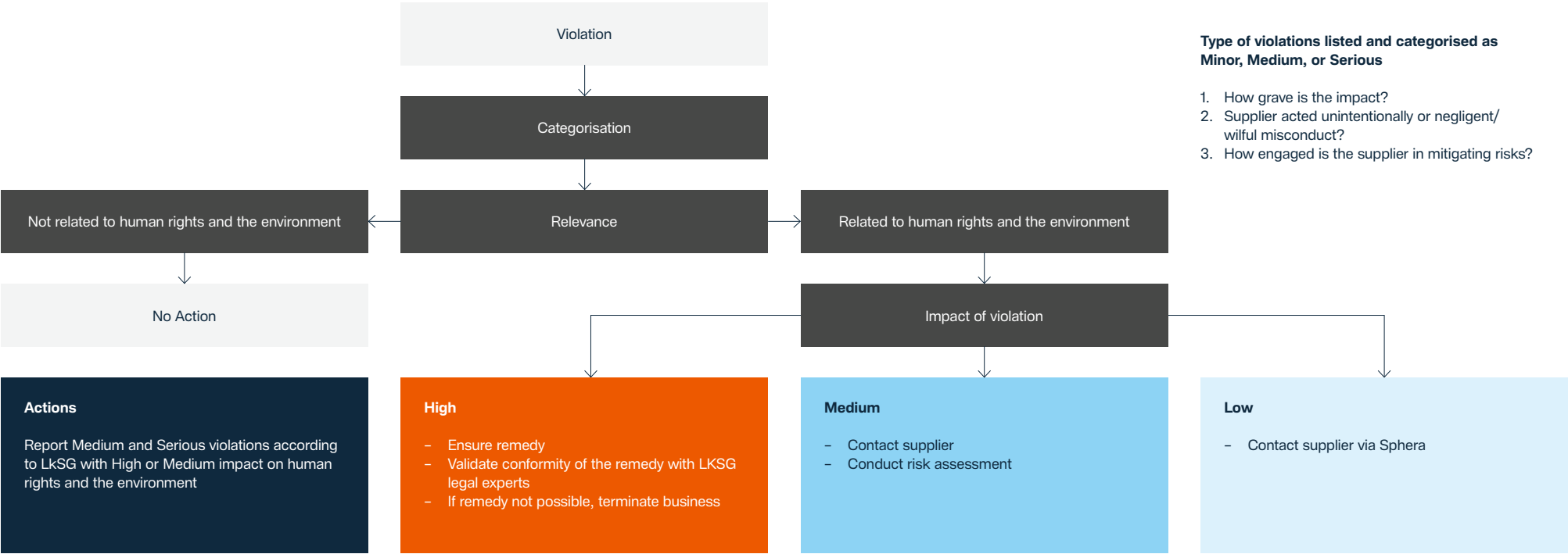
In 2025, monitoring processes identified 12 direct sourcing⁹ suppliers with actual or potential social compliance violations and 5 direct sourcing suppliers with actual or potential environmental violations.

All suppliers with actual or potential violations are contacted and required to take corrective action and establish preventative measures to avoid recurrence. Once the corrective action plan has been fully implemented, the case is closed. If a supplier is unable or unwilling to respond or to implement the required remedial actions, this may result in termination of the business relationship. No supplier relationships were terminated during the reporting period.

⁹ Suppliers from whom Hager buys manufacturing input materials.

Evolution of Sphera assessment, 2023–2025





While Sphera continues to be used to monitor integrity-related alerts within the supply chain, EcoVadis IQ+ supports a deeper assessment of sustainability maturity, enabling earlier and more proactive identification of environmental and social risks. The tool also guides the prioritisation of mitigation actions and encourages suppliers to engage in robust sustainability assessments. It enables a more structured and data-driven assessment framework, supporting

transparent risk mapping and more consistent follow-up actions across categories and regions. Therefore, in 2024, Hager decided to switch supplier risk mapping from Sphera to EcoVadis IQ+ as a reference for monitoring the sustainability risk among its supply base.

In 2025, 375 suppliers were screened through EcoVadis IQ+. The screening approach prioritises suppliers based on spend and overall sourcing criticality.

Suppliers are assessed in two respects:

- Sustainability risk (environment, labour and human rights, ethics, sustainable procurement) adjusted for industry and country.
- Procurement risk (spend and criticality for Hager business continuity).

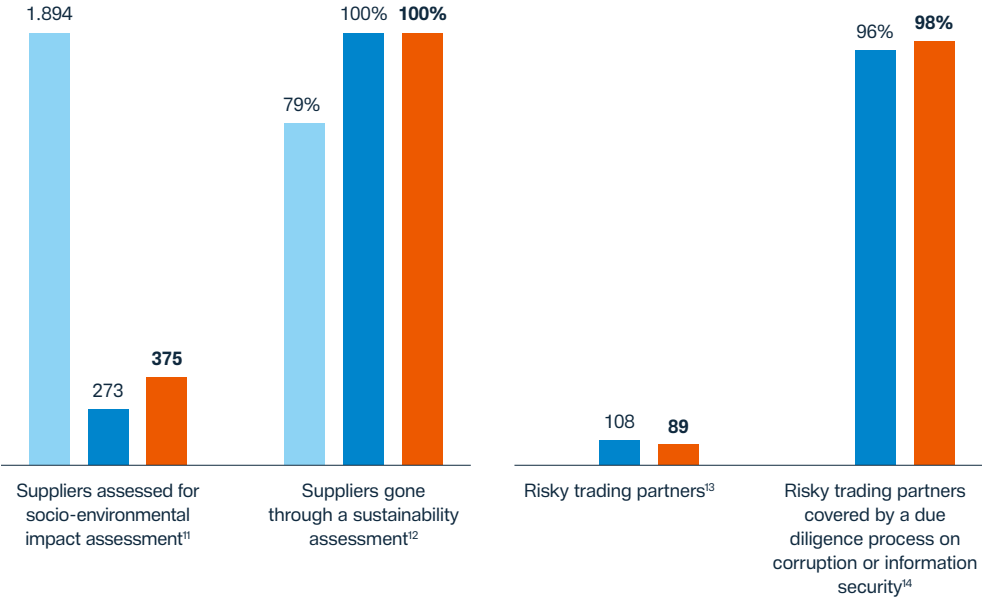
EcoVadis IQ+ combines external datasets, live risk scanning, and EcoVadis ratings, when available, to classify suppliers from very low to very high risk. Based on the

assessment, 89 trading partners were flagged as very high, high, or medium-high suppliers. Of these, 98% are covered by Sphera monitoring, which includes alerts on corruption and cybersecurity breaches.¹⁰

¹⁰ This supplementary non-material disclosure was added to meet the data demand of a specific user and does not result from the materiality assessment.

Evolution of EcoVadis IQ+ assessment, 2023–2025
Supplier assessment – Environmental

— 2023 — 2024 — 2025



¹¹ The significant difference between 2023 and 2024–25 is due to the transition from Sphera to EcoVadis IQ+ explained above

¹² The difference between 2023 and 2024–25 is due to a methodology change. In 2023, the figure represented the answer rate of the Hager sustainability questionnaire sent to target suppliers. Since 2024, EcoVadis IQ+ has been able to provide a sustainability assessment for all registered suppliers, as explained above. Therefore, the results of the 1st and 2nd row are now consistent.

¹³ Suppliers listed as very high, high, and medium-high in the overall risk assessment.

¹⁴ Suppliers identified as high-risk in the EcoVadis IQ+ platform and monitored on the Sphera tool which includes alerts on corruption and cybersecurity breaches.

Hager applies a tiered, risk-based approach to engage with the 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.

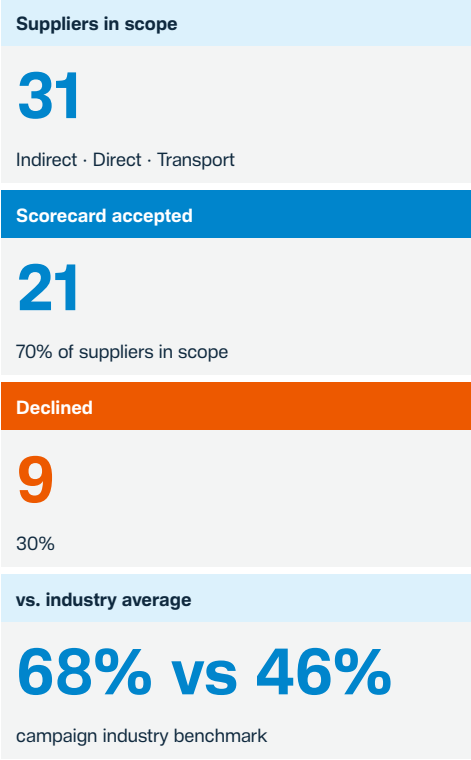
This structure helps focus efforts where risks are highest, while maintaining efficient oversight for lower-risk suppliers. For high-risk suppliers, Hager launched a pilot to test engagement.

In 2025, Hager ran a first structured EcoVadis scorecard campaign targeting 31 high-risk suppliers across three categories: indirect sourcing, direct sourcing, and transport & logistics. The goal was to establish a quantified sustainability baseline for key partners and identify where targeted engagement is most needed.

By December 2025, 21 suppliers (68%) had made a scorecard available, whether published on the EcoVadis platform, shared directly at Hager’s request, or accessible through a parent company scorecard. This response rate exceeds the 46% industry average. Of the remaining suppliers, nine declined to participate and one submission is in progress under active follow-up.

The pilot surfaced two practical learnings. Earlier communication of campaign timelines improved supplier readiness, and a clearer protocol for handling parent-company scorecards reduced ambiguity. Both are standardised in the 2026 roll-out, alongside a dedicated re-engagement process for suppliers that declined in 2025.

EcoVadis scorecard campaign result

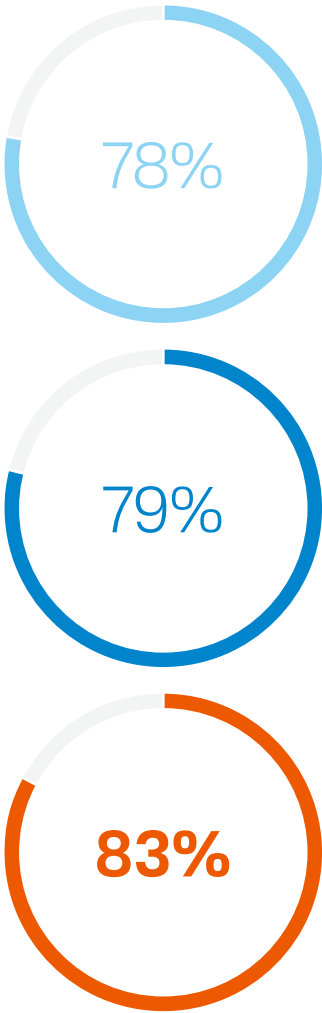


10.5.3 Responsible sourcing of conflict minerals¹⁵

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

In 2025, Hager expanded its responsible minerals assessment to 451 suppliers, representing more than 95% of spending in categories where 3TG may be present. Of these suppliers, 372 responded to our request, achieving a response rate of 83%, up from 79% in the previous year. This improvement is particularly noteworthy given the significant increase in coverage, which increased from 309 suppliers in 2024 to 451 in 2025. Among the responding suppliers, 202 confirmed that the products supplied to Hager do not contain any 3TG minerals.

Evolution of conflict minerals due diligence reporting, 2023–2025



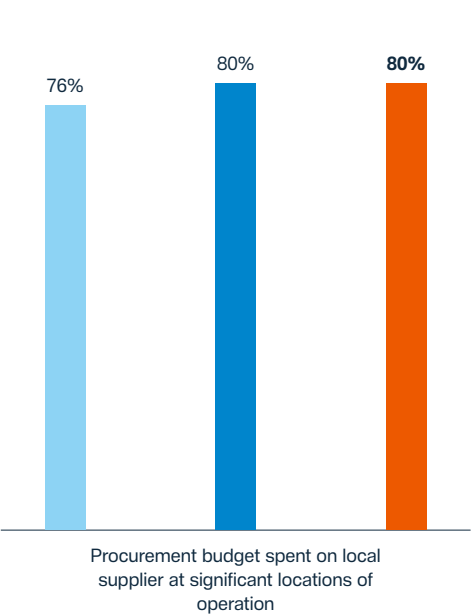
¹⁵ This supplementary non-material disclosure was added to meet the data demand of a specific user and does not result from the materiality assessment.

10.5.4 Supporting local suppliers

GRI 204-1

In 2025, 80% of Hager’s procurement spend was directed to local suppliers across key manufacturing markets: China, France, Germany, India, Italy, Poland, Spain, and Switzerland, consistent with 2024.

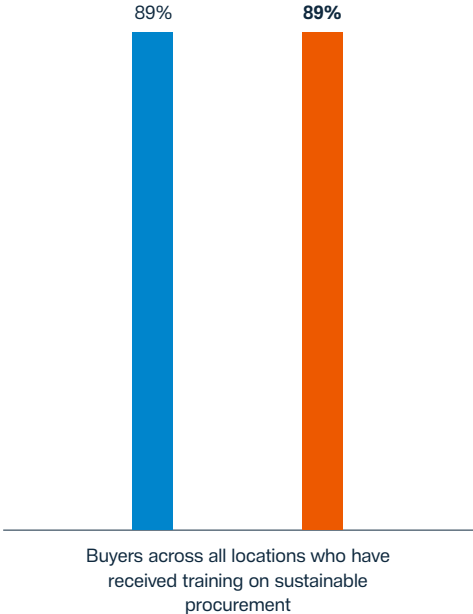
Evolution of local procurement, 2023–2025



10.5.5 Sustainable sourcing training

Launched in 2024, the programme “Understand sustainable sourcing for a better future” covers environmental risk, human rights, and ethics in sourcing decisions. In 2025, 89% of Category Managers and Regional Buyers globally completed it, consistent with the 2024 completion rate.

