



# ESG ROADMAP TO 2030

TRACKING PROGRESS TOWARDS ESG  
LEADERSHIP

# ABOUT THE ESG ROADMAP

## Roadmap structure

The ESG roadmap is organized according to Stahl's seven ESG commitments, which fall under the three ESG areas: Environment, Social, and Governance. For each commitment, targets and supporting KPIs for 2023, 2026 and 2030, are defined.

## ESG commitments

1. Continuously minimize direct environmental impact and carbon footprint.
2. Ensure a safe working environment and a diverse culture for our employees.
3. Consolidate Stahl's ESG leadership position by engaging with influential. NGOs and IGOs on responsible chemistry, positioning ourselves as a trusted and knowledgeable partner.
4. Nurture diversity and inclusion to continuously improve employee skills and company attractiveness.
5. Foster ethical behavior by providing training and robust compliance programs.
6. Select and engage with suppliers based on recognized ESG standards.
7. Promote a sustainable development mindset, to motivate employee throughout our organization.

## Targets

The ESG targets listed in slides 3,4 & 5 have been agreed following consultation with multiple functions and departments including Operations, Sales, HR, SH&E, R&D, Procurement, Finance, and Legal & Compliance. The targets have been agreed by Stahl's leadership team and were updated in 2023 with new 2026 milestones.

## Key Performance Indicators (KPIs)

To track our progress, KPIs have been established for each of the agreed targets and are listed . Some of these KPIs have been in place for several years while some were established recently, to track our progress on more aspirational goals like gender balance, greenhouse gas emissions and ZDHC compliance.

## UN Sustainable Development Goals (17 SDGs)

Each target is aligned with one of the 17 UN Sustainable Development Goals (SDGs). This reaffirms our commitment to the UN Global Compact and its objectives.



# ESG ROADMAP - ENVIRONMENT

ESG commitment	ESG area	2023 Target	2026 Target	2030 Target	KPI	UN SDG		
1 - Continuously minimize direct environmental impact and carbon footprint	Environmental footprint - Climate change - CO <sub>2</sub>	CO <sub>2</sub> emissions scope 1 and 2 (target validated by SBTi)	Target submission approved by SBTi. Plans in place at the sites.	20% reduction of scope 1,2 emissions vs 2021.	Reduce absolute scope 1 & 2 GHG emissions 42.0% by CY2030 from 2021 base. 25% reduction of scope 3 emissions vs 2021 base	Absolute CO <sub>2</sub> e emissions scope 1 & 2 & 3	GOAL 13: Climate Action	
		CO <sub>2</sub> emissions scope 3		10% reduction of scope 3 emission vs 2021 base				
		Share of renewable carbon in raw materials		Establish KPI for % share of renewable carbon in RMs				
		Safe Chemistry	New policy & procedure for substances of concern	Progressive phase down of substances of concern ahead of legislation	Progressive phase out of substances of concern ahead of legislation	To be defined which substances of concern	GOAL 13: Climate Action	
		Environmental footprint - Climate change - Energy	Renewable energy located at or near Stahl factories	Three sites using on-site renewable sources (minimum 20% of total energy)	Four sites using on-site renewable sources (minimum 20% of total energy)	Six sites using on-site renewable sources (minimum 20% of total energy)	Percentage of self-generated energy / total, energy intensity (per tons produced) and absolute	GOAL 07: Affordable and Clean Energy
		Environmental footprint – Waste & water	Less waste, water consumption	Improve waste & water footprint (pending policy)	Global waste & water reduction targets established	Global waste & water reduction targets achieved	Waste & water generated per site	GOAL 12: Responsible Consumption and Production
		Climate resilience and adaption	Climate change related risks and opportunities	Implement Climate resilience and adaption plan	Climate physical risks plan in place for each manufacturing site including CapEx defined.	Climate resilience and adaption plan implemented & targets achieved for transition and physical risks.	Climate resilience and adaption plan, gap analysis matrix & action plan (2023)	GOAL 13: Climate Action
	ESG Performance for products that integrate ESG based innovation	Safe chemistry (ZDHC)	80% of Stahl portfolio for the footwear, garment & accessories segment to be ZDHC certified by 2023	92% of total Stahl leather finish portfolio (sales) ZDHC certified and registered in Gateway	96% of Stahl leather finish portfolio (sales) ZDHC certified at the highest conformance level	Sales of Stahl products (% of total portfolio) at Level 3 ZDHC Gateway Conformance	GOAL 13: Climate Action	
	Environmental footprint – Measuring	Environmental Impact data via Life Cycle Assessment (LCA) methodology	ISO 14044 LCA data for minimum 50 strategic products	Product Carbon Footprint data available for all strategic products. Full cradle to grave LCA for one product in a strategic segment(s).	LCA data collection, generation & calculation automated & independently verified for all strategic products	Strategic products with available LCA data & CF data generation response time	GOAL 13: Climate Action	
	Environmental certification	ISO 14001 certification (environment)	ISO 14001 for all Stahl sites	ISO 14001 for all Stahl sites	ISO 14001 for all Stahl sites	Number of sites with ISO 14001 certification	GOAL 13: Climate Action	

