



Hansgrohe Group

SUSTAINABILITY REPORT

19/20

HANSGROHE GROUP IN NUMBERS¹

	2018	2019	2020
Metric tons of products supplied	24,682	23,937	23,295
Active property rights	15,000	15,000	15,000
Employees worldwide (excluding temporary employees)	4,687	4,711	4,714
Trainees and vocational/academic students	143	148	145
The Hansgrohe Group's sales			
Global sales in billions of euros	1.081	1.089	1.074
Year-over-year sales growth	+1.5%	+0.7%	-1.4%
Sales in Germany in millions of euros	256.1	265.1	296.2
Year-over-year sales growth	+4.0%	+3.5%	+11.7%
Sales in China in millions of euros	146.5	157.2	164.8
Year-over-year sales growth	17.0%	+7.3%	+4.8%

¹ Figures as of December 31, 2020

Hansgrohe Group

19/20

S U S T A I N A B I L I T Y R E P O R T

01

COMPANY
MANAGEMENT



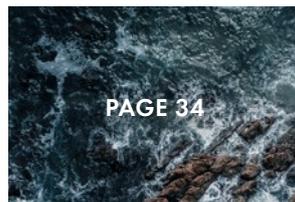
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PRODUCTS



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PEOPLE



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GRI 102-14



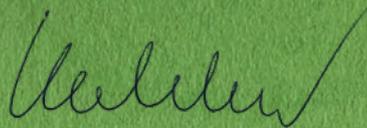
Hans Jürgen Kalmbach, Chairman of the Executive Board

DEAR READERS,

Sustainability has always been as important to us as water itself. Whether environmentally, socially, or economically, we as a family business based in the Black Forest have been driven by long-term thinking and action since the company was founded in 1901. We're eager to invest in the future to ensure the world is worth living in even for future generations, which is why we set ourselves a new goal several years ago - to establish the entire Hansgrohe Group as a Green Company. We want our company to be climate-neutral by 2030, which applies to our supply chains, production, products, sales, and the mobility of our employees all over the world.

A key step has been taken: the German locations will be climate-neutral in terms of direct emissions and energy consumption by the end of 2021, as we've switched to green energy. That alone reduces our annual emissions by more than 33,000 metric tons of CO₂. Our production sites, subsidiaries, and sales offices worldwide will follow in 2022. We also calculate the Hansgrohe Group's carbon footprint once a year.

But even as an employer, we promote sustainability, as we embrace diversity, appreciation, tolerance, and inclusion. We've thus forged ahead as a role model and were one of the first companies in the sanitation industry to sign the Diversity Charter. By nature, we're committed to optimizing teamwork, which is absolutely essential to achieving our goals over the long term.



Hans Jürgen Kalmbach

COMPANY PROFILE

ABOUT THE HANSGROHE GROUP

GRI 102-1, GRI 102-2,
GRI 102-3, GRI 102-4,
GRI 102-5, GRI 102-7,
GRI 102-18, GRI 102-23,
GRI 102-46, GRI 201-1

The Hansgrohe Group consists of Hansgrohe SE and its subsidiaries¹. Based in the town of Schiltach in the Black Forest, we're one of the world's leading manufacturers in the sanitation industry. We market high-quality showers, shower systems, bathroom and kitchen faucets, and kitchen sinks under the AXOR and hansgrohe brands.

In the 2020 financial year, the Hansgrohe Group generated sales of €1.074 billion euros (2019: €1.089 billion), with around 27 percent of that generated in the German domestic market and around 73 percent in foreign markets. In 2020, we achieved respectable growth of around 4.8 percent in China compared to 2019, with currency-adjusted sales of €164.8 million. The Hansgrohe Group employed 4,714 people around the world in 2020 (2019: 4,711), with around 63 percent of those in Germany. Here, our products are manufactured at our plants in Schiltach, Offenburg, and Willstätt. However, we also have plants in France, the Netherlands, the US, and China. Customers of the Hansgrohe Group can now acquire its products in more than 140 countries.

LEGAL FORM AND OWNERSHIP STRUCTURE

A total of five Executive Board members manage Hansgrohe SE operations, each of whom has their own clearly defined sphere of responsibility. They also represent the company externally. Hans Jürgen Kalmbach has been Chairman of the Executive Board since August 1, 2018. Based in Livonia, Michigan, USA, the US American Masco Corporation is the majority shareholder of Hansgrohe SE, with 68 percent of total shares. With more than 20 companies, Masco is one of the world's largest suppliers of branded products for the home construction and DIY market. The company has held a stake in Hansgrohe SE since 1985. Within its holding company, Verwaltungs- und Beteiligungs-GmbH Syngroh, the Klaus Grohe family in Schiltach owns 32 percent of Hansgrohe SE shares.

MEMBERS OF THE EXECUTIVE BOARD

Positions of the Executive Board with effect until December 31, 2020.

Chairman of the Executive Board	Hans Jürgen Kalmbach
Deputy Chairman of the Executive Board Chief Financial Officer	Reinhard Mayer
Chief Distribution Officer	Christophe Gourlan
Chief Digital Officer Labor Director	Frank Semling

MEMBERS OF THE SUPERVISORY BOARD

Chairman	Klaus F. Jaenecke
Deputy Chairman Group President, Masco Corporation	Richard O'Reagan
President and CEO, Masco Corporation	Keith Allman
Member of the Supervisory Board, Verwaltungs- und Beteiligungs-GmbH Syngroh	Richard Grohe
Elected Employee Representative	Stefan Krischak
Elected Employee Representative	Jürgen Nähr

¹ The subsidiaries are wholly owned by Hansgrohe SE.

1,074 M

THE HANSGROHE GROUP'S TOTAL SALES IN EUROS IN 2020



Four circular icons, each with a teal border and a white background. The first icon shows two stylized human figures. The second icon shows a globe with a location pin. The third icon shows a building with a grid of windows. The fourth icon shows a network of nodes connected by lines.

Category	Value
EMPLOYEES	4,714
LOCATIONS	54
SALES OFFICES	22
COMPANIES	32



Executive Board of Hansgrohe SE

Frank Semling, Hans Jürgen Kalmbach (Chairman),
Reinhard Mayer (Deputy Chairman until May 31, 2021), Christophe Gourlan (left to right)



Supervisory Board of Hansgrohe SE

Stefan Krischak, Jürgen Nähr, Klaus F. Jaenecke (Chairman), Keith Allman, Richard Grohe, Richard O'Reagan (Deputy Chairman) (left to right)



01

COMPANY MANAGEMENT



VALUE CREATION

GRI 102-6, GRI 102-6,
GRI 103, GRI 203-2

As a company rooted in the Black Forest, the Hansgrohe Group makes a significant contribution to maintaining regional structures. Our international focus on value creation secures jobs worldwide.

OUR BUSINESS

Founded as a family business, we're now an international corporation and one of the leading manufacturers in the sanitation industry. People all over the world place their trust in our AXOR and hansgrohe brands. The Hansgrohe Group has been synonymous with innovation, design, and quality since 1901. Our spirit of innovation has shaped the company's long history, with inventions ranging from the first hand shower with different jet types and the first pull-out kitchen faucet to the first shower bar.

In 2019 and 2020, the most important product categories based on sales included bathroom faucets, showers, and shower systems, with which we create inspiring and sustainable experiences with water for customers worldwide.

MARKET PRESENCE AND GROWTH

With 32 subsidiaries, 22 sales offices, and sales in more than 140 countries, the Hansgrohe Group is a reliable partner to its customers around the world. We primarily focus on the German, Chinese, French, US American, and British markets and use different sales channels such as wholesale and retail as well as plumbers. Global project business plays an important role. With our own production sites in Germany, France, the US and China, we can rely on an international production network. The two largest German production sites are supported by the facility in Willstätt.

	2018	2019	2020
Production sites	6	5	5
Metric tons of products supplied	24,682	23,937	23,295
Companies	33	33	32
Sales ¹ (billions of euros)	1.081	1.089	1.074
Employees ²	4,687	4,711	4,714

FORWARD-LOOKING AND REGIONAL

The Hansgrohe Group is growing - and with it its demand for new solutions and capacities, which is why we purchased Easy Sanitary Solutions, a Dutch manufacturer of shower channels and bathroom accessories, in 2020. The increase in capacities has provided us with a new electroplating facility in Offenburg. As one of Europe's largest and most modern plants, it not only fulfills complex legal requirements such as the approval process stipulated by the Federal Immission Control Act (BImSchG), which involves a whole host of authorities and stakeholders, but also implements the company's own high sustainability and environmental protection standards.

¹ Annual statement according to US GAAP

² Figures do not include temporary employees

VALUES AND INTEGRITY

Our daily actions are shaped by our values as well as by what we've defined as core success factors: innovation, design, and quality.

GRI 102-16

OUR VALUES

PASSION: We're proud to be part of the Hansgrohe Group and approach our work with passion and enthusiasm. In combination with our incomparable passion for water, innovation, and design, this allows us to create extraordinary products and inspire our customers, partners, and each other.

APPRECIATION: We treat each other fairly and with respect and provide one another with constructive feedback. We share our opinions openly and acknowledge the actions and achievements of others, thus creating the basis for our teamwork and mutual trust.

TEAMWORK: We give and take, are open with one another, and show interest in others. We work together and support each other. As teams we develop innovative and extraordinary solutions that reflect the sum of our ideas. We're proud of our achievements and eager to actively take on the opportunities and challenges of the future.

TRUST: We do what we say and make our decisions together. Our friendliness allows us to establish mutual trust and freedom, which encourages us all to act independently.

EMBODYING LEADERSHIP WORLDWIDE

As an international company, the Hansgrohe Group now faces more serious challenges than ever before. As is understandable, our stakeholders expect us to behave flawlessly wherever we operate. Our leadership principles offer guidance to ensure ethical behavior in our day-to-day work. At the same time, we view leadership principles as a standard for determining where we stand and, if necessary, where to make adjustments.

Our Code of Ethics documents the values, principles, and standards of conduct that are binding for all of our employees worldwide. We categorically forbid illegal or unethical actions – even if they have a positive impact on our business or accelerate the results. Any violations are documented, investigated, and prosecuted. Our daily actions are shaped by our values as well as by what we've defined as core success factors: innovation, design, and quality.

SHAPING THE COMPLIANCE CULTURE

We make every effort to comply with and, if possible, exceed legal regulations and other requirements applicable to us. Compliance activities have been expanded in recent years, with the aim of accommodating the growing number of increasingly complex new laws and regulations in our global markets. New systems and processes have thus been implemented and integrated into existing management system approaches.