Evolution of sustainable sourcing training, 2024–2025



Management summary

The risk: purchased goods represent 32% of Hager's carbon footprint, with growing exposure to carbon pricing and sustainability-driven procurement.

The approach: a Reduce-Replace-Recycle methodology prioritising solutions by environmental benefit and economic logic.

The impact: 32% CO₂ reduction per tonne for recycled plastics (LATI Industria Termoplastici S.p.A). ~23% on aggregate across PVC suppliers. Packaging decarbonisation at negative cost.



Business case

From fishing nets to circuit breakers

By rethinking what products are made of, Hager is turning the sourcing of material into a driver of decarbonisation, competitive advantage, and resilience.

At a recycling plant in Europe, old fishing nets and worn-out carpets are being broken down into their basic materials. Developed by LATI Industria Termoplastici S.p.A., the high-performance plastic compounds are made from polymer derived from chemical recycling via depolymerisation. Indistinguishable from virgin material, they reappear at Hager in a very different form: as high-performance plastic components inside its new MCB Commercial Platform, a range of miniature circuit breakers for commercial buildings. The CO₂ saving: 32% per tonne compared with virgin plastic¹⁶.

The journey from waste to precision-engineered circuit breaker illustrates a broader shift in how Hager thinks about materials. Purchased goods accounted for 32% of

Hager's emissions profile in 2025, making material selection one of the most consequential instruments for reducing emissions across the value chain. "Together with our partners, we identify and validate lower-carbon materials that meet performance expectations, while also being better for the planet," says Laetitia Dietrich, Sourcing Sustainability Specialist.

¹⁶ Savings in the production process of virgin and recycled plastic.

In everyday installation work, Hager's material strategy takes practical form, as lower-carbon and recycled materials are integrated into products designed for routine use in buildings.



Three pathways, one metric

Hager's response, rooted in its Blue Planet Commitment, follows a three-part methodology. Each option is evaluated against its environmental benefit and economic logic. The most efficient solutions are prioritised:

Reduce

Using less before sourcing differently. Through eco-design and right-sizing, Hager minimises material volume at the design stage. Packaging optimisation using recycled cardboard already delivers high CO₂ reductions while generating cost savings – decarbonisation that pays for itself.

Replace

Switching to lower-carbon alternatives. Hager has shifted PVC sourcing towards suppliers producing with renewable energy, achieving approximately 23% lower CO₂ per tonne on aggregate¹⁷. By 2025, 75% of Hager's PVC is sourced from renewable-energy production, with the ambition to increase this share further.

¹⁷ Estimated based on the comparison between fossil-based production and renewable energy production.

Recycle

Designing for circularity from the start. The LATI Industria Termoplastici S.p.A collaboration is one example: end-of-life waste becomes technical plastic matching virgin specifications, closing the loop without compromising durability. And, together with supplier EME, Hager developed a thermostat incorporating 13,7% post-consumer recycled plastic by total product mass, packaged entirely without plastic.

By the numbers

32%

of Hager's carbon footprint from purchased goods (2025)

-23%

of CO₂ per tonne of low-carbon PVC (aggregate, 2025)

~70 t/year

CO₂ reduction projected by 2030 (recycled plastic)

Negative

abatement cost for recycled cardboard packaging

2024

start of renewable-energy PVC sourcing transition

“Together with our partners, we identify and validate lower-carbon materials that meet performance expectations, while also being better for the planet.”

Laetitia Dietrich

Sourcing Sustainability Specialist



The economics of better materials

The results speak across all three pathways. Lower-carbon alternatives reduce Scope 3 emissions, strengthen supply resilience by diversifying away from fossil-based inputs, and support Hager's positioning in green tenders. They also lower the embedded carbon of products customers purchase, helping them meet their own climate commitments.

“Chemical recycling can deliver virgin-like material properties, making validation easier from an engineering perspective – especially for complex applications,” explains Laetitia Dietrich. “And every kilogram of recycled or low-carbon material we integrate makes our products more competitive in a market that increasingly values sustainability credentials.”

In practice, lower-carbon materials are often more expensive, sometimes slightly, sometimes significantly. But where the CO₂ savings are substantial, Hager chooses to move forward. To sharpen these decisions, the company is developing an abatement cost framework, evaluating euros spent against tonnes avoided across material categories.



Want to know more?

Find additional information in our extended online edition of **PULSE 2025/26**.



10.6

Digital trust and data security¹⁸

As operations and partnerships become increasingly digital, protecting information systems and personal data extends the same ethical commitment into the cyber domain. Hager integrates “Security by Design” principles across its products, systems, and digital services through a robust cybersecurity governance framework, primarily driven by its Document Management System. This approach combines independent external audits, mandatory employee awareness training, penetration testing, vendor assessments, and a structured incident management process.

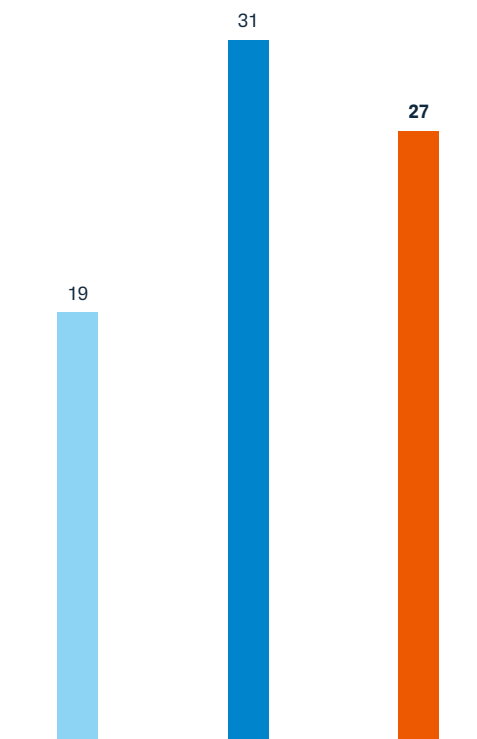
Security controls and protocols are systematically validated from the earliest stages of projects through internal processes, including assessments and the implementation of technical and organisational measures. Particular attention is also given to the human factor. These principles are defined internally in collaboration with business partners and stakeholders, ensuring they become part of routine practice while continuously evolving with external expertise and competencies. All incidents are formally recorded, monitored, and managed through a dedicated response process. In 2025, 27 confirmed information security incidents were recorded, compared with 31 in 2024, reflecting an improvement in Hager’s

cybersecurity resilience and risk management practices.

Evolution of information security incidents, 2023–2025

Confirmed information security incidents

— 2023 — 2024 — 2025



Digital trust and ethical business conduct are inseparable. In a rapidly evolving digital environment, strong standards, robust security, and continuous resilience must be combined with the agility to adapt to emerging technologies and cyber threats. At Hager, the same principles of transparency, accountability, and integrity that guide our business practices also shape how we secure and govern digital technologies and data, ensuring both protection and innovation.

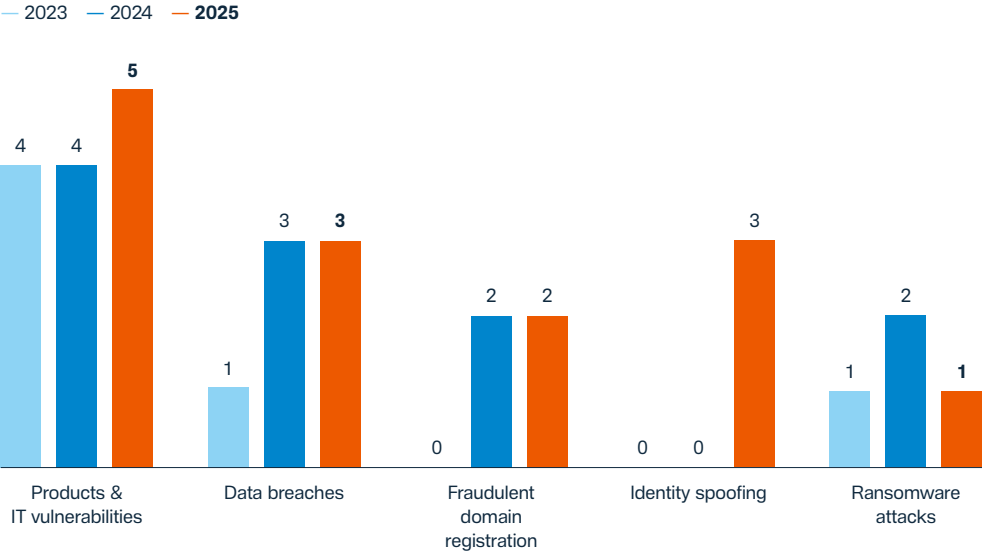
Pascal Mary
Group Cybersecurity Senior Manager

This cybersecurity framework is reinforced by a 24/7 Security Operations Centre (SOC), continuously monitoring digital environments and attempted security breaches through multiple layers of protection. Supported by advanced AI capabilities, the SOC acts as a real-time control tower, capable of detecting weak signals of potential cyberattacks, enabling immediate response with the most appropriate countermeasures.

¹⁸ This supplementary non-material disclosure was added to meet the data demand of a specific user of the sustainability statement and does not result from the materiality assessment.



Evolution of top five cybersecurity incident types 2023-2025



Hager has implemented mandatory data protection training for all employees in roles exposed to cybersecurity risks, with a strong focus on the human factor as a key element of resilience. In 2025, nearly 90% of eligible employees completed the programme within its first year of roll-out. A similar approach has been adopted for GDPR compliance, with an updated and modernised version recently deployed. In addition, each factory conducts annual training exercises based on crisis scenarios to strengthen preparedness and incident response capabilities.

Hager has also established an AI Charter to promote the ethical, transparent, and

responsible use of artificial intelligence across the organisation. This framework sets out principles for identifying relevant AI use cases, managing data privacy and compliance risks, and safeguarding the interests of employees, customers, and society at large.

Finally, Hager is proactively preparing for compliance with key emerging European digital regulations, including the Cyber Resilience Act (CRA), NIS2 Directive, Data Act, and AI Act. This commitment further reinforces the Group's ambition to develop secure, trustworthy, and future-ready digital ecosystems.

10.6.1 Supply chain data security

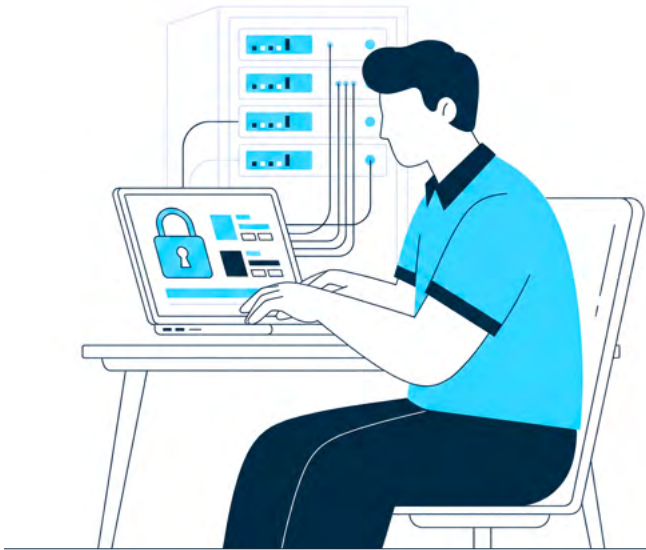
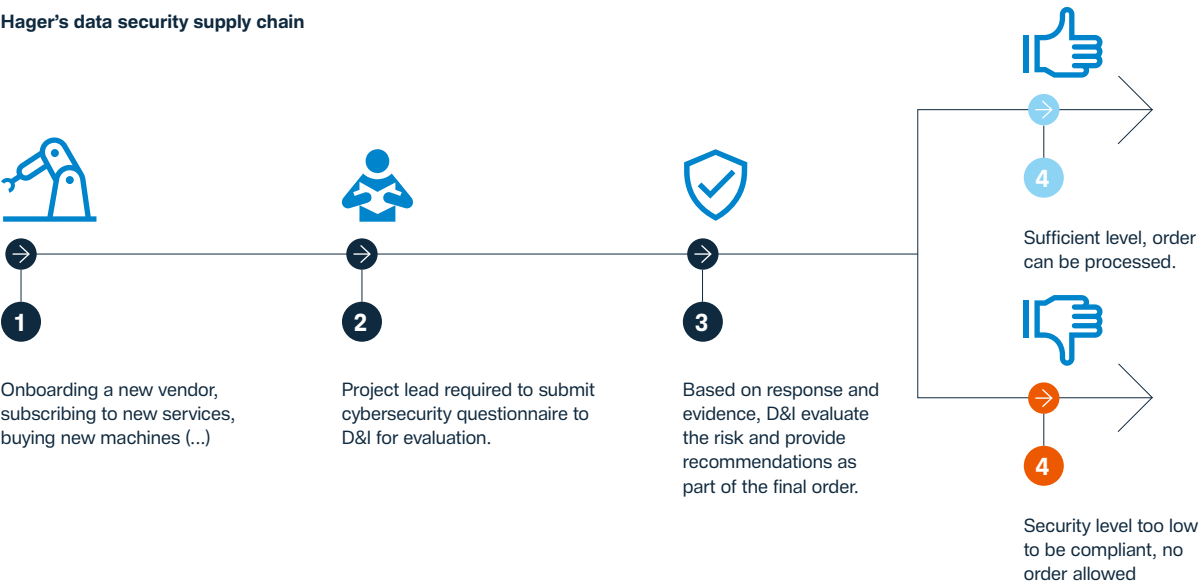
In today’s digital world, security is only as strong as the weakest link, which makes cybersecurity a supply chain issue as well as an internal one. Even if Hager’s systems are well protected, suppliers and partners are often connected through data exchanges, system integrations, or shared digital tools. If one of them is compromised through a cyberattack, data breach, or compliance failure, it can also impact Hager.

