

SUSTAINABILITY REPORT 2024



**ACTIVELY SHAPING THE FUTURE TOGETHER.
BE MINDFUL.**



HEBIEGROUP

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ABOUT THIS SUSTAINABILITY REPORT

This is now the second time we've published a report on the HEBIE GROUP's sustainability efforts. It covers Hebie GmbH & Co. KG in Bielefeld and tubus carrier systems GmbH in Münster, but does not yet include HEBIE ASIA. In this report, we present our revised sustainability programme and provide non-financial information, objectives and actions, all carefully compiled from reliable sources. For the first time, our reporting is based on the **VSME standard**, which allows us to document our sustainability goals and projects more clearly and consistently for key **stakeholders**. We examine our targets, indicators and actions in relation to the three sustainability pillars: environment, economy and social responsibility. The reporting cut-off date for the data in this report is 31 December 2024.

Our approach to sustainability reporting is guided by a clear CSR strategy, the **Sustainable Development Goals (SDGs)** and a **materiality analysis**. These elements have helped define our key areas for action. As a medium-sized company, we prepare this sustainability report voluntarily as part of our own commitment to responsible business practices.

If you have any questions or comments about the report, feel free to email us at nachhaltigkeit@hebie-group.com or scan the QR code provided.

We value your interest and would love for you to join us on this journey.

Just so you know:
Any yellow-highlighted terms are explained in more detail in the glossary.



REPORTING PRINCIPLES

Our aim with these principles is to help ensure a credible and resilient approach to sustainability reporting – and ultimately contribute to **sustainable development**. They are intended to ensure that our sustainability report meets the expectations of our key stakeholders, complies with legal requirements, and reflects our current level of knowledge and insight. In doing so, they provide a sound basis for informed decisions.



TRANSPARENCY

is the foundation of credible and effective communication with our stakeholders. No information has been deliberately omitted. We believe that important information includes not only positive developments, but also challenges, risks and potential areas of conflict. Our reporting aims to clearly and accessibly cover key topics such as environmental and climate protection, social responsibility and economic performance.



INTEGRITY

means that our reporting is honest, fair and objective. We aim to present a realistic picture of our contribution to sustainability, understanding that essential information is always part of a continuous improvement process. Our reporting is aligned with the ethical principles of the HEBIE GROUP. We act with integrity, are guided by our values, make informed decisions and carefully consider the impact of our actions on people and the environment.



TRACEABILITY

means that the information presented in our report is documented, verifiable and comparable. We aim to enable our stakeholders to understand the origin and time frame of the data we present. Where necessary, we reference data sources and explain our methods for data collection and analysis, ensuring a solid basis for all reported content.



COMPLETENESS

means ensuring that our report provides a comprehensive picture by covering all key topics and material information relevant to the HEBIE GROUP's sustainability performance and the interests of our stakeholders. This helps avoid any risk of misinformation. All relevant **environmental**, social and **economic** aspects are included, and the report clearly indicates the time periods to which the information refers.



MATERIALITY

means that our reporting focuses on the sustainability topics that matter most to the HEBIE GROUP and its stakeholders – and for which we take responsibility. Irrelevant details should not distract from this focus, allowing us to use our **resources** efficiently. Since materiality is a dynamic concept and is expected to take new developments into account, we monitor it on an ongoing basis.