GRI 102-17, GRI 103, GRI 205-2

We've combined risk management and areas of compliance in a single department that's structurally integrated into finances. Due to the diversity of internal and external requirements, individual topics such as product compliance and occupational safety and health are anchored in their respective departments. Hansgrohe has also introduced the position of Product Compliance Officer at the company. Coordination bodies ensure that key topics in all of the departments are addressed by the responsible persons within the company. Coordination meetings are held on a monthly basis. Existing and new company requirements are continuously entered into a legal database and assigned to the persons concerned. The department works closely with the Masco Corporation's legal department, which provides the company with comprehensive legal support and advice. In connection with development of the compliance management system, many measures were introduced for specialists, executives, internal auditors, and compliance multipliers.

Lawyers in the Masco Corporation's legal department conducted additional in-person/digital training courses on specific topics during the reporting period. For example, four training courses were offered to different participants in 2019 and another four courses in 2020. All employees around the world with a computer workstation are required to participate in online training courses on compliance and ethics every year. Employees without computers are informed by their managers. The training covers the following content:

- EU competition law
- Antitrust legislation
- Data protection legislation in the EU
- Financial integrity
- Anti-corruption

INFORMATION HOTLINE

Our employees are encouraged to report illegal, unethical, and other questionable behavior. Established by the Masco Corporation for this purpose, the hotline is a global contact point for raising concerns and is managed by an external service provider. Reports can also be left anonymously. The hotline number is advertised on information posters throughout the entire company, including at all of the foreign subsidiaries and sales offices. The hotline number can also be found in the Hans! For You employee app and in Masco's ethics guidelines, which are available to all employees and, in addition to the hotline details, also contain a lot of additional information such as examples and contacts. The Masco Corporation's legal department monitors and processes the reports.

In addition, our employees can turn to the professional, trustworthy persons listed in the "Legal & Compliance" section of the employee app. Compliance with binding requirements is regularly assessed through management audits and audits developed on the basis of the Sarbanes-Oxley Act, a US federal law. The Risk Management department and the Masco Internal Audit department are responsible for conducting these audits. A total of 14 audits were conducted at locations in Europe, Asia, North America, and Africa during the reporting period.

ANTI-COMPETITIVE BEHAVIOR

GRI 206-1 No legal violations are known to have occurred during the reporting period. Hansgrohe SE has joined a case of action for compensation (insolvency practitioner of the Praktiker Group against a competitor) as an intervenor.

DATA PROTECTION

GRI 102-17, GRI 418-1
GRI 205-2 The European Union's General Data Protection Regulation (GDPR), which regulates the processing of personal data by private companies and public bodies, has been in effect since May 25, 2018. Working with the Masco Corporation's legal department, Hansgrohe's Data Protection Officer took numerous steps involving Hansgrohe's specialized departments to strengthen the organization in terms of its data protection regulations. For example, the company reviewed its data processing procedures with the aim of protecting personal data, as well as documented and secured its detailed organizational and technical data protection measures. In addition to the Hansgrohe Data Protection Officer, internal Data Protection Coordinators were also appointed in all of the relevant business units and subsidiaries. No substantiated data protection complaints were identified in the period under review.

SUSTAINABILITY MANAGEMENT

Sustainable operations are a matter of course in the Hansgrohe Group. As a pioneer in the industry, we strive to achieve outstanding business results over the long term – with the aim of reconciling economic success, social responsibility, and environmental protection. As Hansgrohe is well aware, this must also apply to the environment and, in particular, to upstream and downstream value chains to guarantee the continued high quality of all activities and innovations. Anyone who operates in 140 countries around the world understands global challenges from their own experience.

GRI 102-12, GRI 102-18,
GRI 102-40, GRI 102-42

We address our environment and keep an eye on the interests of our stakeholders: owners, suppliers, customers, authorities, residents, and employees. The selection of relevant stakeholders is based on our business activities and the international presence of the Hansgrohe Group and is regularly compared to the representatives of the national organizations. We consider facts and the demands placed on us when making important decisions. We acknowledged our obligation to act responsibly as a company even before the Paris Agreement was adopted in 2015.

We take responsibility for our corporate actions with a view towards our society and our environment. Nature is close to our hearts, and that is why we are committed to conserving natural resources, protecting the environment, and ensuring sustainability throughout the entire product life cycle, from material origin to disposal. This includes energy-efficient and resource-conserving manufacturing, as well as the responsible use of our products and services. We are committed to continuously improving energy efficiency. We also assume responsibility for human beings: We live social responsibility in a wide variety of facets, from supporting human rights along the value chain to ensuring safety in the use of our products. Compliance with ethical business practices toward our partners and competitors is non-negotiable for us.

SUSTAINABILITY ORGANIZATION

In addition to making all of the decisions regarding sustainability issues, the Executive Board of Hansgrohe SE is also fully responsible for the Green Company strategy and defines concrete sustainability targets. The management system is based on the logic of the internationally recognized standards ISO 9001, ISO 14001, ISO 19600, ISO 50001, and OHSAS 18001.

The Green Company steering committee is responsible for managing and coordinating strategy implementation and consists of members of various departments such as engineering, development, purchasing, and production. In addition to ensuring consideration of sustainability aspects and continuous system development, the Management System Officer also regularly reports to the Executive Board about its performance, with the support of in-house consultants and specialists. The committee meets on a quarterly basis, with targets, measures, standards, and guidelines agreed on in consultation with the Green Factories. Compliance, EHS, energy, and other managers help manage the Green Factories at the plants, which are responsible for managing and monitoring Green Factory targets.

OUR SUSTAINABILITY TARGETS

Effective implementation of these standards within the Hansgrohe Group ensures systematic quality and compliance management as well as sustainability issues, which is why we implement local improvement measures and evaluate their effectiveness. Defined standards and guidelines are implemented locally. We use various formats such as e-learning courses, incident analysis, and site inspections to inform employees of relevant issues. Local managers also serve as contacts for employees and external companies. External specialized auditors regularly evaluate the effectiveness of our management system at all of the plants, with successful assessment resulting in certification. We also practice the principle of continuous improvement, which for us includes the careful planning and design of production sites, systems, and processes with a focus on environmental, safety, and health aspects, effective integration of relevant aspects into day-to-day business, emergency preparedness and hazard prevention, regular fact-based inspections, audits, evaluation of the results achieved, and continuous improvement through learning.

GRI 102-15, GRI 205-2



WE EMBODY OUR VALUES

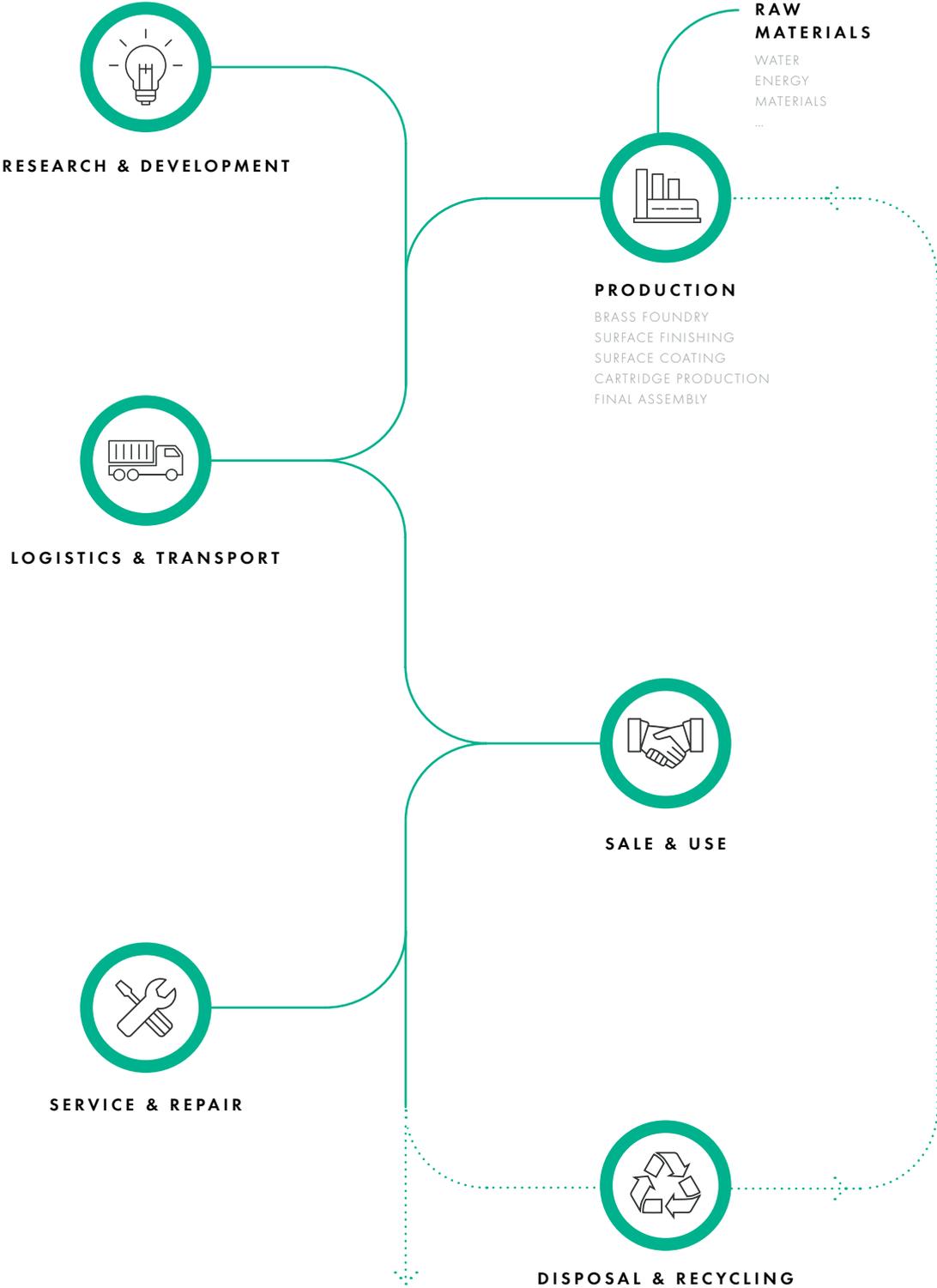
“One thing has always been important to me – people at the company and our partners should assume responsibility for themselves, others, and the environment, which includes occupational safety and health and fair wages. Just as we do with water, we’d also like to represent the epitome of cleanliness when it comes to our actions. Each generation has to breathe new life into this objective for itself and look to the future. My team and I have always acted accordingly, as we did, for example, in 1992, when we commissioned the rooftop solar power plant on our factory building in Offenburg, which was the largest plant of its kind in Europe at that time. Today’s generation will transform the Hansgrohe Group into a Green Company, continuing to embrace our sense of responsibility. This is a wonderful commitment.”