Cybersecurity therefore goes beyond Hager’s own environment:

- Data are constantly shared across organisations
- Third parties often have system access for business needs
- GDPR requires responsibility for how partners handle data
- Suppliers are frequent targets for cyberattacks

That is why Hager works closely with its suppliers and partners to strengthen cybersecurity, ensure GDPR compliance, and improve resilience across the whole value chain. Hager also continuously evaluates approximately two to three vendors or solutions every week to ensure that security standards and risk expectations remain consistently aligned.

Hager’s data security supply chain



10.7

Responsible corporate citizenship

Giving back to the communities that form the bedrock of Hager's success is something the company has always been proud to do. The Peter und Luise Hager Foundation was created in 2010 to provide 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, it supports over 50 ongoing projects with a combined budget (in 2025) of around €700.000.

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 and can be found on the [website](#).

2025 highlights:

- **Rounding up the cents: small contributions, big impact**
Throughout 2025, colleagues from across all German and French Hager locations participated in the "Rounding up the cents" initiative, donating the fractional cent amounts from their monthly net salaries to the Foundation, a maximum of 99 cents per person per month. At the end of the year, the Foundation tripled the total collected, resulting in €17.000 donated to seven organisations in Germany, including food banks in Homburg, Pirmasens, and Olpe, the Children's Home Pallotti Haus in Neunkirchen, GFO Josefshaus Stationäre Kinder- & Jugendhilfe, "Die Arche" Kinderstiftung in Berlin, and the Caritas social service centre in Wenden, and €7.000 donated to two organisations in France: Petit Cœur de Beurre and Banque Alimentaire du Bas Rhin. €24.000 in total, proving that many small contributions really can create something big.
- **A first-ever Wish Tree campaign**
For the first time, festively decorated Christmas trees bearing wishes from children in local children's homes were placed in the reception areas at the Blieskastel and Ottfingen sites.

Around 200 wishes from the "Neue Haus Sonne" in Gersheim and "Pallotti Haus" in Neunkirchen were displayed in Blieskastel, and 50 wishes from "Josefshaus" in Olpe at Ottfingen. All wish tags were taken within a very short time, a testament to the generosity and warmth of colleagues. Just in time for Christmas, the presents were delivered, bringing smiles to many children's faces.

- **A record-breaking summer fundraiser for Hager's 70th anniversary**
At the summer event in Blieskastel, held to celebrate 70 years of Hager, colleagues raised an impressive record

amount of around €8.000. The Peter und Luise Hager Foundation doubled this to €16.000, which was shared among five regional organisations selected from employee suggestions: Caritas Zentrum St. Ingbert ("Treff em Gaessje"), Elterninitiative krebskranker Kinder im Saarland e.V., Förderverein "Mama/Papa hat Krebs" Kaiserslautern e.V., HUNKAPI – Verein zur Förderung der Mensch-Tier-Beziehung e.V., and Erlebnishof Gerhardsbrunn. A further fundraising campaign at the Hammersbach site collected around €880, which the Foundation rounded up to €1.500 for NABU Kreisverband Main-Kinzig e.V.

~€700.000

Total funding allocated to charitable projects

50+

projects supported by the Foundation



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 a wide range of ideas is received every year. 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 it takes great pride in being part of.

Some of the activities delivered in 2025 include:

- In February, the Manufacturing Industrialisation team from Blieskastel repainted the entrance hall and parts of the stairwell at Dellengarten School in Saarbrücken.
- In March, the TAI Community at the Blieskastel site took part in the Saarland-wide "Picobello" litter collection campaign, with apprentices and interns collecting litter in small groups around the site in the spirit of environmental protection and community solidarity.
- In May, the Customer Service Complaints (KSR) team joined forces with three other departments to support the Ronald McDonald House in Homburg (Saar), assembling furniture, cleaning windows and blinds, maintaining the garden and courtyard, and washing curtains.
- In September, colleagues from Sales & Marketing Germany picked three full boxes of apples from trees on the premises during their break, donating the fresh produce to the food banks in Homburg and Pirmasens.

- In December, trainees from the Blieskastel site joined the Street Outreach Bus (Kältebus) in Saarbrücken for a night shift, preparing a warming stew for overnight guests. The HVG works council also packed Christmas gift packages for residents of a nursing home in Ensheim.

A big thank you goes out to everyone who participated in all these campaigns and activities in 2025.



Initiatives under the Peter and Luise Hager Foundation:

Top left: Colleagues from Sales and Marketing Germany harvesting apples in Blieskastel, Germany – in September 2025, for donation to local food banks

Bottom left: Apprentices and interns taking part in the "Picobello" litter collection campaign in Saarland, Germany – in March 2025

Right: Colleagues raising funds in Blieskastel, Germany – in 2025, for regional charitable organisations during Hager's 70th anniversary summer event



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ESRS content index

ESRS standard	Disclosure requirement		Location
General disclosures			
ESRS 2 General disclosures	BP-1	Basis for preparation of the sustainability statement	- 1.5.1 Scope and external assurance - 1.5.2 Frameworks and standards
	BP-2	Specific information if the undertaking uses phasing-in options	- 1.5.2 Frameworks and standards
	GOV-1	The role of the administrative, management, and supervisory bodies in relation to sustainability	- 3.3 Sustainability governance - 3.3.1 Sustainability council: bridging vision and action - 3.3.2 Accountability for sustainability performance - 3.3.3 Sustainability in our incentive schemes
	GOV-2	Integration of sustainability-related performance in incentive schemes	- 3.3.3 Sustainability in our incentive schemes
	GOV-3	Statement on due diligence	- Annexure II: Statement on due diligence
	GOV-4	Risk management and internal controls over sustainability reporting	- 1.5 Our approach to transparent sustainability reporting
	SBM-1	Strategy, business model, and value chain	- 1.1 Who we are - 1.6.1 Our products and solutions - 1.6.3 Collaborative value chain for sustainability - 3.1 How E3 guides our sustainability actions
	SBM-2	Interests and views of stakeholders	- 1.6.2 Stakeholder engagement - 2.1 Methodology
	SBM-3	Interaction of material impacts risks and opportunities with strategy and business model, and financial effects	- 2.2 Management of IROs - 3.1 How E3 guides our sustainability actions
	IRO-1	Description of the process to identify and assess material impacts, risks, and opportunities and material information to be reported	- 2.1 Methodology
IRO-2	Material impacts, risks, and opportunities and disclosure requirements included in the sustainability statement	- 2.1 Methodology	

ESRS standard	Disclosure requirement		Location
Topical standards			
ESRS E1	E1-1	Transition plan for climate change mitigation	- 4.1 Our Climate Transition Plan
	E1-2	Identification of climate-related risks and scenario analysis	- 4.1.2 Climate physical risks - 4.1.3 Climate transition risks and opportunities
	E1-3	Resilience in relation to climate change	- 4.1.2 Climate physical risks - 4.1.3 Climate transition risks and opportunities - 4.1.4 Building resilience for the future
	E1-4	Policies related to climate change mitigation and adaptation	- 4. Climate change and energy - 4.2.1 Methodology
	E1-5	Actions and resources in relation to climate change mitigation and adaptation	- 4.3 Decarbonisation across our value chain
	E1-6	Targets related to climate change	- 4.1.1 Science-based targets shaping our decarbonisation pathway - 4.2.2 Our 2021 baseline
	E1-7	Energy consumption and mix	- 4.4 Our energy consumption and mix
	E1-8	Gross scope 1, 2, 3 GHG emissions	- 4.2.3 Emissions evolution overview
	E1-9	GHG removals and GHG mitigation projects financed through carbon credits	In the reporting year Hager has not financed any GHG removals and GHG mitigation projects through carbon credits.
	E1-10	Internal carbon pricing	Hager does not apply any internal carbon pricing schemes but continues to conduct pilots on specific use cases.
	E1-11	Anticipated financial effects from material physical and transition risks and potential climate-related opportunities	- 4.1.2 Climate physical risks - 4.1.3 Climate transition risks and opportunities
ESRS E2	E2-1	Policies related to pollution	- 5. Managing substances of concern in our products
	E2-2	Actions and resources related to pollution	- 5.2 PFAS management programme - 5.3 Pollution management programme
	E2-3	Targets related to pollution	- 5.3 Pollution management programme
	E2-4	Pollution of air, water, and soil	- 5.3 Pollution management programme
	E2-5	Substances of concern and substances of very high concern	- 5.1 REACH and RoHS compliance - 5.3 Pollution management programme

ESRS standard	Disclosure requirement		Location
Topical standards			
ESRS E5	E5-1	Policies related to resource use and circular economy	- 6.1.1 Sustainable Sourcing Charter - 7.3 Waste management
	E5-2	Actions and resources related to resource use and circular economy	- 6.1 Circularity principles in our inflows: sourced materials - 6.2 Circularity principles in our outflows: products - 7.3 Waste management
	E5-3	Targets related to resource use and circular economy	- 6.3 Advancing our circularity effort - 7.3 Waste management
	E5-4	Resource inflows	- 6.1 Circularity principles in our inflows: sourced materials
	E5-5	Resource outflows	- 6.2 Circularity principles in our outflows: products - 7.3 Waste management
ESRS S1	S1-1	Policies related to own workforce	- 8.1 Our policies and targets - 8.3 Physical and mental health and safety - 8.6 Fair and transparent treatment
	S1-2	Engagement with own workforce and workers’ representatives, existence of channels for own workforce to raise concerns or needs and approaches to remedy	- 8.4.1 Workforce engagement and governance - 10.3 Reporting integrity alerts
	S1-3	Actions and resources related to own workforce	- 8.3 Physical and mental health and safety - 8.4.1 Workforce engagement and governance - 8.5 Lifelong learning and employability - 8.6 Fair and transparent treatment
	S1-4	Targets related to own workforce	- 8.1 Our policies and targets - 8.3 Physical and mental health and safety - 8.5 Lifelong learning and employability - 8.6.2 Diversity in our workforce
	S1-5	Characteristics of the undertaking's employees	- 8.2 Our workforce profile and coverage
	S1-6	Characteristics of non-employees in the undertaking's own workforce	- 8.2 Our workforce profile and coverage
	S1-7	Collective bargaining coverage and social dialogue	- 8.4 Effective communication and feedback - 8.4.1 Workforce engagement and governance
	S1-8	Diversity metrics	- 8.6.2 Diversity in our workforce
	S1-9	Adequate wages	- 8.6.1 Living wage and pay transparency
	S1-10	Social protection	- 8.6 Fair and transparent treatment

ESRS standard	Disclosure requirement		Location
Topical standards			
ESRS S1	S1-11	Persons with disabilities	- 8.6.4 Workers with special needs
	S1-12	Training and skills development metrics	- 8.5.2 Hi! University and external training - 8.5.3 Performance and development interviews
	S1-13	Health and safety metrics	- 8.3.1 Mission Zero
	S1-14	Work-life balance metrics	- 8.6.3 Parenting support and caregivers
	S1-15	Remuneration metrics	- 8.6 Fair and transparent treatment
	S1-16	Incidents of discrimination and other human rights incidents	- 10.3 Reporting integrity alerts
ESRS S4	S4-1	Policies related to consumers and end-users	- 9.1 Our product safety policy
	S4-2	Engagement with consumers and end-users, existence of channels for consumers and end-users to raise concerns or needs and approaches to remedy	- 9.2 Engaging with consumers and end users
	S4-3	Actions and resources related to consumers and end-users	- 9.3 How we build safety into every product
	S4-4	Targets related to consumers and end-users	- 9.3 How we build safety into every product

List of datapoints in cross-cutting and topical standards that derive from other EU legislation

Disclosure requirement and related datapoint in ESRS	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Sustainability statement
Datapoints in the main body of the standard					
ESRS 2 GOV-1 Percentage of board members who are independent			Delegated Regulation (EU) 2020/1816, Annex II		3.3 Sustainability governance
ESRS 2 GOV-4 Statement on due diligence	Indicator number 10 Table #3 of Annex 1		Delegated Regulation (EU) 2022/1288, Annex I		Annexure II
ESRS 2 SBM-1 Involvement in activities related to fossil fuels	Indicator number 4 Table #1 of Annex 1	Article 449a Regulation (EU) No 575/2013 read in conjunction with Article 435 of that Regulation; Commission Implementing Regulation (EU) 2024/3172 Table 1: Qualitative information on environmental risk and Table 2: Qualitative information on social risk; Template 1: Banking book – Indicators of potential climate change transition risk: Credit quality of exposures by sector, emissions, and residual maturity	Delegated Regulation (EU) 2020/1816, Annex II		Not material
ESRS 2 SBM-1 Involvement in activities related to chemical production	Indicator number 9 Table #2 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II		Not material
ESRS 2 SBM-1 Involvement in activities related to controversial weapons	Indicator number 14 Table #1 of Annex 1		Delegated Regulation (EU) 2020/1818, Article 12(1); Delegated Regulation (EU) 2020/1816, Annex II		Not material
ESRS 2 SBM-1 Involvement in activities related to cultivation and production of tobacco			Delegated Regulation (EU) 2020/1818, Article 12(1); Delegated Regulation (EU) 2020/1816, Annex II		Not material