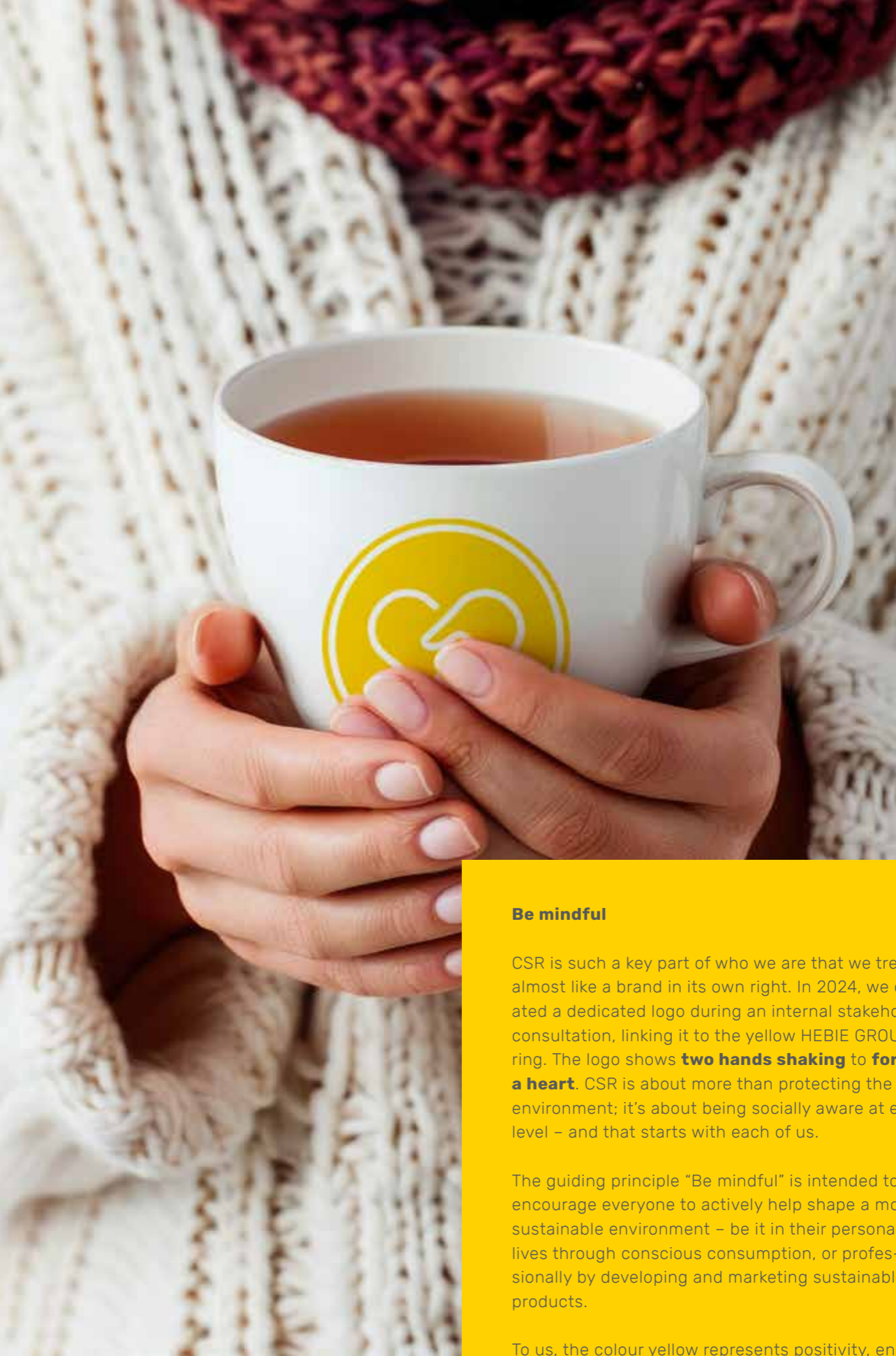
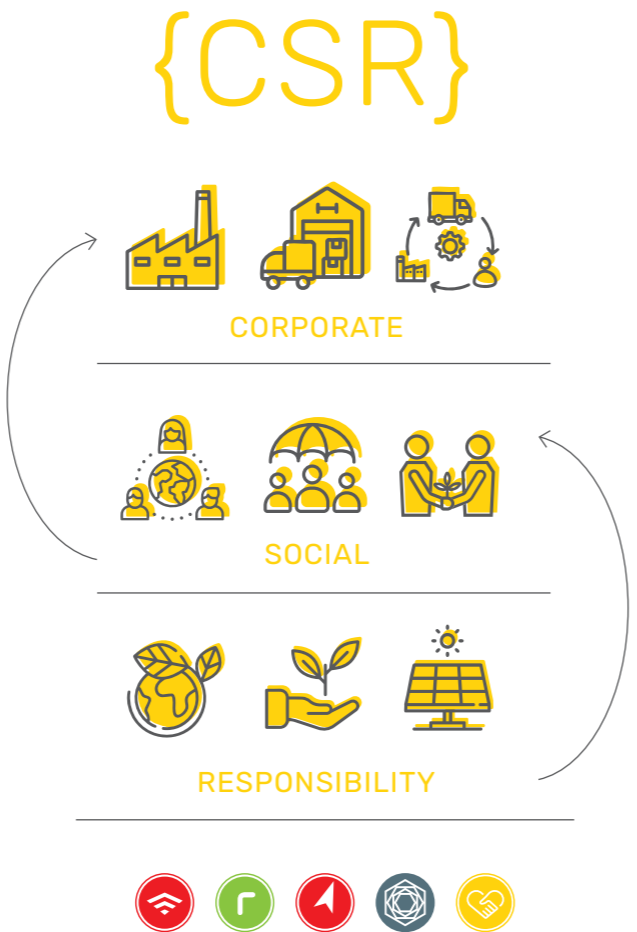
WHY CSR MATTERS AT THE HEBIE GROUP