Klaus Grohe



THE HANSGROHE GROUP VALUE CHAIN

GRI 103, GRI 201-1, GRI 203-2



MATERIALITY ANALYSIS

GRI 10242, GRI 10243,
GRI 10244, GRI 10229,
GRI 10247

As part of our materiality analysis carried out in summer 2019, we surveyed the relevant stakeholders on business, environmental, and social issues. A total of 30 people from different stakeholder groups (authorities, suppliers, local politicians, works council, customers, owners) completed the questionnaires, which we then evaluated. The information obtained in this way served as the basis for an internal workshop in which we discussed and evaluated the impact of the Hansgrohe Group's business activities on people and the environment. The workshop participants were the contacts for the departments in question.

The Executive Board of Hansgrohe SE and department representatives validated the results. We ultimately identified nine topics for which we present our corresponding concepts and measures in this Sustainability Report.

STAKEHOLDER DIALOGUE

GRI 10243, GRI 10244

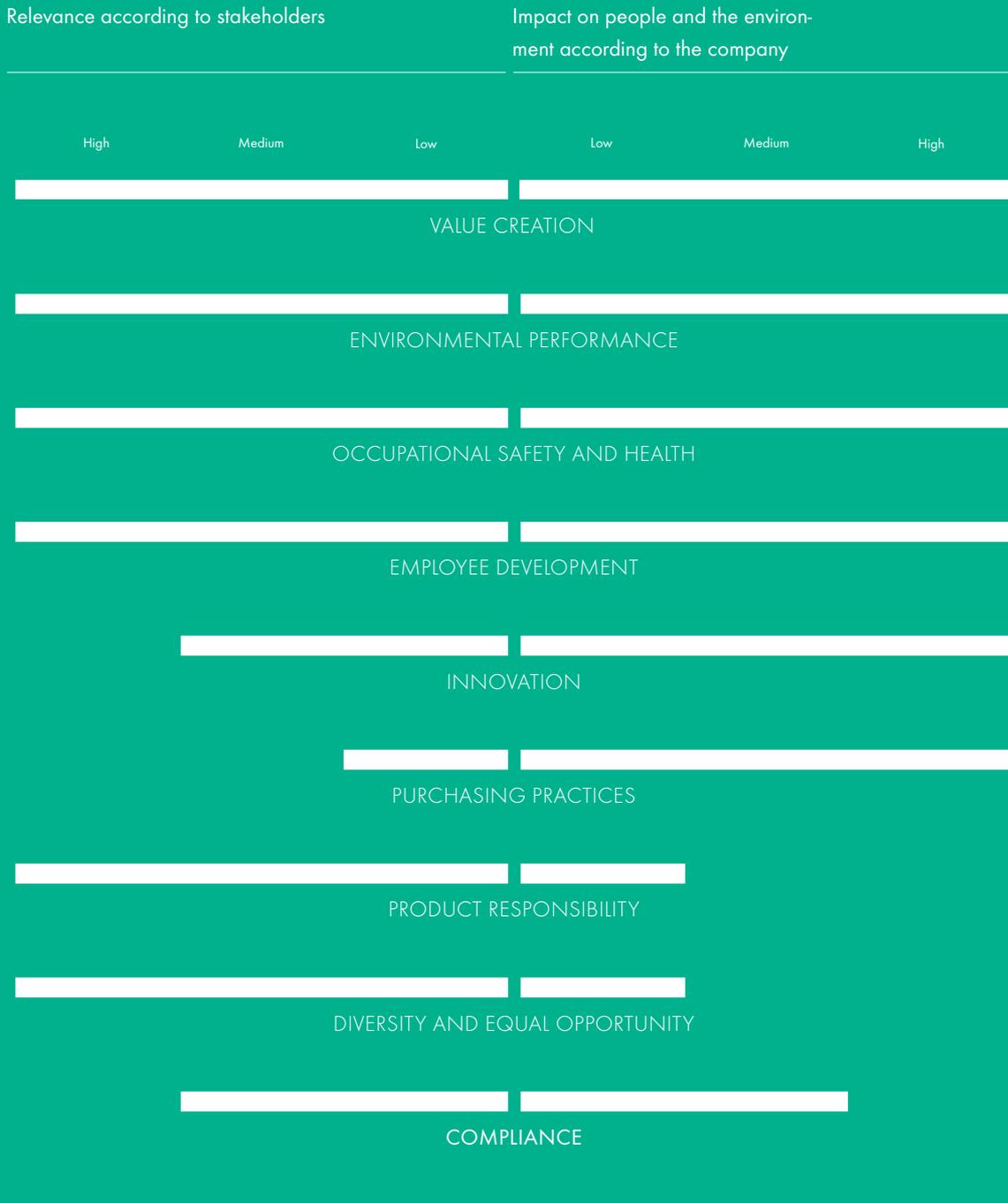
We continuously monitor and document trends and other external changes and evaluate their significance for our company. The Hansgrohe Group maintains intensive contact with relevant stakeholder groups in various ways.

In cooperation with the University of Bath, we had external parties scientifically identify relevant topics, on the basis of which we defined stakeholder groups. We maintained contact with them by phone, in person, and through questionnaires in order to identify key issues and requirements. Customers, suppliers, authorities, shareholders, and staff and community representatives thus provided us with useful insight. We involve our interest groups in Germany through regular employee questionnaires and standardized customer satisfaction surveys (refer to the Products chapter). In addition, we maintain close contact with industry experts and are active in standards committees.

Internally, the company aims to prepare our stakeholders' requirements for consideration during the decision-making process. This responsibility falls to the Green Company steering committee, which meets on a quarterly basis.

KEY TOPICS FOR THE HANSGROHE GROUP

GRI 103, GRI 102-43, GRI 102-44, GRI 102-46, GRI 102-47



A close-up photograph of a person's torso and arm wearing a dark grey, ribbed sweater. The person is holding a metallic, multi-jointed object, possibly a tool or a piece of equipment, in their right hand. The background is dark and out of focus.

02

P R O D U C T S



ENDLESS POTENTIAL

As an internationally positioned company, Hansgrohe assumes responsibility and is committed to continuously reducing the water consumption associated with its products. The corresponding technologies are primarily researched and developed at the company's own spray laboratory. But there's also something happening with sustainability a few kilometers from the headquarters in Schiltach: with the hansgrohe RainTunes digital shower system, the twelve ambitious inventors at the Hansgrohe InnoLab in Schramberg have already demonstrated the groundbreaking innovations they're capable of. Their latest projects could help solve global resource issues.

The topic of sustainability plays a key role in Morgane Taylor's professional and personal life. "When I go shopping, I choose the products with the least packaging. I prefer to buy food at the market anyway. The products there are especially fresh, as they don't have to travel long distances to get there." In her private life, Taylor spends a lot of time thinking about alternative concepts such as zero waste and farm to table. At the Hansgrohe InnoLab, where as Innovation Manager of Sustainability she's involved in the development of new groundbreaking bathroom and kitchen products, the buzzwords of the hour sound similarly futuristic. "We always start new projects with the double diamond process," explains the young Hansgrohe employee.

WATER SCARCITY

The double diamond process ensures that the problems that need to be solved are clearly defined in advance. "At the beginning, we thought in all sorts of directions, from microplastics in the ocean to concrete production processes at Hansgrohe," says Morgane Taylor, singing

the praise of the endless optimization potential in her field of sustainability. The project team ultimately opted for an especially urgent topic: water scarcity. "We live in a water paradox. For many, water flowing from the faucet is a matter of course. As consumers, they don't think twice about how much they use every day - because there's no need to," explains Taylor. "40 percent of the world's population, on the other hand, lives in regions in which water stress is a real concern. In Africa, Australia, South America, and even Germany, groundwater now sinks to alarming levels in the dry season."

The InnoLab in Lauterbachtal, Schramberg, has only been around since 2017. But Hansgrohe has been consistently developing new technologies for much longer that reduce water consumption and thus make the products of both the AXOR and hansgrohe brands even more efficient. With innovations ranging from automatic aeration and integrated flow restrictors to hansgrohe CoolStart faucets, which only release warm water when it's actually needed, Hansgrohe has itself developed the reputation of a sustainably

WORKING TOGETHER

“The company’s unique team spirit plays a key role. Particularly in the crucial phase of a project, it’s good to know that I don’t have to manage everything alone. That’s because we achieve real progress when we work together.”

Morgane Taylor, *Innovation Manager of Sustainability*

thinking industry pioneer in its own spray laboratory over a period of years and decades.

GETTING TO KNOW KLAUS GROHE

Morgane Taylor can say with confidence that her employer has “green DNA,” thanks in large part to Klaus Grohe. As the youngest son of the company founder and CEO of many years, Klaus Grohe has played a key role in shaping the rise of the medium-sized company in southern Germany to a global player in the sanitation industry. A real commitment to the environment and responsibility for future generations have been just as important to him as economic success. In fact, he warned of the impact of climate change in 1990 and explained that, “When it comes to minimizing CO₂ emissions, all of society needs to get involved. We’re paving the way today for the day after tomorrow.” Five years later, the state of Baden-Württemberg presented industrial company Hansgrohe with the first special achievement award for environmental protection.

When it’s about reducing water consumption worldwide, as is currently the case at the Hansgrohe InnoLab, there’s one thing Morgane Taylor is certain of: “We cannot rely on people simply changing their showering behavior.” As a manufacturer, Hansgrohe therefore assumes a great deal of responsibility. “No one’s better acquainted with the topic than we are. We need to offer consumers concrete solutions that help them save water.” Sacrificing the experience itself is not an option, emphasizes Taylor. “There are, of course, showers with a flow rate of less than two liters per minute. But how does that help if people are suddenly showering for much longer? Or if they don’t buy the product in the first place because they have very different expectations?” One innovation you certainly don’t

have to worry about when it comes to the fun factor is the new hansgrohe RainTunes. The digitalized shower system combines water, light, sound, and fragrance to create a multisensory experience. Using an app, the user selects one of seven preconfigured shower scenarios and thus transforms the home bathroom into their very own oasis of well-being. “My goal is to develop sustainable scenarios for RainTunes,” says Morgane Taylor, who’s well aware that long showers can increase water consumption significantly. “When we developed the system in the InnoLab, it was primarily an issue of digitalizing water. But we have very concrete ideas about how to make hansgrohe RainTunes a highly sustainable product.”