Disclosure requirement and related datapoint in ESRS	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Sustainability statement
Datapoints in the main body of the standard					
ESRS E1-1 Transition plan for climate change mitigation				Regulation (EU) 2021/1119, Article 2(1)	4.1 Our Climate Transition Plan
ESRS E1-6 GHG emission reduction targets	Indicator number 4 Table #2 of Annex 1	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2024/3172 Template 3: Banking book – Climate change transition risk: Alignment metrics	Delegated Regulation (EU) 2020/1818, Article 6		4.1.1 Science-based targets shaping our decarbonisation pathway
ESRS E1-7 Energy consumption from fossil sources disaggregated by sources (only high climate impact sectors)	Indicator number 5 Table #1 and Indicator n. 5 Table #2 of Annex 1				4.4 Our energy consumption and mix
ESRS E1-7 Energy consumption and mix	Indicator number 5 Table #1 of Annex 1				4.4 Our energy consumption and mix
ESRS E1-8 Gross Scope 1, 2, 3 GHG emissions	Indicators number 1 and 2 Table #1 of Annex 1	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2024/3172 Template 1: Banking book – Climate change transition risk: Credit quality of exposures by sector, emissions, and residual maturity	Delegated Regulation (EU) 2020/1818, Article 5(1), 6, and 8(1)		4.2.3 Emissions evolution overview
ESRS E1-9 GHG removals and carbon credits				Regulation (EU) 2021/1119, Article 2(1)	Not material
ESRS E1-11 Exposure of the benchmark portfolio to climate-related physical risks			Delegated Regulation (EU) 2020/1818, Annex I; Delegated Regulation (EU) 2020/1816, Annex II		4.1.2 Climate physical risks
ESRS E1-11 Location of significant assets at material physical risk		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2024/3172 Template 5: Banking book – Climate change physical risk: Exposures subject to physical risk			Annexure IV
ESRS E1-11 Breakdown of the carrying value of its real estate assets by energy-efficiency classes		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2024/3172 Template 2: Banking book – Climate change transition risk: Loans collateralised by immovable property – Energy efficiency of the collateral			Data not available
ESRS E1-11 Degree of exposure of the portfolio to climate-related opportunities			Delegated Regulation (EU) 2020/1818, Annex II		Data not available
ESRS E2-4 Amount of material pollutants emitted to air, water, and soil	Indicator number 8 Table #1 of Annex 1				Not material

Disclosure requirement and related datapoint in ESRS	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Sustainability statement
Datapoints in the main body of the standard					
ESRS E3-1 Water-related policies	Indicator number 7 Table #2 of Annex 1				Not material
ESRS E3-1 Policy covering areas with water stress	Indicator number 8 Table #2 of Annex 1				Not material
ESRS E3-4 Total water recycled and reused	Indicator number 6.2 Table #2 of Annex 1				Not material
ESRS E4-5 Activities negatively affecting biodiversity-sensitive areas	Indicator number 7 Table #1 of Annex 1				Not material
ESRS E4-2 Policy covering sites in or near biodiversity-sensitive areas	Indicator number 14.2 Table #2 of Annex 1				Not material
ESRS E5-5 Hazardous waste and radioactive waste	Indicator number 9 Table #1 of Annex 1				Not material
ESRS 2 IRO-2 Risk of incidents of forced labour	Indicator number 13 Table #3 of Annex I				2.1 Methodology Annexure III – Impacts, risks, and opportunities (IROs)
ESRS 2 IRO-2 Risk of incidents of child labour	Indicator number 12 Table #3 of Annex I				2.1 Methodology Annexure III – Impacts, risks, and opportunities (IROs)
ESRS 2 GDR-P Human rights policy commitments	Indicator number 9 Table #3 and Indicator number 11 Table #1 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II		8.1 Our policies and targets 10.1 Our ethical commitment
ESRS S1-1 Processes and measures for preventing trafficking in human beings	Indicator number 11 Table #3 of Annex I				10.2.2 Ethics ambassadors 10.3 Reporting integrity alerts 10.4 Ethical risk assessment
ESRS S1-2 Grievance mechanism, including employee-related matters	Indicator number 5 Table #3 of Annex I and Indicator number 11 Table #1 of Annex I				10.3 Reporting integrity alerts

Disclosure requirement and related datapoint in ESRS	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Sustainability statement
Datapoints in the main body of the standard					
ESRS S1-13 Rate of work-related accidents	Indicator number 2 Table #3 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II		8.3.1 Mission Zero
ESRS S1-13 Number of days lost to injuries, accidents, illness	Indicator number 3 Table #3 of Annex I				Annexure V
ESRS S1-15 Unadjusted gender pay gap	Indicator number 12 Table #1 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II		Hager Group is adapting its process to obtain information on its gender pay gap and the annual total remuneration ratio at global level in accordance with the EU Pay Transparency Directive (EU) 2023/970. Our target is to implement this process by 2026 and thus be able to include these metrics in next year's report.
ESRS S1-15 Annual total remuneration ratio	Indicator number 8 Table #3 of Annex I				Hager Group is adapting its process to obtain information on its gender pay gap and the annual total remuneration ratio at global level in accordance with the EU Pay Transparency Directive (EU) 2023/970. Our target is to implement this process by 2026 and thus be able to include these metrics in next year's report.
ESRS S1-16 Incidents of discrimination	Indicator number 7 Table #3 of Annex I				10.3 Reporting integrity alerts
ESRS S1-16 Human rights incidents	Indicator number 10 Table #1 and Indicator n. 14 Table #3 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II		10.3 Reporting integrity alerts
ESRS S2-1 Processes and measures for preventing trafficking in human beings	Indicator number 11 Table #3 of Annex I				Not material
ESRS S2-1 Code of conduct	Indicator number 4 Table #3 of Annex 1				Not material

Disclosure requirement and related datapoint in ESRS	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Sustainability statement
Datapoints in the main body of the standard					
ESRS S3-2 Grievance mechanism	Indicator number 11 Table #1 of Annex I				Not material
ESRS S2-3 Human rights incidents	Indicator number 10 Table #1 of Annex I and Indicator number 14 Table #3 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II		Not material
ESRS S3-3 Human rights incidents	Indicator number 10 Table #1 of Annex I and Indicator number 14 Table #3 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II		Not material
ESRS S4-2 Grievance mechanism	Indicator number 11 Table #1 of Annex I				9.2 Engaging with consumers and end users
ESRS S4-3 Human rights incidents	Indicator number 10 Table #1 of Annex I and Indicator number 14 Table #3 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II		9.2 Engaging with consumers and end users
ESRS G1-1 Policies consistent with United Nations Convention against Corruption	Indicator number 15 Table #3 of Annex 1				Not material
ESRS G1-1 Protection of whistle-blowers	Indicator number 6 Table #3 of Annex 1				Not material
ESRS G1-4 Convictions and fines for violation of anti-corruption and anti-bribery laws	Indicator number 17 Table #3 of Annex 1				Not material
ESRS G1-4 Actions to address breaches of standards of anti-corruption and anti-bribery	Indicator number 16 Table #3 of Annex 1				Not material

Disclosure requirement and related datapoint in ESRS	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Sustainability statement
Methodological specifications in AR corresponding to EU legislation					
ESRS 2 GOV-1 Board's gender diversity	Indicator number 13 Table #1 of Annex 1				3.3 Sustainability governance
ESRS E4-5 Land degradation, desertification, soil sealing	Indicator number 10 Table #2 of Annex 1				Not material
ESRS E4-5 Natural species and protected areas	Indicator number 14.1 Table #2 of Annex 1				Not material
ESRS E4-2 Sustainable land/ agriculture practices or policies	Indicator number 11 Table #2 of Annex 1				Not material
ESRS E4-2 Sustainable oceans/ seas practices or policies	Indicator number 12 Table #2 of Annex 1				Not material
ESRS E4-2 Policies to address deforestation	Indicator number 15 Table #2 of Annex 1				Not material

GRI content index

Statement of use

Hager SE has reported the information cited in this GRI content index for the period 1 January 2025 to 31 December 2025 in accordance with the GRI Standards.

GRI 1 used

GRI 1: Foundation 2021

				Omission Requirement(s) omitted (D), Reason (R), Explanation (E)
GRI standard	Disclosure		Location	
General disclosures				
1. The organization and its reporting practices				
GRI 2: General disclosures 2021	2-1	Organizational details	- 1.1 Who we are - Imprint	
	2-2	Entities included in the organization's sustainability reporting	- 1.5.1 Scope and external assurance	
	2-3	Reporting period, frequency, and contact point	- 1.5.1 Scope and external assurance - Imprint	
	2-4	Restatements of information	- 1.5.1 Scope and external assurance - 4.2.2 Our 2021 baseline	
	2-5	External assurance	- 1.5.1 Scope and external assurance	
2. Activities and workers				
GRI 2: General disclosures 2021	2-6	Activities, value chain, and other business relationships	- 1.1 Who we are - 1.6 Our business model and value chain	
	2-7	Employees	- 8.2 Our workforce profile and coverage	
	2-8	Workers who are not employees	- 8.2 Our workforce profile and coverage	

GRI standard	Disclosure	Location	Omission Requirement(s) omitted (D), Reason (R), Explanation (E)
3. Governance			
GRI 2: General disclosures 2021	2-9	Governance structure and composition	– 3.3 Sustainability governance
	2-10	Nomination and selection of the highest governance body	The highest governance body has two boards: the Executive Board and the Supervisory Board. The members of the Supervisory Board are elected by the Annual General Meeting for a defined term of up to six years, with re-election permitted, in accordance with statutory requirements and the company's articles of association. The Supervisory Board, in turn, appoints the members of the Executive Board for a maximum term of five years, with possible reappointments or extensions subject to a formal resolution. Nomination and selection are based on legal eligibility requirements, including full legal capacity and absence of disqualifying circumstances, as well as professional qualifications. Supervisory Board members must demonstrate appropriate training and experience and meet specific independence and mandate criteria, while Executive Board members are selected based on their suitability to manage the company, with the Supervisory Board retaining discretion in determining roles such as Chairmanship.
	2-11	Chair of the highest governance body	– 3.3 Sustainability governance
	2-12	Role of the highest governance body in overseeing the management of impacts	– 3.3.1 Sustainability council: bridging vision and action – 3.3.2 Accountability for sustainability performance – 3.3.3 Sustainability in our incentive schemes
	2-13	Delegation of responsibility for managing impacts	– 3.3.1 Sustainability council: bridging vision and action
	2-14	Role of the highest governance body in sustainability reporting	– 1.5 Our approach to transparent sustainability reporting
	2-15	Conflicts of interest	– 10.1 Our ethical commitment – 10.3 Reporting integrity alerts
	2-16	Communication of critical concerns	– 10.3 Reporting integrity alerts
	2-17	Collective knowledge of the highest governance body	– 3.3 Sustainability governance – 3.3.1 Sustainability council: bridging vision and action
	2-18	Evaluation of the performance of the highest governance body	The Supervisory Board evaluates the performance of the Board of Directors based on annually defined targets. The process is conducted independently, aligned with both Group and individual goals, and takes place twice a year. Based on the results, the Supervisory Board determines appropriate actions, including performance-based incentives.
	2-19	Remuneration policies	– 3.3.3 Sustainability in our incentive schemes
	2-20	Process to determine remuneration	– 3.3.3 Sustainability in our incentive schemes

GRI standard	Disclosure	Location	Omission Requirement(s) omitted (D), Reason (R), Explanation (E)
3. Governance			
GRI 2: General disclosures 2021	2-21	Annual total compensation ratio	(D) 2-21 (R) Information unavailable/incomplete (E) Hager is deploying EU Pay Transparency Directive in 2026 and targeted to report in 2027
4. Strategy, policies, and practices			
GRI 2: General disclosures 2021	2-22	Statement on sustainable development strategy	- 3.1 How E3 guides our sustainability actions
	2-23	Policy commitments	- 3.1 How E3 guides our sustainability actions - 3.3.4 Embedding sustainability in daily operations
	2-24	Embedding policy commitments	- 3.1 How E3 guides our sustainability actions - 3.3.4 Embedding sustainability in daily operations
	2-25	Processes to remediate negative impacts	- 3.1 How E3 guides our sustainability actions - 9.2 Engaging with consumers and end users
	2-26	Mechanisms for seeking advice and raising concerns	- 8.4.1 Workforce engagement and governance - 10.3 Reporting integrity alerts
	2-27	Compliance with laws and regulations	- 3.1 How E3 guides our sustainability actions - 10.3 Reporting integrity alerts
	2-28	Membership associations	- 1.4.1 Sustainability memberships
5. Stakeholder engagement			
GRI 2: General disclosures 2021	2-29	Approach to stakeholder engagement	- 1.6.2 Stakeholder engagement - 2.1 Methodology
	2-30	Collective bargaining agreements	- 8.4.1 Workforce engagement and governance

GRI standard	Disclosure		Location	Omission Requirement(s) omitted (D), Reason (R), Explanation (E)
Material topics				
GRI 3: Material topics 2021	3-1	Process to determine material topics	- 2.1 Methodology	
	3-2	List of material topics	- 2.2 Management of IROs	
Environment				
Climate change				
GRI 3: Material topics 2021	3-3	Management of material topics	- 4.1 Our Climate Transition Plan - 4.3 Decarbonisation across our value chain	
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	- 4.2.3 Emissions evolution overview	
	305-2	Energy indirect (Scope 2) GHG emissions	- 4.2.3 Emissions evolution overview	
	305-3	Other indirect (Scope 3) GHG emissions	- 4.2.3 Emissions evolution overview	
	305-4	GHG emissions intensity	- Annexure IV	
	305-5	Reduction of GHG emissions	- 4.2.3 Emissions evolution overview	
Energy				
GRI 3: Material topics 2021	3-3	Management of material topics	- 4.4 Our energy consumption and mix	
GRI 302: Energy 2016	302-1	Energy consumption within the organisation	- 4.4 Our energy consumption and mix	
	302-2	Energy consumption outside of the organisation	- 4.2.3 Emissions evolution overview	
	302-3	Energy intensity	- Annexure IV	
	302-4	Reduction of energy consumption	- 4.3.1 Scope 1 and 2 decarbonisation roadmap	
	302-5	Reductions in energy requirements of products and services	There is no significant reduction in energy requirement of our current ranges of products and services compared to previous reporting year.	