For us at the HEBIE GROUP, **Corporate Social Responsibility** (CSR) is a voluntary commitment to **sustainable development** that runs through every part of the company.

It forms part of our strategic approach to integrating social and environmental concerns into our operations – going beyond legal requirements wherever possible. This approach is grounded in our day-to-day business activities and involves key **stakeholders** such as employees, customers, suppliers and business partners.

For us, a credible **CSR concept includes areas for action across the social, environmental and economic dimensions**, along with smart goals and appropriate measures **(see SDGs and ongoing initiatives)**. As a medium-sized company, this approach represents a realistic way forward. The insights and experience we gain along the way allow us to keep developing and improving.

Why do we do this?
Above all, out of conviction – and as a voluntary commitment. Through our actions, we aim to make the HEBIE GROUP more resilient to external pressures such as polycrises, climate change, resource scarcity, market shifts and regulatory requirements.



Be mindful

CSR is such a key part of who we are that we treat it almost like a brand in its own right. In 2024, we created a dedicated logo during an internal stakeholder consultation, linking it to the yellow HEBIE GROUP ring. The logo shows **two hands shaking to form a heart**. CSR is about more than protecting the environment; it's about being socially aware at every level – and that starts with each of us.

The guiding principle "Be mindful" is intended to encourage everyone to actively help shape a more sustainable environment – be it in their personal lives through conscious consumption, or professionally by developing and marketing sustainable products.

To us, the colour yellow represents positivity, energy, change and progress.



WELCOME

Dear Readers,

Welcome to our second sustainability report. In 2024, we deepened our commitment to CSR and backed it with new goals to guide our efforts.

Over the past few decades, the balance has tilted, with economic pressure often overshadowing social responsibility and environmental limits. We want to help redress that imbalance by giving ecological and social concerns the same weight as financial ones in the decisions we make.

The real challenge lies in enabling industries, businesses and even entire economies to grow without consuming more and more natural resources. Our aim is to build prosperity without placing an undue burden on the climate or the environment.

Here at the HEBIE GROUP, sustainability isn't a one-way street. It's a constant process of weighing up decisions and evolving step by step. Each decision involves navigating the tensions between sustainability goals, economic feasibility and the outcomes we want to achieve.

Sustainable decisions only truly gain traction when their benefits are clear to see. We're committed to continuing down this path – and, in future, you'll see that reflected even more clearly on our hebie, tubus and racktime websites.

We'd love for you to join us on this journey and help shape a fair and more bicycle-friendly future.

I hope this report makes for an inspiring read.

Christian Junker
CEO, HEBIE GROUP

THE HEBIE GROUP IN FIGURES

3 locations in Bielefeld, Münster and Taichung, Taiwan | >7000 customers worldwide

3,417,628 parts sold from a portfolio of 2,505 products



4,785 total emissions across Scope 1, 2 and 3 (in tCO₂)

850,296 Kilometres travelled within the supply chain upstream

2,065,076 downstream

1,054,821 kWh energy consumption for electricity, heating and fuel

104 employees | 157 years of company history





THE HEBIE GROUP COMPANIES

The HEBIE GROUP is made up of three companies: Hebie GmbH & Co. KG in Bielefeld, tubus carrier systems GmbH in Münster, and Hebie Asia Ltd. in Taichung, Taiwan.

Hebie, the founding company of the HEBIE GROUP, is a long-standing family business with more than 155 years of history and is now in its fifth generation of family ownership.

Here, we take a look at how the Group and the family-run companies behind it have developed over time.