THE NEXT MILESTONE

One of these ideas is just about ready for the market. The intelligent American doesn’t want to reveal too much, but the mere suggestion of what she and her colleagues at the InnoLab have come up with and developed, tested, and further optimized over a period of many months sounds much like a new milestone for Green Company Hansgrohe. “The problem of water scarcity won’t simply go away,” says Taylor. “That’s why we’ve spent a lot of time thinking about how people will be showering in ten years.” The answer will soon be presented to the general public, and then we’ll see whether the world is even ready for revolutionary, sustainable shower concepts from the Black Forest. For her part, Morgane Taylor is optimistic: “As a pioneer, our task is to be a good role model.”



Finding a solution together: Morgane Taylor (left) can always count on the support of her colleagues.

INNOVATION

GRI103

Transforming moments with water into an extraordinary experience every day – that’s why we develop trendsetting solutions that combine form and function. Since 1901, the Hansgrohe Group has proven with many inventions that it’s a creative pioneer in the sanitation industry. We register hundreds of property rights every year and currently own more than 15,000. As one of the most innovative companies, we were listed among the TOP 100 German medium-sized businesses in 2018, 2019, and 2020.

SHAPING THE FUTURE WITH PRODUCT IDEAS

In the Hansgrohe Group’s research and development departments, we examine the question, what makes our customers’ lives more pleasant? We’re interested in offering progress rather than short-lived trends. Dedicated teams of unconventional thinkers and jet researchers brainstorm ideas for the future year-round and bring products to the market that offer customers concrete added value over the long term. In an effort to add visionary concepts to our core area of business, we launched the InnoLab pilot project in 2017, thus creating space for experimentation and thinking outside the box – beyond the confines of the normal workday. For example, our digital products such as RainTunes, which enables new shower experiences based on multisensory programs, are developed there. Our Vitality Index is around 27.2 percent for 2019 and 21.9 percent for 2020. There is a special focus on increasing our Vitality Index in 2021.

THE HANSGROHE GROUP VITALITY INDEX¹

	2018	2019	2020
Vitality Index ¹	29.5	27.2	21.9

SPACE FOR IDEAS

In 2017, the Hansgrohe Group launched the InnoLab pilot project to test out new approaches in product development, allowing an interdisciplinary team of developers to work on specific issues. Only the innovation process is clearly defined. The environment is experimental, and the rooms resemble a creativity workshop. Inspired by traditional ingenuity, the InnoLab is now brimming over with visionary future ideas that have the potential to create new markets.

NEW DIGITAL OPPORTUNITIES

To prevent water leakages, we use connected technologies such as the Pontos system, which connects with the Hansgrohe cloud or app and thus increases safety. We launched this first smart Hansgrohe product (IoT) in Germany and Austria in 2020. We developed the first shower toilet under the hansgrohe brand for the Asian market, which goes by the name LAVAPURA and was launched in China in 2020.

CREATING ADDED VALUE WITH TECHNOLOGY

Guided by its corporate values, the Hansgrohe Group creates the conditions for long-term, profitable growth through technological innovations. For example, we’re now using high-precision machines usually only found in the aerospace and laser industries to manufacture the AXOR Edge faucet collection, which eliminates the need to grind and polish the faucet bodies and thus reduces the number of steps. The resulting grinding and polishing dusts can be avoided, and waste such as grinding belts and polishing felt is a thing of the past. The technology is also less strenuous for employees than manual grinding and polishing. To make showers and faucets more resistant and durable, we apply a decorative chrome finish using electroplating, an electrochemical coating process based on chromium trioxide, during the production process. We plan to reduce or completely eliminate the use of carcinogenic chromium trioxide in production over the long term, which is just one of the reasons why the Production Technologies research department was set up in 2017. The aim of the development projects is to improve quality while protecting the environment and employees. The chrome

¹The Vitality Index refers to the share in sales of products that were no older than 36 months at the time of sale

layer of the finished product does not contain any chromium trioxide.

We fulfill the ever-increasing demand for exclusive special surfaces with PVD technology, which offers key benefits for both production technology and the environment. After all, thermal evaporation does not require any harmful solutions and is therefore much more eco-friendly. As a result, we'll continue to invest in physical vapor deposition.

MULTIPLE AWARDS AND DISTINCTIONS

The Hansgrohe Group, its brands and products have won numerous awards, including more than 500 design prizes, since 1974. Eight products were honored with the iF DESIGN AWARD in 2019.

INNOVATIONS THROUGH PARTNERSHIPS

Partnerships help us to realize innovations, develop technologies, and improve processes. We're currently working with Furtwangen University, Offenburg University of Applied Sciences, Technische Universität Ilmenau, Karlsruhe Institute of Technology (KIT), KDG Glas Consulting, Oeko-Institut e.V. in Freiburg, and the German Association for Human Resource Management (DGFP). We're also active in a variety of associations and institutions such as Institut Bauen und Umwelt (IBU), the Association of German Engineers (VDI), fesa e.V., the German Sustainable Building Council (DGNB), the German Institute for Standardization (DIN), the Association of Companies for Gas and Water Technologies (figawa), the German Technical and Scientific Association for Gas and Water (DVGW), the International Association of Controllers (ICV), and Bundesverband der Deutschen Gießerei-Industrie (BDG). We're also involved in the European Bathroom Forum (EBF) initiative, which was founded in 2017 and aims to introduce a standard European-wide labelling system known as "The Water Label," a consumer guide for water-efficient sanitation products. The voluntary initiative is supported by three major European associations and ten national trade associations.

GRI102-13



ANKE SOHN

*Head of Global Brand
Marketing AXOR*

As Head of Global Brand Marketing AXOR, Anke Sohn has developed a new awareness of responsibility for the luxury brand. The associated concrete measures are reflected in production and the communication, beginning with the selection of materials. For example, only regional woods and marble from northern Italy are used for AXOR MyEdition to shorten transport routes.

The communication is also intended to encourage consumers to think differently. For example, the "Places of Origin" campaign explains the origin of the materials and the regional processing. Values such as "timeless" and "durable" have always been the future promise of the AXOR brand – and are reflected in the form and eco-friendly function.

PRODUCT RESPONSIBILITY

We're always expanding our range of efficient products and thus contribute to environmental protection. The Executive Board as a whole and the individual divisions of the Hansgrohe Group are responsible for managing product policies. When it comes to developing new products, we take into account legal regulations, product safety requirements, and the growing environmental awareness of our customers worldwide.

GRI 102-43, GRI 103,
GRI 403-7, GRI 416-1

GREEN PRODUCTS

In product development, we take society's increasing environmental awareness very seriously. Experts work continuously on making our products efficient, production-friendly, and safe. The term "Green Products" refers to all products that are especially resource-efficient compared to conventional products, which includes showers with a flow rate of maximum nine liters of water per minute, basin mixers with maximum five liters per minute, and other faucets with a flow rate of no more than eight liters per minute. The share of these products in total sales was 21.4 percent in 2019 and 26.1 percent in 2020.

GUARANTEEING PRODUCT SAFETY

Meticulous product development is very important to us. In particular, we focus on stricter legal requirements, product safety, and increasing environmental awareness. We also rely on thorough product testing at our own laboratory, which operates in accordance with the international competence of testing and calibration laboratories (ISO/IEC 17025) standard. In addition, we regulate product requirements in accordance with our own standards, which are referred to as HG standards. One example is HG 783 Environmentally friendly products - ingredients. During the reporting period, we registered all of the relevant products in accordance with the requirements of the EU directive on the restriction of the use of certain hazardous substances in electrical and electronic equipment (RoHS). Since 2011, the RoHS Directive has regulated the use and sale of certain hazardous substances, including lead, mercury, cadmium, chromium trioxide, and certain brominated flame retardants and plasticizers. It is not uncommon for our protected designs and even entire products to be copied. We actively and vigorously take action against product counterfeiting and, in this way, make our customers aware of the existence of counterfeit products and protect them from the dangers of counterfeit products, which are often of inferior quality.

IN DIALOGUE WITH CUSTOMERS

Whenever possible, we communicate directly with our customers - both dealers and end customers. We view criticism as an opportunity to further improve our processes. A standardized survey provides additional valuable information. The Net Promoter Score (NPS) acts as an important control parameter. Our team of German sales representatives visits over 30,000 customers a year. In addition, we process over 100,000 written and 250,000 phone inquiries every year. Our Technical Service team is always available to address special cases and answer any questions plumbers may have, and respond to more than 90,000 telephone and over 20,000 written inquiries a year. In addition, our Technical Service employees communicate on equal footing with customers in the trade sector - after all, each and every one of them is a trained and certified plumber.

SUPPLY CHAIN

GRI 102-9, GRI 103,
GRI 205-1, GRI 308-1,
GRI 308-2, GRI 414-1,
GRI 414-2

Our company is represented in over 140 countries across the globe. We operate a complex manufacturing and supply network to supply them with our products. We're aware of the many challenges, including compliance with human rights, environmental protection, conflicts with raw materials, and corruption.

SUSTAINABILITY TAKES PRIORITY

Our aim is to minimize risks and build long-term relationships with our suppliers by acting responsibly, which is why we consider compliance with ethical standards, responsible work practices, and environmental protection when selecting suppliers. New suppliers are not added to the supplier pool until they've been approved by an internal committee of specialists and all of the contract documents have been submitted. The internal committee can consist of different people depending on the supplier category. For example, experts and supplier auditors are involved alongside the commodity buyer if the supplier delivers production materials. On-site potential analysis assesses the quality capability of suppliers who provide production materials. In this way, we ensure that our expectations can be met, which forms the foundation for a reliable and long-term partnership.

The Hansgrohe Group also has suppliers confirm that they comply with REACH requirements before joining the supplier pool. Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH) is an EU chemicals regulation that came into effect in 2007 and applies to all member states. According to the principle "no data, no market," only chemical substances that have previously been registered may be marketed and sold within the applicable area. The Hansgrohe Group does not produce chemical substances or mixtures or import them into the EU. As a "downstream user," we're not subject to any registration obligations.