GRI standard	Disclosure	Location	Omission Requirement(s) omitted (D), Reason (R), Explanation (E)
Environment			
Substances of very high concern			
GRI 3: Material topics 2021	3-3	Management of material topics	- 5. Managing substances of concern in our products
Resource use and circular economy			
GRI 3: Material topics 2021	3-3	Management of material topics	- 6. Our focus on resource use and circularity - 6.1 Circularity principles in our inflows: sourced materials - 6.2 Circularity principles in our outflows: products
GRI 301: Materials 2016	301-1	Materials used by weight or volume	- 6.1 Circularity principles in our inflows: sourced materials
	301-2	Recycled input materials used	- 6.1.2 Our progress on integrating recycled materials into our operations
	301-3	Reclaimed products and their packaging materials	- 6.1.2 Our progress on integrating recycled materials into our operations - 7.3 Waste management
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	- 7.3 Waste management
	306-2	Management of significant waste-related impacts	- 7.3 Waste management
	306-3	Waste generated	- 7.3 Waste management
	306-4	Waste diverted from disposal	- 7.3 Waste management
	306-5	Waste directed to disposal	- 7.3 Waste management

GRI standard	Disclosure	Location	Omission Requirement(s) omitted (D), Reason (R), Explanation (E)	
Social				
Employees engagement and labour rights				
GRI 3: Material topics 2021	3-3	Management of material topics	- 8.2 Our workforce profile and coverage - 8.4 Effective communication and feedback	
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	- 8.2 Our workforce profile and coverage	
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees		(D) 401-2 (R) Information unavailable/incomplete (E) Hager is deploying EU Pay Transparency Directive in 2026 and targeted to report in 2027
	401-3	Parental leave	- 8.6.3 Parenting support and caregivers	
Training and skills development				
GRI 3: Material topics 2021	3-3	Management of material topics	- 8.5 Lifelong learning and employability	
GRI 404: Training and education 2016	404-1	Average hours of training per year per employee	- 8.5.2 Hi! University and external training	
	404-2	Programs for upgrading employee skills and transition assistance programs	- 8.5.1 People development and internal mobility - 8.5.2 Hi! University and external training	(D) 401-2 (R) Information unavailable/incomplete (E) Hager is deploying EU Pay Transparency Directive in 2026 and targeted to report in 2027
	404-3	Percentage of employees receiving regular performance and career development reviews	- 8.5.3 Performance and development interviews	

GRI standard	Disclosure	Location	Omission Requirement(s) omitted (D), Reason (R), Explanation (E)
Social			
Health and safety			
GRI 3: Material topics 2021	3-3	Management of material topics	– 8.3 Physical and mental health and safety
GRI 403: Occupational health and safety 2018	403-1	Occupational health and safety management system	– 8.3 Physical and mental health and safety
	403-2	Hazard identification, risk assessment, and incident investigation	– 8.3.2 Reporting on workplace incidents
	403-3	Occupational health services	– 8.3 Physical and mental health and safety
	403-4	Worker participation, consultation, and communication on occupational health and safety	Employees can contact the occupational safety specialist or their direct manager at subsidiary level should they have any concerns or feedback regarding OH&S. Furthermore, Kaizen cards are available at every 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. 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 establish communication processes in 2025. There are dedicated Occupational Safety Committees per subsidiary that meet regularly (typically quarterly but may 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 works council, the fire protection officer, the operations manager, an HR manager, and a representative from top management. The European Works Council also has a Health and Safety subcommittee which is directly informed by the Group H&S Director (from Q3, 2024).
	403-5	Worker training on occupational health and safety	– 8.3 Physical and mental health and safety – 8.3.2 Reporting on workplace incidents
	403-6	Promotion of worker health	– 8.3 Physical and mental health and safety – 8.3.3 Mental health
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	– 8.3 Physical and mental health and safety – 8.3.1 Mission Zero – 8.3.3 Mental health
	403-8	Workers covered by an occupational health and safety management system	– 8.3 Physical and mental health and safety – 8.3.1 Mission Zero

GRI standard	Disclosure	Location	Omission Requirement(s) omitted (D), Reason (R), Explanation (E)	
Social				
Health and safety				
GRI 403: Occupational health and safety 2018	403-9	Work-related injuries	- 8.3.1 Mission Zero	
	403-10	Work-related ill health	- 8.3.1 Mission Zero	
Diversity				
GRI 3: Material topics 2021	3-3	Management of material topics	- 8.6 Fair and transparent treatment - 8.6.2 Diversity in our workforce	
GRI 405: Diversity and equal opportunity 2016	405-1	Diversity of governance bodies and employees	- 8.6.2 Diversity in our workforce	
	405-2	Ratio of basic salary and remuneration of women to men		(D) 405-2 (R) Information unavailable/incomplete (E) Hager is deploying EU Pay Transparency Directive in 2026 and targeted to report in 2027
Consumers and end-users				
GRI 3: Material topics 2021	3-3	Management of material topics	- 9. Product safety for consumers and end-users	
GRI 416: Customer health and safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	- 9.3 How we build safety into every product	
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	- 9.2 Engaging with consumers and end users	

Annexure I

Hager entities (2025)

No.	Business name	Country
1	Hager Electro Pty Ltd.	Australia
2	Weber South Pacific	Australia
3	Hager Electro GesmbH	Austria
4	Hager Modulec SA	Belgium
5	Hager doo	Bosnia
6	Dongguan EFEN Electrical Products Co., Ltd.	China
7	Hager Electric (Huizhou) Ltd.	China
8	Hager Electric Management (Shanghai) Ltd.	China
9	Hager Metal Works (Dongguan) Co., Ltd.	China
10	Hager Electro s.r.o.	Czech Republic
11	Finatrys SAS	France
12	Hager Controls SAS	France
13	Hager Electro SAS	France
14	Hager Safety SAS	France
15	Hager SAS	France
16	Hager Next	France
17	Advizeo SAS	France
18	Eficia SAS	France

No.	Business name	Country
19	Hager Safety Deutschland GmbH (formerly Atral Secal)	Germany
20	Berker GmbH & Co. KG	Germany
21	Elektroapparatebau Ottfingen GmbH (holding)	Germany
22	Hager Eastern Europe GmbH (holding)	Germany
23	Hager Electro Gechäftsführungs GmbH (holding)	Germany
24	Hager Electro GmbH & Co. KG	Germany
25	HAGER SE (Group holding)	Germany
26	Hager Vertriebsges. mbH & Co. KG	Germany
27	Hager Vertriebs Geschäftsführungs GmbH (holding)	Germany
28	HagerEnergy GmbH	Germany
29	Hager Logistics GmbH	Germany
30	Polo Industrie GmbH (holding)	Germany
31	Tehalit GmbH	Germany
32	Hager International GmbH (holding)	Germany
33	Advizeo Deutschland GmbH	Germany
34	Hager Hellas S.A.	Greece
35	Hager Electro Ltd.	Hong Kong
36	Hager Kft.	Hungary

No.	Business name	Country
37	Hager Electro Private Limited	India
38	PT Hager Electro Indonesia	Indonesia
39	Hager Ltd Ireland	Ireland
40	AB Plast Srl	Italy
41	Bocchiotti SpA	Italy
42	Hager Bocchiotti SpA	Italy
43	Hager Italia Partecipazioni Srl	Italy
44	Hager Lumetal SpA	Italy
45	Herholdt Controls	Italy
46	Silamplast Srl (JV Bocchiotti SpA)	Italy
47	Kompongo Srl	Italy
48	PM Flex Srl	Italy
49	Hager Investment SA	Luxemburg
50	Hager Engineering (M) Sdn Bhd	Malaysia
51	Hager Electro BV	Netherlands
52	Hager Limited	New Zealand
53	PM Flex Norge AG	Norway
54	Hager Polo Sp. z o.o.	Poland
55	Hager Production Poland Sp. z o.o.	Poland
56	Hager Business Services Sp. z o.o.	Poland
57	Hager Sistemas Eléctricos Modulares, S.A.	Portugal

No.	Business name	Country
58	Eficia	Portugal
59	Hager Romania SRL	Romania
60	Hager Electro Systems Pte Ltd.	Singapore
61	Hager Industrial de Envolveres S.A.	Spain
62	Hager Sistemas S.A.	Spain
63	Elektrofabriken AB	Sweden
64	Hager Elektro AB	Sweden
65	Pmflex Group Northern Europe AB	Sweden
66	Hager AG	Switzerland
67	Hager Industrie AG	Switzerland
68	Hager Systems AG (holding)	Switzerland
69	Hager Elektrik Ticaret Ltd Sirketi	Turkey
70	Hager Middle East FZE	UAE (Dubai)
71	Polo-Electroobladnannia	Ukraine
72	Hager Engineering Ltd.	United Kingdom
73	Hager Ltd.	United Kingdom
74	Hager UK Ltd. (holding)	United Kingdom
75	Iboco Corporation	United States of America

Annexure II

Statement on due diligence

Due diligence steps	Location in sustainability statement
Embedding due diligence in governance, strategy, and business model	Our sustainability commitment is embedded in our governance bodies’ objectives and defined in 3.3.3 Sustainability in our incentive schemes. 1.1 Who we are, 1.6 Our business model and value chain, and 3.1 How E3 guides our sustainability actions explain how sustainability issues influence the company’s business model and value chain. 2.2 Management of IROs and 3.1 How E3 guides our sustainability actions show how the results of the due diligence process influence strategy.
Engaging with affected stakeholders	Our engagement with stakeholders is explained in detail in 1.6.2 Stakeholder engagement. 2.1.1 Phase 1: understanding explains how we use the stakeholder feedback to identify IROs.
Identifying and assessing negative impacts on people and the environment	Our approach to identifying and assessing impacts on people and the environment is explained in 2.1 Methodology.
Taking action to address negative impacts on people and the environment	The actions we take to address the negative impacts on people and the environment are described in the relevant sections: – 4.3 Decarbonisation across our value chain – 5 Managing Substances of concern in our products – 6.1 Circularity principles in our inflows: sourced materials – 6.2 Circularity principles in our outflows: products – 8.3 Physical and mental health and safety – 8.4.1 Workforce engagement and governance – 8.5 Lifelong learning and employability – 8.6 Fair and transparent treatment – 9.3 How we build safety into every product
Tracking the effectiveness of these efforts	We track the effectiveness of our efforts to address negative impacts on people and the environment through targets for selected topics, as detailed in the relevant sections: – 4.1.1 Science-based targets shaping our decarbonisation pathway – 4.2.2 Our 2021 baseline – 5 Managing substances of concern in our products – 6.3 Advancing our circularity effort – 8.3 Physical and mental health and safety – 8.4.1 Workforce engagement and governance – 8.5 Lifelong learning and employability – 8.6 Fair and transparent treatment – 9.3 How we build safety into every product

Annexure III

Impacts, risks, and opportunities (IROs)