# ESG ROADMAP - SOCIAL

ESG commitment	ESG area		2023 Target	2026 Target	2030 Target	KPI	UN SDG
2 - Ensure a safe working environment and a diverse culture for our employees	Health and safety	Safe working environment (OHS) for Stahl employees and contractors at Stahl sites	Zero accidents, all Stahl locations & staff (including contractors)	Zero accidents, all Stahl locations & staff (including contractors)	Zero accidents, all Stahl locations & staff (including contractors)	TRIFR (total recordable injury frequency rate, LTIFR (lost time injury frequency rate), severity rate	GOAL 03: Good Health and Well-being
		Safe working environment (OHS) for Stahl employees and contractors at Stahl sites	Each year: 100% of Stahl employees trained in safety & health behavior and policies	Each year: 100% of Stahl employees trained in safety & health behavior and policies	Each year: 100% of Stahl employees trained in safety & health behavior and policies	Percentage of employees trained	GOAL 03: Good Health and Well-being
		Safety Compliance certifications - ISO 45001	ISO 45001 certification 2023-2030 all Stahl sites	ISO 45001 certification 2023-2030 all Stahl sites	ISO 45001 certification 2023-2030 all Stahl sites	Number of sites with ISO 45001 certification	GOAL 03: Good Health and Well-being
	Human capital	Talent attraction and retention, alignment between employee competencies and company needs	Introduction of the Employee engagement index & People Experience Survey	80% engagement with a positive trend in low engagement groups identified in survey	Employee engagement index, engagement of min 80% for whole workforce.	Turnover rate - resignations only. Employee engagement index	GOAL 08: Decent Work and Economic Growth
		Diversity & Inclusion & talent attraction	KPI defined for wage gap difference and living wage for Stahl employees.	Gender wage gap KPI & target & living wage target. Establish target for disabled workforce.	Gender wage gap & living wage KPI & target achieved. Target for disabled workforce achieved.	Wage gap %	GOAL 08: Decent Work and Economic Growth
		Societal Commitment	Commitments with external stakeholders to improve wellbeing in local communities via partnerships with associations, NGOs & sponsoring activities	One new relevant project with globally recognized IGO/NGO.	One new relevant project with globally recognized IGO/NGO (eg: water, packaging, biodiversity, communities..)	At least two relevant projects with globally recognized IGO/NGO	Projects with a globally recognized NGO/IGO
3 - Consolidate Stahl's ESG leadership position by engaging with influential NGOs and IGOs							

# ESG ROADMAP - GOVERNANCE

ESG commitment	ESG area		2023 Target	2026 Target	2030 Target	KPI	UN SDG
4 - Nurture diversity and inclusion to continuously improve employee skills and company attractiveness	Diversity in Leadership	Gender balance in leadership positions	One female (minimum) member in the Stahl Leadership Team	Two females (min.) in the Stahl Leadership team.	Gender balance (30% minimum in the defined genders)	Percentage men - women in the Stahl leadership team	GOAL 05: Gender Equality
		Gender balance in leadership positions	25% (minimum) female representation in Stahl's Extended Leadership Team & Heads of function, as defined in the HR Professional System	29% female representation in Extended Leadership Team & Heads of function, as defined in the HR Professional System	33% female representation in Extended leadership team & Heads of function, as defined in the HR Professional System	Percentage men - women in extended leadership and heads of function	GOAL 05: Gender Equality
5 - Foster ethical behaviour by providing training and robust compliance programmes	Corruption and bribery	Adherence to the Stahl Code of Conduct, laws and policies in place, identification and reporting of incidences	Each year: 100% of Stahl employees trained in anti-corruption and bribery & 100% of the whistleblower cases treated	All employees trained in Code of Conduct. 100% of whistleblower cases treated.	All employees trained in Code of Conduct . 100% of whistleblower cases treated.	Percentage of employees trained number of whistleblower cases treated	GOAL 03: Good Health and Well-being
6 - Select and engage with suppliers based on recognized ESG standards	ESG performance - supply chain	Supplier performance on ESG topics and risks	External Rating for top 10 suppliers in EcoVadis: minimum rating of 60/100 (based on spend/€)	Eliminate suppliers with scores below 40 from our supply chain. Include ISG suppliers in the KPI for 2026 and 2030	External Rating for all rated suppliers in EcoVadis: minimum bronze rating (based on spend/€)	EcoVadis rating of suppliers	GOAL 12: Responsible Consumption and Production
	ESG performance – supply chain	Ecovadis rating for Stahl	Maintain Platinum EcoVadis rating	Maintain Platinum EcoVadis rating	Maintain Platinum EcoVadis rating		
7 - Promote a sustainable development mindset, to motivate employees throughout our organization	ESG Strategic priority	Link ESG objectives to Executive & Management incentive bonus plans	Incentive bonus plans to include ESG targets	ESG Incentive for all employees with a bonus plan	ESG Incentive for all employees with a bonus plan	Bonus plan includes ESG objectives	All SDGs



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