SUSTAINABLE SUPPLIER MANAGEMENT

We confirm the sustainability of our supply chain, among other things, with supplier audits and specially trained auditors. During the reporting period, ten auditors passed the examination based on the process audit standard of the German Association of the Automotive Industry (VDA 6.3), thereby demonstrating their competence. The random audits are carried out by the parent company Masco and our own specialists. Masco is assessing the social criteria; no corresponding data are available. But because no suppliers have been identified to be a risk throughout the entire Masco environment, these audits are conducted very rarely. In 2020 we conducted six process audits primarily in Europe (number lower due to the coronavirus), including four audits of new suppliers (2019: 25, including four audits of new suppliers). Hansgrohe acquired 20 new suppliers in 2020 (2019: ten new suppliers).

Our key focus laid on improving occupational safety and health and environmental performance, as well as systematically identifying and complying with legal and contractual requirements. The audited companies performed above average, and there were no significant complaints.

TRANSPORT AND LOGISTICS

Our suppliers regularly supply us with a wide range of raw materials. We then produce our products at several German plants as well as in France, China, and the US. Our logistics therefore also includes internal transport within and between production sites as well as distribution and disposal logistics. The company's own employees and vehicles transport the goods within and between our plants for the most part, while external service providers transport our components and semi-finished and finished products. In short, we operate complex logistics chains to ensure that our customers in around 140 countries can be supplied reliably and on time. In this way, the Hansgrohe Group contributes to the release of CO₂ emissions, which has an impact on climate change. But optimizing our logistics processes also allows us to improve our own carbon footprint.



MARC ANDRÉ PALM

*Head of Global Brand
Marketing hansgrohe*

Head of Global Brand Marketing hansgrohe Marc André Palm is well acquainted with sustainable technologies for the bathroom and kitchen. “We want to influence our customers’ consumption behavior in a positive way,” says Palm, explaining that innovative products are developed to reduce water and energy consumption without compromising customer comfort. “We’re the early birds among the sanitation manufacturers.” Many delightful product names are connected to the hansgrohe brand, including EcoSmart, CoolStart, QuickClean, and AirPower. Marc André Palm emphasizes the pioneering spirit that can be found in all of these technical achievements.

As Head of Global Brand Marketing hansgrohe, Palm feels a sense of duty to the future. “Water is an elemental resource for us. We’ll never stop optimizing our products to make them more sustainable.”

Our customers obtain our goods from warehouses in Offenburg, Shanghai, and Alpharetta. With 2,558,843 order items processed at the Offenburg logistics center in 2020, approximately 6,900 packages left the site on around 35 trucks every day. But the €30 million investment in the site has also made the logistics processes much more efficient. For example, the newly created space enabled us to integrate a service provider that had previously worked off-site, eliminating the need for transport between Hansgrohe and the service provider’s external building.

We’re also working to improve the utilization of shipping boxes in our distribution logistics. Our aim is to use the available box volume as efficiently as possible, with optimized packaging planning based on the quantities and geometric properties of the products to be packaged. Through these measures, we’re also revealing the eco-friendliness of the filling material.



03

ENVIRONMENT



ENVIRONMENTAL MANAGEMENT

GRI 102-11, GRI 103,
GRI 307-1

The Hansgrohe Group is shaped by sustainable thinking and actions. We've been using renewable energy in our production since the 1980s. Today, we strive to protect the environment at all of our plants, weigh opportunities and risks, and prepare action plans to improve our environmental performance and thus reduce harmful environmental impacts.

To fulfill our own standards, we've implemented an environmental management system at all of the Hansgrohe Group plants, ensuring, among other things, that we fully comply with legal environmental and waste disposal guidelines throughout all of our operations. In addition, we document consumption data and define specific efficiency indicators at all of the production sites. These indicators reveal whether the measures taken are effective and whether we're achieving the targets we've set ourselves.

We achieved our milestones in 2019 and 2020, with the exception of hazardous waste efficiency, for which we missed the Green Company target due to the dismantling of an old plant and the construction of a new electroplating facility in Offenburg. There were no significant violations of environmental laws or regulations during the reporting period.

SCOPE OF KEY PERFORMANCE INDICATORS

These include all of the Hansgrohe Group production sites and the figures from the headquarters in Schiltach.

HANSGROHE GROUP ENVIRONMENTAL TARGETS

Figures as a percent

	2020
Energy efficiency ¹	+5%
Water efficiency ²	+15%
Waste efficiency ³ (excluding hazardous waste)	+2%
Hazardous waste efficiency ³	+15%

INTERNATIONAL ENVIRONMENTAL PROTECTION STANDARDS

We regularly examine ourselves with internal and then external system audits. Independent auditors inspect all of the production plants in Germany, France, the US, and China. The Hansgrohe Group Audit Officer is in charge of auditing. Certification makes our commitment transparent and straightforward.

All of the Hansgrohe Group production plants are certified in accordance with the international ISO 14001 standard for environmental management systems. All of the European production plants are also certified in accordance with the ISO 50001 standard for energy management systems.

¹ Energy weighted with primary energy factors in MWh per metric ton of product sold.

² Figure in cubic meters per metric ton of product sold

³ Figures in metric tons per metric ton of product sold

MORE ECO-FRIENDLY ELECTROPLATING

We set up a new plastic electroplating plant at the Offenburg-Elgersweier site for around €30 million. The surfaces of plastic showers and brass faucets cannot be chrome-plated without electroplating processes. Thanks to modern technologies and recycling, this plant has reduced waste by around 35 percent and water consumption by up to 15 percent. Operations began in spring 2019, and the old plant was closed down in 2020.



Less material and time. Rapid prototyping with 3D printing can replace the complex process of casting. The first additive manufacturing system for the production of standard parts in 3D was commissioned in 2020.

LESS ENERGY AND EMISSIONS

The Hansgrohe Group views itself as a Green Company, and sustainability as a requirement for long-term market survival. Suitable use of energy sources, reduced energy consumption, and efficient production are central goals worldwide.

GRI 103, GRI 302-1,
GRI 302-3, GRI 302-4,
GRI 305-1, GRI 305-2

WE ANALYZE ENERGY CONSUMPTION SYSTEMATICALLY

Using our energy data acquisition system to collect energy-relevant data, we can quickly identify and implement potential savings. The data collected reveal energy consumption at different plants and help to identify key consumers and influential factors. Our efforts to systematically minimize energy requirements begin here and include technical precautions, structural changes, and specific training courses for employees. The measures are continuously evaluated and assessed to determine their effectiveness and make any necessary adjustments.

All of the Hansgrohe Group's production plants in Europe have this type of energy data acquisition system. We're also using the data acquisition system at the largest non-European production plant in Shanghai and the new German plant in Willstätt. The energy supplied to our production plants primarily comes from electricity and natural gas. We've also been generating our own energy with photovoltaic systems since 1992. In 2020, the yield of the photovoltaic systems amounted to 205,022.84 kW (2019: 193,811.21 kW).

KEY ENERGY PERFORMANCE INDICATORS AND TARGETS

Figures in MWh per metric ton of product sold

	2018		2019		2020	
	Actual	Target	Actual	Target	Actual	Target
Energy efficiency ¹	6.62	6.90	7.3	7.37	7.3	7.57

HANSGROHE GROUP ENERGY CONSUMPTION

Figures in MWh

	2018	2019	2020
Energy consumption	80,952	100,994	94,982
of which electricity	58,202	62,843	62,234
of which natural gas	21,292	27,705	25,165
of which heating oil	175	88	94
of which fuels	1,283	10,132	7,283
of which district heating	0	226	206

2019 waren über einen Übergangszeitraum die neue und alte Galvanik parallel in Betrieb, das Werk Willstätt wurde in Betrieb genommen und im Werk Schiltach West wurde die DVD-Anlage erweitert.

¹ Energy weighted with primary energy factors in MWh per metric ton of product sold. A low value represents comparably better energy efficiency than a higher value.

GRI 103, GRI 302-1,
GRI 302-3, GRI 302-4,
GRI 305-1, GRI 305-2

WE'RE REDUCING EMISSIONS OVER THE LONG TERM

The Hansgrohe Group's greenhouse gas emissions are calculated in accordance with the internationally recognized Greenhouse Gas Protocol (GHG) standard. The following emissions are reported:

SCOPE 1: Direct emissions from the combustion processes of stationary systems (natural gas, heating oil) and mobile systems (fuel from procurement and distribution transport as well as company and leased cars)

SCOPE 2: Indirect emissions from purchased electricity and district heating

SCOPE 3: We cannot yet report on these emissions.

In accordance with the GHG Protocol guidelines on Scope 2 emissions, in effect since 2015, the Hansgrohe Group reports its greenhouse gas emissions in accordance with the location-based method, meaning country-specific assumptions of the respective national electricity mix are used to calculate emissions.

HANSGROHE GROUP EMISSIONS¹

In metric tons of CO₂

	2018	2019	2020
DIRECT EMISSIONS (SCOPE 1)			
Emissions by Hansgrohe Group sites	4,301	6,600.00	5,176.30
Emissions by the company's vehicle fleet	350	2,895.60	1,978.30
INDIRECT EMISSIONS (SCOPE 2)			
Electricity/heat consumption by Hansgrohe	30,855	33,608.20	38,161.40
TOTAL emissions (CO₂)	35,506	43,103.80	45,316.00

MEASURES AT A GLANCE

WE USE PRODUCTION SPACES EFFECTIVELY:

Intelligent variant assembly lines for our plant in Germany. The use of our production spaces has a significant influence on energy efficiency, which is why we've compacted the spaces in our Schiltach production plant with intelligent variant assembly lines. The design enables a high degree of utilization and space-saving integration into the production facility. Due to the U-shaped layout, it offers short walking distances and a clear assembly flow. Line height can be adjusted.