Sustainability topic	Type of IRO	Location in value chain	IRO description	Hager's mitigation measures linked to its strategy and business model
Climate change	Negative impact (A)	Upstream	Raw material extraction and processing involve energy-intensive activities that contribute to greenhouse gas (GHG) emissions.	Increasing reliance on recycled materials, mapping high-risk suppliers via Ecovadis IQ+ based on their carbon performance, pushing high-risk suppliers to set out decarbonisation targets and action plans, real-time monitoring of risks in relation to climate change via Sphera platform.
Climate change	Negative impact (A)	Downstream	The energy consumption of Hager's products during their use phase contributes to downstream greenhouse gas emissions, depending on product efficiency and electricity sources, thereby impacting the climate.	– Development of energy-efficient product designs to reduce customer energy use. – Promotion of smart energy management systems for households and businesses. – Development of eco-designed products, such as Cubyko Leaf, which reduces CO₂ emissions by at least 3%.
Climate change	Financial risks	Own business	Extreme weather in supplier regions and transportation routes (e.g. floods, heatwaves) could delay critical component deliveries, forcing production rescheduling, increasing procurement costs, and risking missed customer deadlines.	Strengthening supplier relationships to ensure diversity and resilience.
Climate change	Financial risks	Own business	Floods or storms could damage manufacturing facilities or warehouses, leading to repair costs, production downtime, and unplanned capital expenditure.	Climate-resilience infrastructure upgrades, early-warning and monitoring systems, business continuity and disaster recovery planning.
Climate change	Financial risks	Own business	More frequent climate disasters could significantly increase insurance premiums or reduce coverage, raising operating costs and financial exposure.	Risk-reduction investments to lower premiums, multi-year or bundled insurance agreements, captive or self-insurance strategies
Climate change	Financial risks	Own business	Climate hazards – such as extreme heat, storms, droughts, floods, and wildfires – can damage assets, disrupt production, or reduce worker productivity. This can lead to unfulfilled orders, long lead times, and inconsistent supply, driving customers to competitors who can deliver reliably.	Hager performs physical risk assessments and initiates adaptation actions

Sustainability topic	Type of IRO	Location in value chain	IRO description	Hager's mitigation measures linked to its strategy and business model
Climate change	Financial risks	Own business	If we fail to meet our publicly communicated decarbonisation targets and environmental ratings (e.g. Ecovadis, CDP), customers may switch to competitors, leading to reduced order volumes and fewer long-term contracts.	Strengthened sustainability commitments, eco-friendly product offerings, transparent carbon and sustainability disclosures.
Climate change	Financial risks	Own business	Increasing carbon pricing and emissions taxation may lead to higher energy, material, and logistics costs across our value chain, impacting cost competitiveness and margins.	Operational decarbonisation, supplier engagement, circular design, and the expansion of energy-efficient solutions.
Energy	Negative impact (A)	Upstream	The extraction and processing of materials significantly increase overall energy consumption, as they depend on highly energy-intensive technologies and heavy industrial equipment.	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	Negative impact (A)	Own business	Relying on fossil-based energy sources leads to increased GHG emissions, contributing to climate change.	Transition towards energy efficient production processes, implementation of LED lighting, building insulation, and heat recovery systems to enhance efficiency, use of emerging technologies that reduce energy intensity.
Energy	Financial risks	Own business	Rising energy prices increase operational costs and reduce cost predictability, affecting profitability and long-term financial planning. The organisation becomes more vulnerable to external market dynamics and regulatory changes that influence energy pricing.	Long-term PPAs, energy-efficiency measures, on-site renewables, diversified energy procurement, continuous market monitoring.
Energy	Financial risks	Own business	Reliance on fossil-based energy exposes the organisation to rising carbon prices, tightening climate regulations, and reputational pressure, while volatile fossil-fuel markets create unpredictable operating costs that undermine financial stability and long-term planning.	Investment in renewables, improvement of energy efficiency, integration of low-carbon technologies, optimisation of energy mix, leverage of incentives for clean energy. Price-hedging through PPAs, supplier diversification, increased self-generation, enhancement of forecasting tools, optimisation of energy consumption.
Energy	Financial risks	Own business	Transitioning to cleaner energy systems requires significant capital investments, such as installing solar panels or upgrading equipment. These upfront costs may strain budgets, delay implementation, or compete with other strategic priorities.	Phased investment planning, leveraging subsidies and incentives, conducting cost-benefit analyses, prioritising high-impact sites, and integrating investments into long-term capex planning.
Substances of very high concern	Financial risks	Own business and downstream	Some customers, including specific national markets such as Sweden, may reject products containing certain substances. This creates a risk of losing clients or market share if Hager's products do not meet evolving expectations or restrictions concerning materials and chemical use.	Hager has proactively launched a programme to phase out substances of concern through its PFAS initiative and eco-design approach. In its product development, Hager ensures compliance with REACH, RoHS, and customer requirements.

Sustainability topic	Type of IRO	Location in value chain	IRO description	Hager's mitigation measures linked to its strategy and business model
Substances of very high concern	Financial risks	Own business	Hager may face stricter environmental regulations in the countries where it operates, including the banning of additional substances. Compliance with these evolving requirements could necessitate product changes, supply chain adjustments, and increased compliance efforts.	Hager anticipates regulatory changes through continuous monitoring and integrates them into product design and sourcing. Supplier controls and compliance tools such as Assent (for REACH/RoHS screening) enable timely substitution and resilient supply chains.
Substances of very high concern	Financial risks	Own business and downstream	There is a risk – although considered unlikely – of facing compensation claims for diseases or pollution linked to substances of very high concern used in products or operations. Such claims could lead to legal costs, reputational damage, and financial liabilities.	Hager mitigates risks through strict chemical risk assessments, emission monitoring, and product safety controls. Robust due diligence ensures early detection and prevention of potential health and environmental impacts.
Resource use and circular economy	Negative impact (A)	Own business	The selection of non-renewable or non-recyclable materials in product development contributes to long-term resource depletion and increased waste generation at end-of-life.	Advancing eco-design and material innovation research, promoting circularity in product development.
Resource use and circular economy	Financial risks	Own business	Shortages or global price increases of metals, plastics, or electronic components could significantly increase cost of goods sold, reduce product margins, and require price adjustments that may affect competitiveness.	Material recovery and reuse, bio-based and synthetic materials, modular and recyclable product design
Resource use and circular economy	Financial risks	Own business	Shifting towards circular product design (recyclability, recycled materials, repairability) may require redesign of product lines, tooling upgrades, supplier changes, and capital expenditure that impacts short- to medium-term profitability.	Investment in circular technologies, circular infrastructure partnerships, sustainability-linked financing
Resource use and circular economy	Financial risks	Own business	New regulatory requirements on recyclability, repairability, or sustainable packaging may necessitate product redesign, additional compliance documentation, and supply chain adjustments, increasing operational and administrative costs.	Regulatory monitoring, repairable and modular product design, eco-design frameworks
Employee engagement and labour rights	Negative impact (P)	Own business	Employees have limited time to rest or manage personal life due to excessive workloads, long hours, or inflexible schedules. Failure to support healthy work-life balance leads to employee dissatisfaction, fatigue.	People frame: the cornerstone of our culture and the backbone of Project 2030, outlining our values in daily interactions with stakeholders and behaviours, actions, attitudes, and leadership principles expected of employees. United Nation Global Compact partner fostering 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: recognition of outstanding projects. Commitment to human rights. Mental health support and physical wellbeing offerings (e.g., sports courses and gym memberships).
Employee engagement and labour rights	Negative impact (P)	Own business	Poor or neglected workplace conditions harm employee comfort, productivity, and wellbeing, contributing to disengagement.	

Sustainability topic	Type of IRO	Location in value chain	IRO description	Hager's mitigation measures linked to its strategy and business model
Employees engagement and labour rights	Negative impact (P)	Own business	Employees may not receive pay that reflects their work and experience, or may be delayed, reducing financial security.	Hager has recently concluded its living wage assessment to identify pay gaps and ensure all the employees are paid a fair living wage as per its commitment. Besides the living wage assessment, Hager is also adapting its process to gather information on its gender pay gap and the annual total remuneration ratio at global level, in accordance with the EU Pay Transparency Directive (EU) 2023/970.
Training and skills development	Financial risks	Own business	Growing requirements for high-quality, role-specific training – including specialised certifications, digital tools, safety programmes, and external licenses – may increase short-term costs and temporarily reduce operational capacity, as employees spend time away from core activities. This can slow project execution, limit workforce readiness, and add pressure to teams operating with already tight resource levels.	
Training and skills development	Financial risks	Own business	When senior staff retire or leave without structured knowledge transfer, tacit know-how, process tips, and historical context are lost. This can weaken operational continuity, extend learning curves for new staff, and increase the likelihood of errors, inefficiencies, or rework.	
Training and skills development	Financial risks	Own business	Shortage of qualified technicians causes bottlenecks in maintenance, commissioning, troubleshooting, and production support, impacting uptime and quality.	Hager implemented the Mission Zero programme to maintain a zero-tolerance approach to accidents. The programme includes conducting regular safety campaigns and monthly reports on work-related injuries. It also includes strengthened safety protocols, training programmes, and protective measures.
Health and safety	Negative impact (A)	Own business	Lack of workplace safety systems, missing regular safety training, and absence of structured safety protocols increase the possibility of frequent and severe health and safety incidents.	
Health and safety	Negative impact (A)	Own business	Not providing appropriate PPE exposes employees to avoidable safety hazards, increasing accident severity.	
Health and safety	Financial risks	Own business	Strengthening compliance with evolving safety standards may require significant investment in protective equipment, certified infrastructure, and specialised training. These rising safety-related costs can pressure operating budgets, especially in high-risk environments, and may constrain the ability to allocate resources to other critical operational or strategic priorities.	
Health and safety	Financial risks	Own business	Unsafe conditions can lead to work stoppages, machine shutdowns, process delays, or temporary closure of facilities, impacting productivity and supply chain continuity.	

Sustainability topic	Type of IRO	Location in value chain	IRO description	Hager's mitigation measures linked to its strategy and business model
Health and safety	Financial risks	Own business	Work accidents may result in medical expenses, insurance claims, disability compensation, or long-term support for injured employees.	Hager implemented the Mission Zero programme to maintain a zero-tolerance approach to accidents. The programme includes, conducting regular safety campaigns and monthly reports on work-related injuries. It also includes strengthened safety protocols, training programmes, and protective measures.
Health and safety	Financial risks	Own business	Rising health issues, ergonomic strains, or work-related injuries may increase absenteeism and reduce employee engagement, leading to slower operational throughput and lower overall productivity.	
Health and safety	Financial risks	Own business	Accidents or non-compliance can lead to lawsuits, penalties, and reputational loss that affect employer branding, customer trust, and business partnerships.	
Diversity	Financial risks	Own business	Failure to adapt workforce strategies to demographic shifts (e.g. ageing workforce in Germany and France) may lead to long-term talent shortages and reduced operational capacity.	Attracting a more diverse workforce is increasingly important as the workforce in Germany and France ages, requiring concrete measures and policies to address demographic change.
Diversity	Financial risks	Own business	Discrimination claims related to recruitment, promotion, or compensation practices may result in legal proceedings, financial settlements, and reputational harm.	Diversity Charter, multicultural working environment, gender equality in access to positions and professional development, including at senior management level.
Consumers and end-users	Financial risks	Downstream	Recalls or market withdrawals triggered by product defects or safety issues lead to significant financial impacts, including additional quality-control measures, logistics for retrieval, replacement costs, and the administrative burden of recall management.	Conducting Failure Mode and Effects Analysis (FMEA) on all new designs, design modifications, and process updates, applying stringent QA/QC guidelines to ensure products are safe to use, engaging with customers to understand their safety concerns and incorporate them into the design process.
Consumers and end-users	Financial risks	Downstream	Unsafe or non-compliant products may cause injury or property damage, leading to compensation claims, class-action lawsuits, regulatory penalties, mandatory corrective actions, increased insurance costs, and long-term reputational harm.	
Consumers and end-users	Financial risks	Downstream	Safety incidents, recalls, or public criticism can harm customer trust and corporate reputation. Loss of credibility can negatively affect market perception and future sales.	
Consumers and end-users	Financial risks	Downstream	Unsafe products that cause harm or property damage can lead to claims for financial compensation. These claims may escalate costs, increase insurance burdens, and trigger litigation risks.	

Annexure IV

Environment

Chapter 4 – Climate change and energy

Evolution of GHG emissions by scope, 2021–2025

	2021 (SBTi Committed base year value)	2021 (corrected)	2023 (corrected)	2024 (corrected)	2025
Scope 1 (tCO ₂ e)	26.646	29.806	22.639	18.524	14.527
Scope 2 – location-based (tCO ₂ e)	32.564	38.774	42.304	39.595	35.214
Scope 2 – market-based (tCO ₂ e)	Not applicable	59.225	63.098	63.750	60.717
Total Scope 1 and 2 – location-based (tCO ₂ e)	59.210	68.580	64.944	58.120	49.740
Total Scope 1 and 2 – market-based (tCO ₂ e)	Not applicable	89.031	85.738	82.275	75.244
Purchased goods and services (tCO ₂ e)	628.032	652.984	589.193	532.137	526.173
Capital goods (tCO ₂ e)	31.641	8.454	28.090	35.321	15.603
Fuel- and energy-related activities (tCO ₂ e)	13.258	13.617	12.906	11.552	10.127
Upstream transportation and distribution (tCO ₂ e)	51.151	46.152	46.434	42.258	41.086
Waste generated in operations (tCO ₂ e)	3.125	3.125	3.271	3.235	6.543
Business travel (tCO ₂ e)	9.691	6.881	11.354	11.187	10.540
Employee commuting (tCO ₂ e)	24.642	20.169	17.544	20.084	19.862
Total Scope 3 upstream (tCO ₂ e)	761.540	751.384	708.793	655.774	629.935

Evolution of GHG emissions by scope, 2021–2025

	2021 (SBTi Committed base year value)	2021 (corrected)	2023 (corrected)	2024 (corrected)	2025
Downstream transportation and distribution (tCO ₂ e) ¹	15.686	0	0	0	0
Use of sold products (tCO ₂ e)	1.648.876	809.321	761.217	705.050	663.764
End-of-life treatment of sold products (tCO ₂ e)	239.818	25.784	30.203	24.179	24.952
Total Scope 3 downstream (tCO ₂ e)	1.904.380	835.105	791.419	729.229	688.716
Total Scope 3 (tCO ₂ e)	2.665.920	1.586.489	1.500.213	1.385.003	1.318.651
Total emissions – location-based (tCO ₂ e)	2.725.130	1.655.069	1.565.156	1.443.123	1.368.391
Total emissions – market-based (tCO ₂ e)	Not applicable	1.675.520	1.585.950	1.467.278	1.393.895

Evolution of biogenic emissions, 2021–2025

	2021 (base year)	2021 (corrected)	2023 (corrected)	2024 (corrected)	2025
Biogenic CO ₂ emissions (Scope 1) (tCO ₂ e)	53	430	773	936	1.223

Evolution of GHG emissions intensity, 2023–2025

	2023	2024	2025
Turnover (B€)	2,832	2,596	2,593
GHG emissions intensity ratio (Σ(scope 1,2,3)/Turnover) (ktCO ₂ e/B€)	553	556	528

¹ The value initially submitted to the Science Based Targets initiative (SBTi) was incorrectly reported under the category Downstream transportation and distribution. Following a review of the emissions categorisation, the relevant emissions have been reclassified under the category Upstream transportation and distribution.