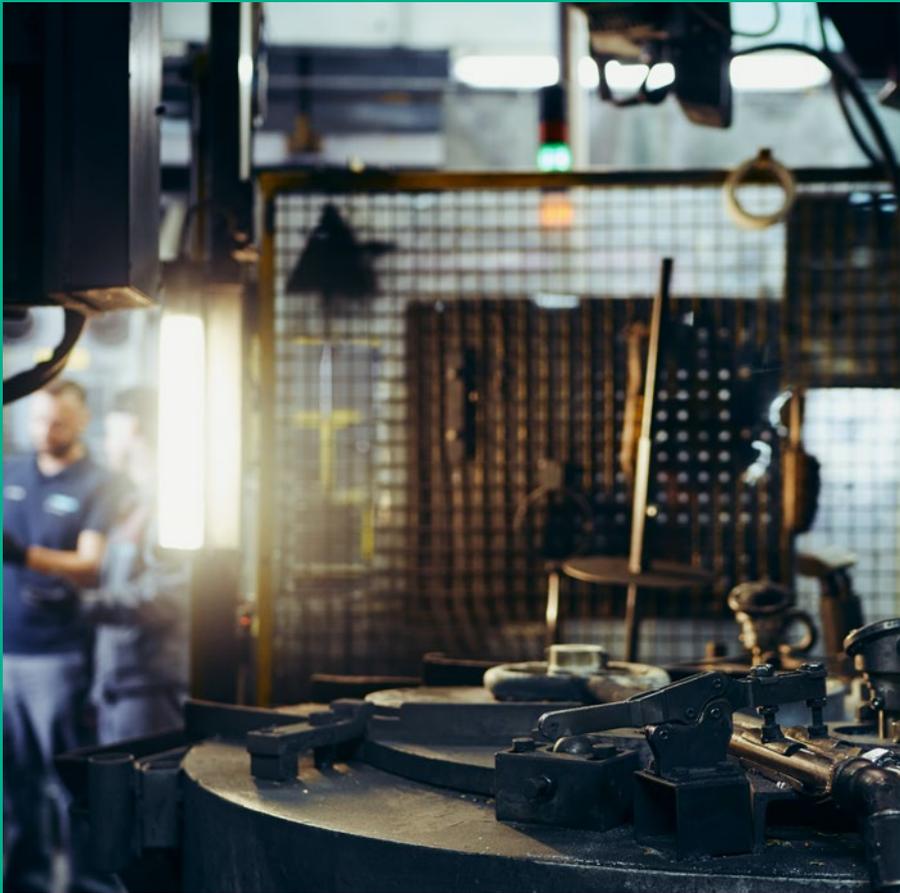
WE MODERNIZE BUILDINGS AND EQUIPMENT:

We began analyzing the energy efficiency of Bosch Climate Solutions in 2020. The advising subsidiary has the most expertise for this project. On-site analysis provided us with valuable recommendations for reducing energy consumption in lighting, ventilation, heating, production processes, and packaging. We share our findings and progress with other lighthouse companies in southern Germany, as many joint measures can increase the overall effect.

WE PRESERVE THE ENVIRONMENT WITH NEW TECHNOLOGIES:

Casting is an energy-intensive process that produces heat waste. Energy is also necessary for cooling. We've been using a modern cooling tower to optimize energy consumption at our Shanghai plant since 2017. This unit is much more energy-efficient than the old cooling unit and can be fully switched off in winter. We now use the heat produced to heat the building and thus save even more energy.

¹ Please see appendix on page 60 for the source of the conversion factors.



We use heat waste efficiently at our foundry in China.



Wastewater is reused in electroplating, minimizing the amount of wastewater. The removed metals such as copper, nickel, and chrome are recycled.

WATER AND WASTEWATER

Using water responsibly is essential for the Hansgrohe Group. We're actively committed to reducing water consumption in the production of our products. The water used is procured from third parties and returned as wastewater. In 2020, the West plant sourced just 1,692 m³ of water from the Kinzig river, as the pump was defective for most of the year (2019: 16,399 m³).

GRI 103, GRI 303-1, GRI 303-2, GRI 303-5

Electroplating wastewater is cleaned in special wastewater treatment plants and then discharged into the public sewer system. The quantities of wastewater produced by the electroplating process are measured and documented, with plans in the pipeline to document total volumes of wastewater. Legal requirements provide the minimum standards for industrial and sanitary wastewater in each country. It's extremely important for our production sites to have access to clean water. In many regions around the world, however, this is increasingly at risk. We've therefore conducted a risk assessment at our production sites to ensure we're able to fulfill our responsibility in terms of water use. Considering the World Resources Institute's Aqueduct Water Risk Atlas, we've identified a high risk of water stress at our plant in China. In addition to water shortage, water stress also takes other factors into account such as water quality and access to water, which is why we're working so hard at this plant to reduce water consumption and improve the quality of our wastewater. In 2019 we began splitting the wastewater pipes (chromium, nickel, acidic/alkaline) and enabling measurement in order to fulfill the stringent legal requirements. Due to the coronavirus, the system was commissioned in spring 2021. Water consumption over the past few years reveals that our efforts are paying off. Our water consumption was down to 124,387 m³ in 2020 (2019: 154,850 m³), with further decline expected.

KEY WATER PERFORMANCE INDICATORS AND TARGETS

Figures in cubic meters per metric ton of product sold

	2018		2019		2020	
	Actual	Target	Actual	Target	Actual	Target
Water efficiency	7.18	6.74	6.91	8.24	5.3	6.28

HANSGROHE GROUP WATER CONSUMPTION

Figures in cubic meters per metric ton of product sold

	2018	2019	2020
Water consumption	177,267	154,850	124,387

WATER CONSUMPTION TARGETS AT HANSGROHE PLANTS¹

Reduction as a percent

	2020
Atlanta	-14
Shanghai	-25
Wasselonne	-5
Offenburg	-7
Schiltach Aue	-20
Schiltach West	-20

¹ The Willstätt plant is not included, as it did not yet exist when the target was defined in 2017.

MATERIALS AND WASTE

GRI 103, GRI 301-1,
GRI 306-2

We predominantly use metals and plastics in our production, while most of our quality faucets are made of brass. Plastic is used as a starting material in the production of showers. It's important to us to use renewable materials in our product packaging.

KEY WASTE PERFORMANCE INDICATORS AND TARGETS

Figures in metric tons per metric ton of product sold

	2018		2019		2020	
	Actual	Target	Actual	Target	Actual	Target
Waste efficiency (excluding hazardous waste)	0.22	0.22	0.212	0.255	0.227	0.231
Hazardous waste efficiency	0.05	0.06	0.066	0.067	0.079	0.072

HANSGROHE GROUP WASTE AND HAZARDOUS WASTE

Figures in metric tons

	2018	2019	2020
Waste efficiency (excluding hazardous waste)	5,326	5,222	5,533
Hazardous waste	1,297	1,618	1,887

MATERIALS USED IN THE HANSGROHE GROUP

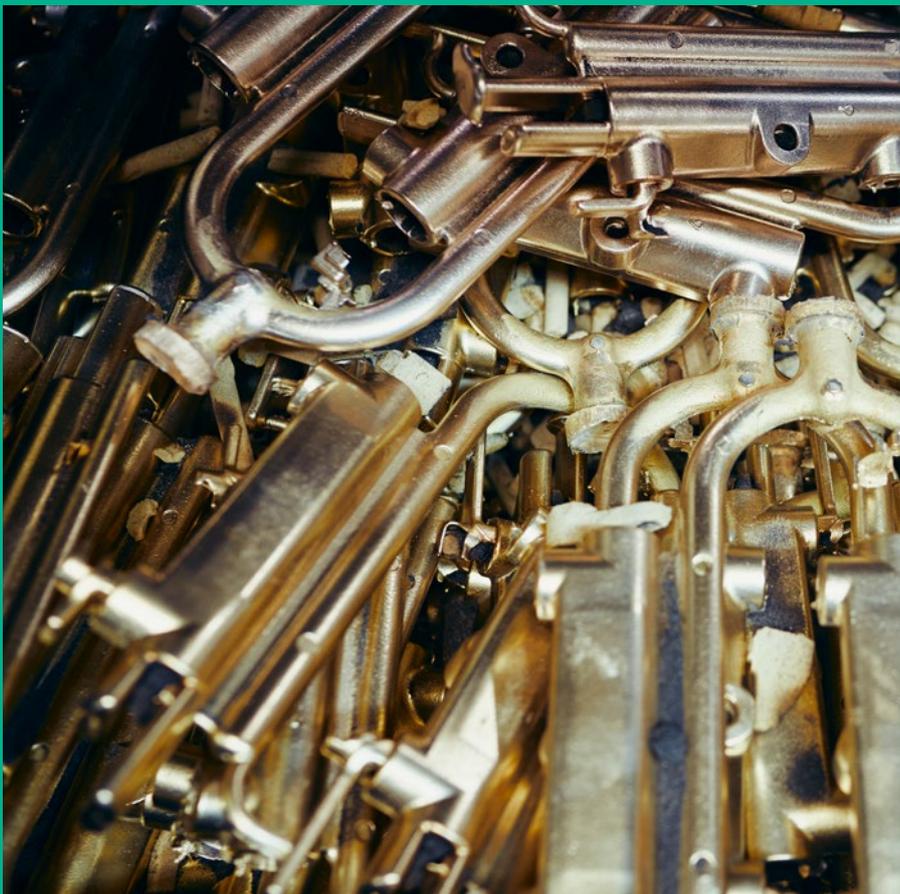
Figures in metric tons

	2018	2019	2020
Metals	5,698	5,077	5,428
Plastics	2,219	2,454	2,607
Chemicals	1,219	1,567	1,496

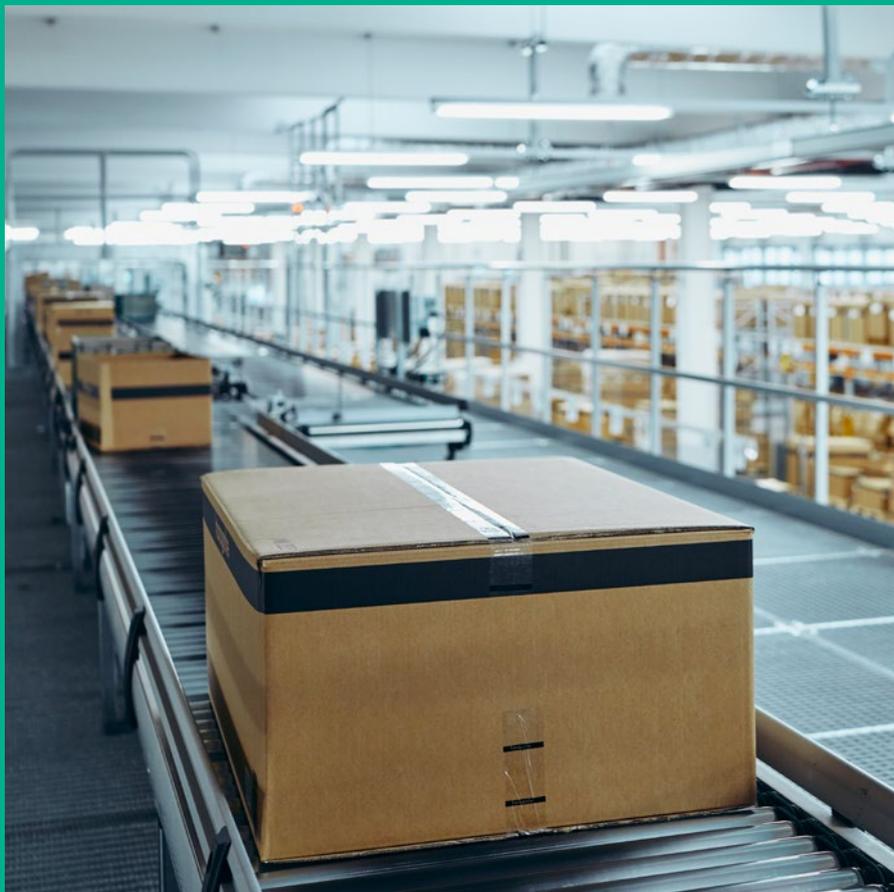
DISPOSAL OF HAZARDOUS WASTE¹

	2018	2019	2020
Recycling (as a percentage of total hazardous waste)	80	51	55
Recovery including energy recovery	13	21	16
Waste incineration	6	1	1
Landfill	0	13	10
Other (physical chemical treatment)	1	15	18

¹ The percentage is based on the weight of the hazardous waste handed over to the disposal company, which recycles 80 percent of it



At just 0.227 metric tons, our waste efficiency fell short of the target of 0.231 metric tons in 2020. Figures in metric tons per metric ton of product sold.



We launched the initiative for sustainable packaging in 2020 and continue it in 2021.



REBECCA WEIGOLD

Head of the Green Company

With her team of four, the Head of the Green Company promotes sustainability across all company departments. The Head of the Green Company is supported in her work by Head of Innovation & Sustainability Steffen Erath and by Chief Financial Officer Reinhard Mayer, who actively promotes this strategic initiative as a sponsor and acts as a mentor. Dieter Hauser and Ferdinand von Hatzfeld served as coaches.

THE MEASURES WE'RE ADOPTING

WE PROMOTE THE SUSTAINABLE USE OF MATERIALS: A project in the plastics sector proves that the use of regrind in surface parts is feasible with selected products and has no influence on requirements. We thus use 30 metric tons of recycled material and contribute to protecting the environment.

WE USE MATERIALS CAREFULLY: The foundry at the Schiltach location returns sprue parts directly to the casting process without additional removal of impurities, thus avoiding transport to external brass foundries and reducing energy consumption. 300 metric tons of brass can be reused immediately.

WE REDUCE THE USE OF MATERIALS THROUGH VALUE ANALYSIS: Product value analysis (WAPRO) has revealed that material consumption can be further decreased. Reducing the thickness of certain brass parts can save 15 metric tons of brass.

WE DEAL WITH WASTE RESPONSIBLY:

Our production process generates waste such as wooden pallets, foils, and core sand, which we cannot further process in-house. All of the production sites send this waste to authorized disposal companies, which properly recycle around 80 percent of it. Because temporary storage of hazardous waste can pollute the ground if handled incorrectly, we use closed waste receptacles. This type of receptacle was introduced at both the Schiltach production plant and the plant in Shanghai, China, during the reporting period. Regular training measures are also provided at all of the production sites. In 2017, the excavated earth from the research and development laboratory construction project was disposed of, as 60 metric tons of material could not be reused due to contamination.



P E O P L E



EMPLOYEE STRUCTURE

GRI 102-8, GRI 103,
GRI 102-43, GRI 405-1

The Hansgrohe Group employed 4,711 people worldwide in 2019 and 4,714 employees in 2020, of whom 74.4 percent work in Europe. The total number includes all full-time and part-time employees, trainees, and students, but does not include temporary employees, most of whom work in production. A total of 698 new employees were hired at the German sites in 2019 and 2020. 95 percent of trainees were hired in 2020, and 23 temporary employees provided with a permanent position in the reporting period. The fluctuation rate for the Group as a whole was 4.3 percent in 2020.

Hansgrohe SE assesses employee satisfaction with regular surveys, the most recent of which questioned 4,714 employees between January 20 and February 17, 2020, making it the first international Hansgrohe employee survey.

SCOPE OF KEY PERFORMANCE INDICATORS

Unless otherwise stated, all of the Hansgrohe Group's production sites, the headquarters in Schiltach, and all of the subsidiaries are included. The key performance indicators on new hires include replacement appointments and newly created positions, but do not include interns, students writing their dissertation or thesis, vacation workers, or trainees.

HANSGROHE GROUP EMPLOYEES BY REGION

Figures as a percentage, as of December 31

	2018	2019	2020
Europe	75	75	75
Asia	19	19	19
USA	5	5	5
Africa	1	1	1
Australia	0	0	0

AGE STRUCTURE OF THE WORKFORCE

Figures as a percentage, as of December 31

	2018	2019	2020
Under 30 years of age	26	21	19
30 to 50 years of age	52	54	55
Over 50 years of age	22	25	26

EMPLOYEES BY GENDER

Figures as a percentage, as of December 31

	2018	2019	2020
Male	62	62	62
Female	38	38	38

EMPLOYEES BY EMPLOYMENT STATUS

Figures per capita for Hansgrohe SE and Hansgrohe Deutschland Vertriebs GmbH, as of December 31

	2018	2019	2020
Full-time employees	2,586	2,641	2,637
Part-time employees	278	323	334
Temporary employees	64	76	92

GRI 102-8, GRI 401-1

NEW HIRES BY AGE AND GENDER

Figures per capita, total number, as of December 31

	2018	2019	2020
Under 30 years of age	214	262	214
30 to 50 years of age	174	310	195
Over 50 years of age	44	35	27
of which male	229	387	241
of which female	203	220	195

NEW HIRES BY REGION

Figures per capita as a percentage, as of December 31

	2018	2019	2020
Europe	320	349	246
Asia	52	215	119
America ¹	26	40	64
Africa ²	3	2	1
Australia ²	1	1	6

TOTAL FLUCTUATION (STAFF TURNOVER) RATE

Figures as a percentage, as of December 31

	2018	2019	2020
Total fluctuation rate	4.5	8.3	4.3

¹ Renamed from USA² Data valid as of 2019

FLUCTUATION BY AGE GROUP, GENDER, AND REGION

GRI 405-1 Figures per capita, total number, as of December 31

	AMERICA ¹			EUROPE			ASIA			AFRICA			AUSTRALIA		
	2018	2019	2020	2018	2019	2020	2018	2019	2020	2018	2019	2020	2018	2019	2020
Under 30 years of age	15	11	7	29	33	22	67	118	43	-	1	0	-	0	0
30 to 50 years of age	18	20	15	43	61	43	31	135	61	-	1	1	-	0	1
Over 50 years of age	6	1	2	4	10	5	0	0	1	-	0	0	-	0	3
of which male	23	14	1	41	54	36	93	222	96	-	0	1	-	0	2
of which female	16	18	23	35	50	34	5	31	9	-	2	0	-	0	2

EMPLOYEE DEVELOPMENT

GRI 103, GRI 404-2

A changing and increasingly complex working world makes human resources all the more important. Digital developments, new forms of work, values, cultural change, and an aging society are just a few of the challenges of our time. The Hansgrohe Group relies on the continuous development of each individual – whether professionally or personally – to prepare for the future, attract talented people, and retain them over the long term, for which the Chief Human Resources Officer is responsible.

The core elements of our HR strategy “Hansgrohe 2020+” are lifelong learning, demographic change, and management culture. Using various employee development tools, we regularly assess the performance of our employees in order to determine their individual training needs. Depending on the location, this can be done with development questionnaires or by formulating the corresponding target agreements. We offer our international subsidiaries the freedom to adapt their human resources to their national requirements. The central employee development tools at Hansgrohe are as follows:

HANSGROHE CAMPUS

With six faculties (Strategy & Innovation, Brand, Sales, Efficiency, Personnel & Leadership, and Digital), the CAMPUS provides the specific training opportunities needed to overcome future company challenges. With events, seminars, and workshops, the CAMPUS is a location where people can get together and share knowledge. 373 events were held with internal and external experts in 2020 and were attended by 1,258 participants.

¹ America (renamed from USA)



JANINE HANKE

Training Marketing Speaker

Janine Hanke works at the talent factory, acquiring young employees for training at Hansgrohe, which is a huge challenge, as these days employers need to attract potential employees who increasingly want to know what the company's deeper purpose is. Janine Hanke manages to win over candidates time and time again including with social sustainability. She has been with the Hansgrohe Group since March 2017.

TALENT MANAGEMENT & TALENT MOBILITY

In 2018, we expanded our talent management program for use at international sites in order to create transparency in our pool of talented minds throughout the company. We also established structures to professionally organize international staff transfers, whether for short-term project assignments or for longer periods spent abroad. There were seven long-term assignments abroad in 2019 and 2020 and four short-term assignments in 2019. There were no short-term assignments abroad in 2020 due to the coronavirus.

LEADERSHIP DEVELOPMENT

Our employees regularly provide managers with feedback using the leadership barometer. The feedback is then discussed in moderated workshops and implemented in appropriate measures.

WE OFFER ATTRACTIVE TRAINING OPPORTUNITIES

The promotion of skills starts with the next generation. At the Schiltach site, we're one of the largest training companies in the region. We offered 91 young people throughout the Group the opportunity to start vocational training in 2019. In 2020, that figure was 86. We employed 145 trainees and vocational/academic students in 2020. As a rule, all junior staff are taken on.

HANSGROHE TALENT FACTORY

To offer young people the best-possible training, we opened the Hansgrohe talent factory in Schiltach in 2013 - a training workshop with over 40 technical workplaces. It offers trainees the opportunity to work independently on tasks and projects, always supervised by the team of coaches. The quality of our training hasn't gone unnoticed: the Hansgrohe Group was awarded the BEST PLACE TO LEARN® training seal.

1,743 EMPLOYEES



PERCENTAGE
INTERNATIONAL

47

TOTAL EMPLOYEES - 2020





2,971 EMPLOYEES



PERCENTAGE
IN GERMANY

GRI 103, GRI 404.2

HOW WE ACQUIRE AND DEVELOP YOUNG TALENT

Falling student numbers and the trend toward higher education are also represented in the number of applications submitted to Hansgrohe. To increase visibility, we work with various schools in the region, take part in training fairs, and organize our own events such as the Night of Training, which has enabled us to maintain a relatively stable training rate in recent years. As in earlier years, the training rate was 5.6 percent in 2019 and 2020.

We offer suitable applicants the opportunity to complete a vocational/academic degree course at one of our partner universities in Mosbach, Karlsruhe, Horb am Neckar, and Villingen-Schwenningen, with twelve different disciplines to choose from. In the reporting period, the company had 116 vocational/academic students.