Evolution of energy intensity, 2023–2025

	2023	2024	2025
Turnover (B€)	2,832	2,596	2,593
Total energy consumption (GWh)	242	227	207
Energy intensity (GWh/B€)	86	88	80

Location of significant assets at material physical risk in 2025

Rank	Location	Climate perils				
		Flood	Freeze	Wind	Snow weight	Hail
1	Bischwiller	●			●	
2	Emmenbrücke	●				
3	Almenno San Bartolomeo	●				
4	Schalksmühle	●				
5	Arenzano	●				
6	Blieskastel		●		●	
7	Vendenheim	●				
8	Chaponnay		●		●	
9	Pune	●				
10	Ottfingen	●				
11	Heltersberg				●	
12	La Roca del Valles				●	
13	Dongguan	●		●	●	
14	Rydalmere					●
15	Wetter	●				
16	Huizhou	●		●		
17	Saverne	●				
18	Bierun	●				

Chapter 7 – Managing additional environmental topics

Biodiversity assessment in 2023

Operational sites near protected areas						2023
Geographic location	Blieskastel	Heltersberg	Kornik	La roca del Valles	Ottfingen	Saverne
Subsurface and underground land owned, leased, or managed by the organisation	Omitted Reason: Not applicable Explanation: Hager does not own, lease, or manage any subsurface or underground land	Omitted Reason: Not applicable Explanation: Hager does not own, lease, or manage any subsurface or underground land	Omitted Reason: Not applicable Explanation: Hager does not own, lease, or manage any subsurface or underground land	Omitted Reason: Not applicable Explanation: Hager does not own, lease, or manage any subsurface or underground land	Omitted Reason: Not applicable Explanation: Hager does not own, lease, or manage any subsurface or underground land	Omitted Reason: Not applicable Explanation: Hager does not own, lease, or manage any subsurface or underground land
Position in relation to the protected areas	<1 km	<1 km	<1 km	<1 km	<1 km	<1 km
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; Site of Community Importance (Habitats Directive); Special Area 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

Species and habitats in areas affected by operations by extinction risk level

IUCN Red List species and national conservation list species	2023
Critically endangered	207
Endangered	549
Vulnerable	1.229
Near threatened	Not available
Least concerned	Not available
Total number of species	2230

Evolution of water withdrawal, 2023-2025

	2023	2024	2025
Surface water (ML)	0,00	0,00	0,00
Groundwater (ML)	31,37	35,48	35,09
Seawater (ML)	0,00	0,00	0,00
Produced water (ML)	0,00	0,00	0,00
Third-party water (ML)	231,65	222,10	201,96
Total water withdrawal/consumption (ML)	263,02	257,59	237,04
Total freshwater withdrawal (<=1000 mg/L TDS) (ML)	263,02	257,59	237,04
Total other water withdrawal (>1000 mg/L TDS) (ML)	0,00	0,00	0,00

Evolution of water withdrawal from water-stress areas, 2023-2025

	2023	2024	2025
Surface water (ML)	0,00	0,00	0,00
Groundwater (ML)	10,24	11,30	16,79
Seawater (ML)	0,00	0,00	0,00
Produced water (ML)	0,00	0,00	0,00
Third-party water (ML)	1,98	1,97	1,45
Type of third-party water source	Surface water	Surface water	Surface water
Total water withdrawal from water-stress areas	12,22	13,27	18,24
Total freshwater withdrawal (<=1000 mg/L TDS)	12,22	13,27	18,24
Total other water withdrawal (>1000 mg/L TDS)	0,00	0,00	0,00

Evolution of waste diverted from disposal, 2023–2025

	2023				2024				2025			
	Recycling	Preparation for reuse	Other recovery options	Total	Recycling	Preparation for reuse	Other recovery options	Total	Recycling	Preparation for reuse	Other recovery options	Total
Non-hazardous waste												
Metal (t)	13.976	0	0	13.976	7.275	0	0	7.275	10.152	0	0	10.152
Plastic (t)	3.800	0	0	3.800	1.648	0	0	1.648	1.973	0	0	1.973
Other non-hazardous waste (t)	203	0	0	203	601	0	0	601	724	0	0	724
Cardboard (t)	4.361	0	0	4.361	1.090	0	0	1.090	1.592	0	0	1.592
Copper (t)	1.375	0	0	1.375	527	0	0	527	1.611	0	0	1.611
Wood (t)	647	0	0	647	594	0	0	594	682	0	0	682
Mixed electronics and WEEE (t)	186	0	0	186	132	0	0	132	140	0	0	140
Bio waste (t)	42	0	0	42	16	0	0	16	30	0	0	30
Batteries (t)	3	0	0	3	8	0	0	8	3	0	0	3
Paper (t)	158	0	0	158	289	0	0	289	167	0	0	167
Total non-hazardous waste (t)	24.751	0	0	24.751	12.180	0	0	12.180	17.074	0	0	17.074
Hazardous waste												
Hazardous waste (t)	82	0	0	82	274	0	0	274	32	0	0	32
Total (t)	24.833	0	0	24.833	12.454	0	0	12.454	17.105	0	0	17.105

Evolution of waste diverted to disposal, 2023–2025

	2023				2024				2025			
	Incineration	Landfill	Other disposal operations	Total	Incineration	Landfill	Other disposal operations	Total	Incineration	Landfill	Other disposal operations	Total
Non-hazardous waste												
Metal (t)	60	12	0	72	0	52	0	52	0	23	0	23
Plastic (t)	601	100	0	702	784	219	0	1.003	883	136	0	1.018
Other non-hazardous waste (t)	1.368	382	0	1.750	539	832	0	1.371	642	194	0	836
Cardboard (t)	0	5	0	5	2	8	0	10	0	0	0	0
Copper (t)	0	0	0	0	0	0	0	0	0	0	0	0
Wood (t)	176	1	0	177	139	128	0	268	174	0	0	174
Mixed electronics and WEEE (t)	0	0	0	0	0	0	0	0	0	5	0	5
Bio waste (t)	11	0	0	11	20	0	0	20	7	0	0	7
Batteries (t)	0	1	0	1	0	0	0	0	0	0	0	0
Paper (t)	0	630	0	630	0	648	0	648	0	222	0	222
Total non-hazardous waste (t)	2.217	1.132	0	3.349	1.484	1.888	0	3.372	1.707	580	0	2.286
Hazardous waste												
Hazardous waste (t)	472	22	0	494	102	69	0	171	171	443	0	613
Total (t)	2.689	1.154	0	3.843	1.586	1.957	0	3.543	1.877	1.022	0	2.900

Evolution of waste diverted from landfill, 2023–2025

	2023			2024			2025		
	Hazardous waste	Non-hazardous waste	Total	Hazardous waste	Non-hazardous waste	Total	Hazardous waste	Non-hazardous waste	Total
Waste recovered or diverted from landfill (per category) (t)	554	26.968	27.522	376	13.664	14.040	202	18.780	18.983
Waste recovered or diverted from landfill (per category)	96%	96%	96%	85%	88%	88%	31%	97%	95%

Annexure V

Social

Chapter 8 – Our people and culture

Evolution of internal workforce – headcount, 2023–2025

Methodology/consolidation approach	Hager Group reports employee numbers using headcount for the reporting year. The headcount reflects the number of employees working for Hager Group at the end of the reporting period and counts each individual as one employee, regardless of employment type, whether full-time or part-time, permanent, or temporary.
Contextual information	The scope includes the internal workforce. The internal workforce comprises individuals who are directly employed by Hager and for whom Hager is the employer. This includes permanent employees, fixed-term employees, interns, and apprentices. 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, Hager's operations mainly consist of distribution and service offices. As a result there is a high concentration of employees in Europe, China, and India. Sites with fewer than 100 employees are exclusively service and distribution offices.
Significant fluctuation	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.

Employee headcount

	2023	2024	2025
Internal workforce	12.946	12.657	12.307

Employee headcount – gender

	2023	2024	2025
Male	7.727	7.609	7.434
	60%	60%	60%
Female	5.220	5.048	4.873
	40%	40%	40%
Total	12.946	12.657	12.307

Employee headcount – country

	2023	2024	2025
Australia	105	95	104
Austria	30	26	24
Belgium	24	23	23
Bosnia and Herzegovina	20	21	21
China	1.482	1.529	1.496
Czech Republic	24	22	20
France	3.550	3.469	3.310
Germany	4.184	3.995	3.956
Greece	37	35	33
Hong Kong Special Administrative Region of China	12	12	11
Hungary	16	15	13
India	158	150	157
Indonesia	9	7	8
Ireland	22	25	24
Italy	496	513	497
Luxembourg	1	2	2
Malaysia	20	18	17
Netherlands	124	134	124
Poland	1.530	1.485	1.409
Portugal	58	58	60
Qatar	4	3	2
Romania	13	13	13

Employee headcount – country

	2023	2024	2025
Singapore	15	17	20
Spain	213	211	203
Sweden	44	45	43
Switzerland	390	387	367
Turkey	12	13	12
Ukraine	31	29	31
United Arab Emirates	24	24	24
United Kingdom	283	265	266
United States	15	16	17
Total	12.946	12.657	12.307

Permanent/temporary employees

	2023	2024	2025
Permanent	11.651	11.706	11.499
Temporary	1.295	951	808
Total	12.946	12.657	12.307

Permanent/temporary employees – gender

	2023		2024		2025	
	Male	Female	Male	Female	Male	Female
Permanent	6.934	4.717	7.003	4.703	6.892	4.607
Temporary	792	503	606	345	542	266
Total (PM + PF + TM + TF)	12.946		12.657			12.307

Full-time/part-time employees

	2023		2024		2025	
Full-time	12.309		12.012		11.660	
Part-time	637		645		647	
Total	12.946		12.657		12.307	

Full-time/part-time employees – gender

	2023		2024		2025	
	Male	Female	Male	Female	Male	Female
Full-time	7.570	4.739	7.453	4.559	7.274	4.836
Part-time	156	481	156	489	160	487
Total (FM + FF + PM + PF)	12.946		12.657			12.307

Evolution of employee turnover, 2023–2025

Methodology/consolidation approach	Headcount and employee movements are recorded in the HRIS Power BI database, including cumulative terminations. Figures are reported as at the end of the reporting period, i.e. 31 December.
Contextual information	The scope includes all permanent-employee terminations across the Group where the individual was directly employed by Hager and for whom Hager was the employer. The data includes all terminations, both voluntary and involuntary. The rate is calculated using the following formula: (Number of permanent-employee terminations during the year) / (Average employee headcount in the reporting period)
Significant fluctuation	No significant fluctuation was identified between the reporting periods. In accordance with Hager's internal significance threshold, only variances exceeding 10% are considered material and therefore reported as significant.

Employee turnover

	2023	2024	2025
Terminations	1.331	1.389	1.131
Average number of employees	11.293	11.643	11.544
Turnover rate	11,79%	11,93%	9,80%

Evolution of employee hiring, 2023–2025

Methodology/consolidation approach	Headcount and employee movements are recorded in the HRIS Power BI database, including cumulative terminations. Figures are reported as at the end of the reporting period, i.e. 31 December.
Contextual information	The scope includes all permanent employees hired across the Group, including executives and shop-floor employees. Rehires and employees rehired following internal mobility are excluded. To calculate the total hire rate, the number of hires is used as the numerator and the number of permanent employees in the internal workforce as the denominator, as the scope covers permanent employees only. For the distribution by gender, age group, and region, the denominator is the total number of hires in the relevant year.
Significant fluctuation	No significant fluctuation was identified between the reporting periods. In accordance with Hager’s internal significance threshold, only variances exceeding 10% are considered material and therefore reported as significant.