HANSGROHE SE TRAINING RATE

Figures as a percentage, as of December 31

	2018	2019	2020
Training rate	5.6	5.6	5.6

HANSGROHE SE TRAINEES AND STUDENTS

Based on Germany per capita, as of December 31

	2018	2019	2020
Vocational/academic students	55	57	59
Industrial trainees	62	61	58
Business trainees	26	30	28

OCCUPATIONAL SAFETY AND HEALTH

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

In the evening, we want our employees to leave our company as healthy as they were when they arrived in the morning, which is why we've established an occupational safety and health management system at all of the production sites. Certified in accordance with the ISO 45001 standard, the management system is regularly assessed by internal and external auditors. At the same time, the central Occupational Health and Safety Committee deals with current safety and health-related issues.

The Executive Board, the Hansgrohe SE company doctors, and others attended the seven meetings held during the reporting period. We've managed to keep the number of accidents at a low level in recent years – but that's no reason to rest on our laurels. Based on concrete findings and key figures, we continuously work on optimizing conditions – with training courses, technical measures, and process improvements. Most injuries were classified as "contusion, crushing, compression" (refer to the table of injuries).

INJURIES BY TYPE AND REGION

Figures per capita, for Hansgrohe SE, Hansgrohe Deutschland Vertriebs GmbH, Hansgrohe Wasselonne S.A.S, Hansgrohe Inc., Hansgrohe Sanitary Products (Shanghai) Co. Ltd., as of December 31

GRI 103, GRI 403-1,
GRI 403-2, GRI 403-3,
GRI 403-4, GRI 403-5,
GRI 403-6, GRI 403-9

Injuries by region	USA			EUROPE			ASIA		
	2018	2019	2020	2018	2019	2020	2018	2019	2020
Male	0	0	0	13	9	13	3	0	1
Female	0	0	0	0	7	3	0	0	0
Total	0	0	0	13	16	16	3	0	1
Absent days	249	101	0	172	157	142	36	15	0
Type of injury									
Cutting/piercing injury	0	0	0	6	6	4	0	0	0
Contusion, crushing, compression	0	0	0	4	8	10	1	0	0
Fractures	0	0	0	2	1	2	2	0	1
Chemical burns	0	0	0	1	1	0	0	0	0

RAISING AWARENESS

Hansgrohe Group employees are trained in all aspects of occupational safety and health at regular intervals. A total of 14,001 training courses were held in the reporting period. In order to further raise the awareness of our employees, we've introduced the sensitization format "Five-minute occupational health and safety" at all of the locations in Europe, which provides an opportunity to briefly discuss safety issues.

We ensure the best-possible processes throughout the entire production network and develop solutions that can be implemented at every production site. We also develop binding standards and guidelines such as uniform occupational safety and health inspections. Any problems identified are recorded in a system, and measures are defined and monitored until successful conclusion. We continuously monitor problems, so that we can make effective improvements. Working closely together, we thus collected best-practice approaches from all of the sites as well as coordinated and internationally standardized them during the reporting period.

BEST PRACTICES – SAND TREATMENT

The sand preparation process has been automated at our production site in Shanghai, China, eliminating difficult manual tasks. Chemical binders are now added or mixed in a closed system, which not only is less strenuous physically, but also ensures that employees no longer come into contact with chemicals.

DIVERSITY AND EQUAL OPPORTUNITY

GRI 102:35, GRI 102:41,
GRI 102:49, GRI 103,
GRI 401:2, GRI 404:2,
GRI 405:1, GRI 406:1

We wholeheartedly believe that diversity enriches our company and makes it more productive. As an employer, the Hansgrohe Group does not tolerate any form of discrimination, including discrimination on the basis of gender identity or sexual orientation, religion or ideology, ethnicity or nationality, physical or mental disability, or age. In the same vein, it's important to us to create equal opportunity and develop a culture that allows all employees to reach their full potential at the company.

Our attitude is reflected in our values and our leadership model. In compliance with applicable national and international law, we pursue the principles of equal treatment. Protection of the equal treatment principles is anchored in the Masco Code of Ethics and applies to all employees. If employees feel discriminated against, they can contact their supervisor, the human resources department, or the works council. Our hotline also offers the opportunity to report discrimination anonymously. Three cases based on personal relationships were reported in 2019, all of which were resolved and concluded. There were no complaints in 2020.

HANSGROHE GROUP MANAGERS

By age, figure as a percentage, as of December 31

	2018	2019	2020
Under 30 years of age	5	3	2
30 to 50 years of age	71	69	69
Over 50 years of age	24	28	29

HANSGROHE GROUP MANAGERS

By gender, figures as a percentage, as of December 31

	2018	2019	2020
Male	80	78	79
Female	20	22	21

REMUNERATION AND SOCIAL BENEFITS

The remuneration of the Executive Board is based on the size, complexity, and economic position of the company as well as the performance of the Executive Board as a whole. The amount is defined in consultation with the Supervisory Board. The remuneration of managers excluded from the collective wage agreement is defined in the Executive Board's remuneration guidelines and is based on the economic situation.

In Germany, employee remuneration is based largely on the collective wage agreement for the metal industry. We make no distinction between part-time and full-time employment when it comes to benefits. Our company agreements comply with the legal and collective bargaining conditions. We look for opportunities to hire temporary workers on a permanent basis.

RECONCILING WORK AND FAMILY

We're committed to constantly improving the balance between work and family or private life. In Germany, all employees have the option to take parental leave. Additional measures include a whole host of work time models such as reduced working times and the option of a sabbatical in Germany and China. Where permitted by the work environment, our employees can work remotely.

Schools and day care centers were closed between March 17, 2020, and Easter vacation due to the coronavirus. During this time, Hansgrohe provided parents with the option to apply for a maximum of five additional days off in order to look after their children at home. Hansgrohe covered 50 percent of every day off, with the employee responsible for covering the remaining 50 percent of absence him or herself (through vacation, flextime, or long-term account). For example, this means that, for an absence of ten days for childcare, five days are covered by Hansgrohe and five days by the employee.

APPENDIX

GRI 305-1, GRI 305-2

CALCULATION OF GREENHOUSE GAS EMISSIONS BY THE HANSGROHE GROUP

SCOPE 1

Key figures for energy	Conversion factor	Unit	Scope	Source
Natural gas	0.201286	kg CO ₂ e/kWh	1	GEMIS 4.95
Heating oil	2.662185662	kg CO ₂ e/l	1	GEMIS 4.95
Fleet Diesel	2.640558609	kg CO ₂ e/l	1	GEMIS 4.95
Fleet Petrol	2.241168132	kg CO ₂ e/l	1	GEMIS 4.95
Key figures for environment				
R-410A	1,923.50	kg CO ₂ e/kg	1	
R-134A	1,300.00	kg CO ₂ e/kg	1	
R-401A	18	kg CO ₂ e/kg	1	
R-407C	1,624.21	kg CO ₂ e/kg	1	
R-134	1,120.0	kg CO ₂ e/kg	1	
R-22	1,760.0	kg CO ₂ e/kg	1	
R-32	677.0	kg CO ₂ e/kg	1	
Compressed air is calculated via power consumption				

SCOPE 2

Key figures for energy	Conversion factor	Unit	Scope	Source
District heating (Germany)	0.19156	kg CO ₂ e/kWh	2	GEMIS 4.95
District heating (subsidiaries)	0.19156	kg CO ₂ e/kWh	2	GEMIS 4.95
Electricity mix (France)	0.0889	kg CO ₂ e/kWh	2	VDA, thinkstep AG
Electricity mix (USA)	0.4912	kg CO ₂ e/kWh	2	VDA, thinkstep AG
Electricity mix (China)	0.7342	kg CO ₂ e/kWh	2	VDA, thinkstep AG
Electricity mix (Europe)	0.4031	kg CO ₂ e/kWh	2	VDA, thinkstep AG
Electricity mix (Asia) – no emission factor available; if necessary, use China's electricity mix values				
Electricity mix (Australia)	0.8629	kg CO ₂ e/kWh	2	VDA, thinkstep AG
Electricity mix (South Africa)	1.1068	kg CO ₂ e/kWh	2	VDA, thinkstep AG
Upstream chain electricity mix (South Africa)	0.0369	kg CO ₂ e/kWh	3	VDA, thinkstep AG
Electricity mix (Japan)	0.6034	kg CO ₂ e/kWh	2	VDA, thinkstep AG
Electricity mix (Singapore)	0.4305	kg CO ₂ e/kWh	2	VDA, thinkstep AG
Electricity mix (Bulgaria)	0.614	kg CO ₂ e/kWh	2	VDA, thinkstep AG
Electricity mix (Croatia) – no separation of 2 and 3 possible	0.46572	kg CO ₂ e/kWh	2+3	ecoinvent 3.7
Vehicle fleet See country's electricity mix for electricity			2	

GRI CONTENT INDEX

ABOUT THIS REPORT

GRI 102-45, GRI 102-50, GRI 102-51, GRI 102-52, GRI 102-54, GRI 102-55, GRI 102-56

With this report, the Hansgrohe Group provides its stakeholders with transparency with regard to its sustainability strategy and progress. The Hansgrohe Group Sustainability Report is published every two years. This report covers the calendar years 2019 and 2020. The report was produced in compliance with the GRI Sustainability Reporting Standards (Version 2016, GRI 303 and GRI 403 Version 2018). This report was prepared in accordance with the GRI standards “Core” option. Key topics were developed in workshops.

The previous report (2017/2018) was published in September 2019

The following companies were essentially consolidated for this Report: Hansgrohe SE; Hansgrohe Wasselonne S.A.S; Hansgrohe Inc.; and Hansgrohe Sanitary Products (Shanghai) Co. Ltd. Further information on consolidation can be found in our Annual Report 2019 (www.hansgrohe-group.com). No subsequent restatement of information from earlier reports is necessary.

The 2019/20 Sustainability Report was submitted to the Global Reporting Initiative (GRI) for implementation of the GRI materiality disclosure services. The correct positioning of the materiality disclosures (GRI 102-40 to 102-49) in the report was confirmed by the GRI Services team. The services were implemented on the basis of the German version of the report. There is no external verification. This report is published exclusively in digital form.

GRI CONTENT INDEX

The 2019/20 Sustainability Report was submitted to the Global Reporting Initiative (GRI) for implementation of the GRI materiality disclosure services. The correct positioning of the materiality disclosures (102-40 to 102-49) in the report was confirmed by the GRI Services team.



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GRI 102	General Disclosures		
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at www.hansgrohe-group.com