Employee hiring

	2023	2024	2025
Hires	1.443	1.142	750
Hiring rate	71,33%	56,42%	37,04%

Coverage of collective bargaining and social dialogue, 2023-2025

Collective agreement – total coverage	2023	2024	2025
Workforce covered by a collective agreements ¹	90%	90%	90,20%
Workforce represented by worker's representatives ²	96%	97%	96,30%

¹ Includes the local agreement in Poland (working time conditions agreement/health insurance)
² Includes the worker's representatives for small countries in EU works council

Coverage rate	2023			2024			2025		
	Collective bargaining coverage		Social dialogue	Collective bargaining coverage		Social dialogue	Collective bargaining coverage		Social dialogue
	Employees – EEA (for countries with >50 employees representing >10% total empl.)	Employees – Non-EEA (estimate for regions with >50 employees representing >10% total empl.)	Workplace representation (EEA only) (for countries with >50 employees representing >10% total empl.)	Employees – EEA (for countries with >50 employees representing >10% total empl.)	Employees – Non-EEA (estimate for regions with >50 employees representing >10% total empl.)	Workplace representation (EEA only) (for countries with >50 employees representing >10% total empl.)	Employees – EEA (for countries with >50 employees representing >10% total empl.)	Employees – Non-EEA (estimate for regions with >50 employees representing >10% total empl.)	Workplace representation (EEA only) (for countries with >50 employees representing >10% total empl.)
0–19%	EUROPE (CH/UK)			EUROPE (CH/UK)				EUROPE (CH/UK)	
20–39%									
40–59%									
60–79%									
80–100%	France	APAC (CHINA)	France	France	APAC (CHINA)	France	France	APAC (CHINA)	France
	Germany		Germany	Germany		Germany	Germany		Germany
	Italy		Italy	Italy		Italy	Italy		Italy
	Netherlands		Netherlands	Netherlands		Netherlands	Netherlands		Netherlands
	Poland		Poland	Poland		Poland	Poland		Poland
	Portugal		Portugal	Portugal		Portugal	Portugal		Portugal
	Spain		Spain	Spain		Spain	Spain		Spain

Evolution of gender diversity by employee category, 2023–2025

	2023			2024			2025		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
Top executives	5	21	26	5	21	26	5	20	25
	19%	81%		19%	81%		20%	80%	
Executives	21	96	117	22	102	124	25	95	120
	18%	82%		18%	82%		21%	79%	
Senior managers	30	78	108	31	75	106	30	84	114
	28%	72%		29%	71%		26%	74%	
Managers and professionals	516	2.109	2.625	534	2.133	2.667	548	2.111	2.659
	20%	80%		20%	80%		21%	79%	
Specialists	1.495	2.696	4.191	1.508	2.689	4.197	1.472	2.594	4.066
	36%	64%		36%	64%		36%	64%	
Operators and services	3.024	2.406	5.430	2.830	2.268	5.098	2.685	2.257	4.942
	56%	44%		56%	44%		54%	46%	
Not applicable	129	319	448	118	321	439	108	273	381
	29%	71%		27%	73%		28%	72%	

Evolution of work-related accidents, 2023–2025

Methodology/ consolidation approach	LTAR is calculated using the following formula: $LTAR \text{ (Jan-Dec)} = (\text{number of lost-time accidents} \times 1.000.000) / \text{number of hours worked}$. The calculation uses the number of lost-time accidents occurring during the reporting period and the total number of hours worked by employees during the same period. For Manufacturing and Logistics employees, actual hours worked are recorded and used in the calculation. For all other functions, hours worked are estimated by multiplying the average headcount by 142 hours per month.
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Work-related accidents – employees and non-employees

	2023	2024	2025
Fatalities	0	0	0
Recordable work-related accidents	93	69	60
Recordable work-related accidents	3,94	2,62	2,42
Total number of hours worked	23.604.061	26.307.243	24.801.919

Evolution of work-related ill health, 2023–2025

Methodology/consolidation approach	The methodology for calculating data relating to work-related ill health is based on consolidation at Group level using headcount at the end of the reporting period.
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Work related ill health – employees

	2023	2024	2025
Fatalities	Omitted Reason: Information unavailable/incomplete Explanation: 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.	0	0
Recordable work-related ill health	Omitted Reason: Information unavailable/incomplete Explanation: 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.	Omitted Reason: Information unavailable/incomplete Explanation: 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 will be included in H&S statistics for 2025.	Omitted Reason: Information unavailable/incomplete Explanation: 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 2026.

Evolution of days lost, 2023–2025

Methodology/consolidation approach	Days lost are measured based on the total number of calendar days of absence resulting from work-related safety incidents and are derived from incident-reporting systems and HR absence records. No estimates are applied, as the metric is based on actual recorded absences. This measurement approach has been selected to reflect the severity of incidents and their impact on employee wellbeing and operational continuity.
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Days lost – employees

	2023	2024	2025
Days lost	5.690	2.670	1.573

Annexure VI

Governance

Chapter 10 – Ethics: acting with integrity

Ethics policy coverage, 2023–2025			
	2023	2024	2025
Governance body members	11	11	11
Policy communicated to governance body members	11	11	11
	100%	100%	100%
Policy communicated to governance body members – Europe	100%	100%	100%
Policy communication – employees			
	2023	2024	2025
Employees	12.947	12.657	12.307
Policy communicated to employees	9.600	9.653	10.217
	74%	76%	83%

Policy communication – employee category			
	2023	2024	2025
Top executives	23	24	25
	88%	92%	100%
Executives	104	112	119
	89%	90%	99%
Senior managers	106	106	114
	98%	100%	100%
Managers and professionals	2.250	2.375	2.557
	86%	89%	96%
Specialists	3.378	3.545	3.793
	81%	84%	93%
Operators and services	2.203	2.403	2.691
	41%	47%	54%

Policy communication – country

	2023			2024			2025		
	Employees	Policy communicated	% of employee communicated	Employees	Policy communicated	% of employee communicated	Employees	Policy communicated	% of employee communicated
Australia	105	75	71%	95	50	53%	104	80	77%
Austria	30	30	100%	26	26	100%	24	24	100%
Belgium	24	24	100%	23	22	96%	23	22	96%
Bosnia and Herzegovina	20	17	85%	21	17	81%	21	17	81%
China	1.482	548	37%	1.529	535	35%	1.496	553	37%
Czech Republic	24	23	96%	22	22	100%	20	20	100%
France	3.550	2.982	84%	3.469	2.983	86%	3.310	3.189	96%
Germany	4.184	3.180	76%	3.995	3.116	78%	3.956	3.239	82%
Greece	37	23	62%	35	24	69%	33	24	73%
Hong Kong Special Administrative Region of China	12	11	92%	12	12	100%	11	11	100%
Hungary	16	14	88%	15	13	87%	13	7	54%
India	158	130	82%	150	126	84%	157	137	87%
Indonesia	9	8	89%	7	7	100%	8	8	100%
Ireland	22	18	83%	25	20	81%	24	24	100%
Italy	496	308	62%	513	267	52%	497	344	69%
Luxembourg	1	1	100%	2	2	100%	2	1	50%
Malaysia	20	19	95%	18	18	100%	17	17	100%
Netherlands	124	123	99%	134	134	100%	124	123	99%
Poland	1.530	1.163	76%	1.485	1.292	87%	1.409	1.396	99%
Portugal	59	54	92%	58	53	91%	60	58	97%

Policy communication – country

	2023			2024			2025		
	Employees	Policy communicated	% of employee communicated	Employees	Policy communicated	% of employee communicated	Employees	Policy communicated	% of employee communicated
Qatar	4	4	100%	3	3	100%	2	0	0%
Romania	13	11	85%	13	11	85%	13	11	85%
Singapore	15	14	94%	17	17	100%	20	17	85%
Spain	213	173	81%	211	188	89%	203	203	100%
Sweden	44	43	98%	45	28	63%	43	43	100%
Switzerland	390	304	78%	387	375	97%	367	356	97%
Turkey	12	12	100%	13	11	85%	12	10	83%
Ukraine	31	19	60%	29	18	63%	31	19	61%
United Arab Emirates	24	24	100%	24	24	100%	24	24	100%
United Kingdom	283	238	84%	265	231	87%	266	234	88%
United States	15	7	44%	16	7	44%	17	6	35%
Total	12.947	9.600	74%	12.657	9.653	76%	12.307	10.217	83%

Ethics policy coverage – direct sourcing, 2023-2025

	2023	2024	2025
Business partners communicated about Hager's anti-corruption policies and procedures	1.578	1.516	1.481
	100%	100%	100%

Policy communication – direct sourcing partners

	2023	2024	2025
Business partners communicated on Hager's anti-corruption policies and procedures	Our Supplier Code of Conduct: Purchasing Conduct, Ethics, & Sustainable Sourcing is publicly available on the company's corporate website and accessible to all business partners, including suppliers and contractors. Hager's Code of Conduct is also included in purchase orders and contracts.	Our Supplier Code of Conduct: Purchasing Conduct, Ethics, & Sustainable Sourcing is publicly available on the company's corporate website and accessible to all business partners, including suppliers and contractors. Hager's Code of Conduct is also included in purchase orders and contracts.	Our Supplier Code of Conduct: Purchasing Conduct, Ethics, & Sustainable Sourcing is publicly available on the company's corporate website and accessible to all business partners, including suppliers and contractors. Hager's Code of Conduct is also included in purchase orders and contracts
	35	35	36

Evolution of ethics training, 2023-2025

Contextual information	At Hager, the governance bodies are the Board of Directors and the Supervisory Board. The target audience for business ethics training was limited to connected employees (direct employees with an email address) in 2023, 2024, and 2025).
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Business ethics training – governance body members

	2023	2024	2025
Governance body members	11	11	11
Training completed	5	5	5
	45%	45%	45%
Training completed – Europe	45%	45%	45%

Business ethics training – employee category

	Until 2023	Until 2024	Until 2025
Top executives	6	15	15
	24%	58%	60%
Executives	46	80	84
	42%	66%	71%
Senior managers	60	92	95
	57%	87%	83%
Managers and professionals	1.467	2.140	2.216
	58%	82%	86%
Specialists	1.895	2.661	2.736
	58%	77%	81%
Operators and services	56	78	82
	28%	42%	43%

Business ethics training – country

	2023			2024			2025		
	Target employees (no.)	Training completed (no.)	Completion rate (%)	Target employees (no.)	Training completed (no.)	Completion rate (%)	Target employees (no.)	Training completed (no.)	Completion rate (%)
Australia	93	64	69%	87	64	74%	95	76	80%
Austria	29	8	28%	26	13	50%	24	13	54%
Belgium	23	17	74%	23	18	78%	23	18	78%
Bosnia and Herzegovina	17	6	35%	18	6	33%	18	7	39%
China	400	320	80%	413	383	93%	418	376	90%
Czech Republic	23	10	43%	22	11	50%	20	10	50%
France	2.173	1.168	54%	2.281	1.762	77%	2.227	1.850	83%
Germany	1.892	1.020	54%	2.123	1.490	70%	2.142	1.627	76%
Greece	30	13	43%	30	13	43%	28	14	50%
Hong Kong Special Administrative Region of China	11	10	91%	12	10	83%	11	9	82%
Hungary	not available	not available	not available	15	4	27%	12	2	17%
India	145	116	80%	141	135	96%	145	123	85%
Indonesia	8	7	88%	7	6	86%	8	7	88%
Ireland	16	5	31%	18	10	56%	19	13	68%
Italy	265	162	61%	276	211	76%	266	209	79%
Luxembourg	1	1	100%	2	1	50%	2	1	50%
Malaysia	19	17	89%	18	17	94%	17	16	94%
Netherlands	106	77	73%	116	100	86%	111	99	89%
Poland	355	188	53%	446	364	82%	452	394	87%
Portugal	51	36	71%	52	50	96%	54	52	96%

Business ethics training – country

	2023			2024			2025		
	Target employees (no.)	Training completed (no.)	Completion rate (%)	Target employees (no.)	Training completed (no.)	Completion rate (%)	Target employees (no.)	Training completed (no.)	Completion rate (%)
Qatar	2	2	100%	2	2	100%	2	2	100%
Romania	13	11	85%	13	11	85%	13	11	85%
Singapore	14	14	100%	16	15	94%	19	17	89%
Spain	118	88	75%	127	114	90%	125	112	90%
Sweden	42	9	21%	44	16	36%	43	24	56%
Switzerland	229	97	42%	258	222	86%	236	211	89%
Turkey	12	2	17%	13	2	15%	12	6	50%
Ukraine	22	19	86%	21	19	90%	21	20	95%
United Arab Emirates	25	21	84%	25	25	100%	25	24	96%
United Kingdom	159	56	35%	158	103	65%	158	108	68%
United States	8	4	50%	8	6	75%	9	5	56%
Total	6.301	3.568	57%	6.811	5.203	76%	6.741	5.443	81%

Evolution of reports related to whistleblower procedure, 2023–2025

	2023	2024	2025
Reports related to whistleblower procedure	59	74	60

Evolution of corruption-related incidents, 2023–2025

	2023	2024	2025
Confirmed incidents of corruption	0	0	0
Nature of corruption incidents	Omitted Reason: Not applicable Explanation: No confirmed cases of corruption were recorded in the reporting period	Omitted Reason: Not applicable Explanation: No confirmed cases of corruption were recorded in the reporting period	Omitted Reason: Not applicable Explanation: No confirmed cases of corruption were recorded in the reporting period
Incidents leading to employee dismissal or disciplined	0	0	0
Incidents leading to contract termination or non-renewal with business partners	0	0	0
Public legal cases against the organization or its employees	0	0	0
Outcome of the public legal cases	Omitted Reason: Not applicable Explanation: No legal cases registered against the organisation or its employees	Omitted Reason: Not applicable Explanation: No legal cases registered against the organisation or its employees	Omitted Reason: Not applicable Explanation: No legal cases registered against the organisation or its employees

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