Asia – and Taiwan in particular – holds a key position in the bicycle industry and plays a central role as a production and service location.

Recognising Taiwan's strategic importance, it was a logical and significant step for Hebie to establish a subsidiary there in 2017. The move was driven by our aim to strengthen sales across the Asia-Pacific region and to launch the patented CHAINLOOPER – an innovative, clip-on plastic chainguard for children's bikes, manufactured at our site in Bielefeld. Since most children's bikes are assembled in Asia, final assembly of the CHAINLOOPER with the bike chains takes place at our Taiwan facility.

This move has eliminated unnecessary, environmentally harmful transport between Asia and Germany, saving both costs and resources. Another advantage is the proximity to key bike manufacturers, many of which are based in Asia.

In 2018, Hebie expanded the Group by acquiring tubus/racktime – a leading manufacturer of carrier systems. The two long-standing partner companies joined forces to form a strong and efficient group in which their products are now perfectly coordinated.

The outcome is a diverse and exciting product portfolio for bike manufacturers, wholesalers, specialist retailers and end consumers alike.

In recent years, tubus has established itself as a global market leader in carrier systems – particularly with its racktime brand. Many well-known bike manufacturers rely on the design and quality developed in Münster, with Hebie building on this through high-quality stands and mudguard solutions that round out the product range. Together, the companies offer innovative products and services, positioning themselves as go-to experts and problem-solvers for everything related to bike safety and luggage carrier systems.

OUR JOURNEY TO BECOMING A FUTURE-READY COMPANY

The HEBIE GROUP aims to make a positive contribution to both society and the environment through its actions, guided by a commitment to honesty, transparency and responsibility. **We want our customers to feel confident in making informed choices.** In the years ahead, further developments are on the horizon – including the introduction of the **Digital Product Passport.**

Our sustainability report is based on the **reporting principles** outlined in the “Kick-off” section. We’re proud of the progress we’ve made and pleased to be able to share it here – but we’re equally open about the areas where we still see room for improvement. For us, this is all part of an ongoing process of learning and development in a fast-moving environment – one that creates space for open dialogue with our stakeholders.

Our top priority is to avoid emissions and minimise the waste of **resources** and raw materials.

New EU regulations are also driving the shift towards more sustainable product design, packaging and **supply chain** transparency. This includes designing products to last, making them reusable or recyclable, and ensuring that production processes are more environmentally friendly – without destroying forests or biodiversity. **Using alternative materials** and secondary raw materials helps reduce our dependence on resource extraction and allows us to avoid long transport routes. These issues will only become more important in the future. This will be a key area of focus for us in the years ahead, along with building a solid data foundation to help us refine our strategic sustainability goals and reliably track our progress.

Our goal is to be an innovative, reliable partner our customers can trust – whatever challenges they face.



OUR CODE OF CONDUCT

1 Human rights

Both the HEBIE GROUP and its business partners along the value chain respect internationally recognised human rights and act in accordance with legal frameworks. This understanding of human rights is based on the Universal Declaration of Human Rights, issued by the United Nations in 1948.

2 Child labour

The HEBIE GROUP has a zero-tolerance policy on child labour. Our business partners and suppliers are also expected to act in accordance with **ILO Convention** No. 138 (Minimum Age for Admission to Employment, 1973). Children under the age of 15 must not be employed or exploited. Where national legislation sets a higher standard, that standard must be observed.

3 Corruption

The HEBIE GROUP, along with its business partners and suppliers, does not tolerate any form of corruption or other practices that fall outside the bounds of the law. No benefits of any kind may be promised, offered, requested or expected if they result in an improper advantage or are intended to influence a business relationship.

4 Health and safety

As employers, the HEBIE GROUP and its business partners along the value chain are committed to ensuring the health and safety of their employees in line with applicable national regulations. This includes not only avoiding potential workplace hazards, but also establishing systems and procedures that take a preventative approach to protecting employee health and safety. A key point of reference here is ILO Convention No. 155 (Occupational Safety and Health, 1981).

5 Environment

The HEBIE GROUP and its business partners meet – and in many cases exceed – the legal minimum requirements for environmental protection. They also strive to use resources sustainably and promote environmental awareness among their employees.

OUR MISSION STATEMENT

Building trust – Staying grounded – Putting people first



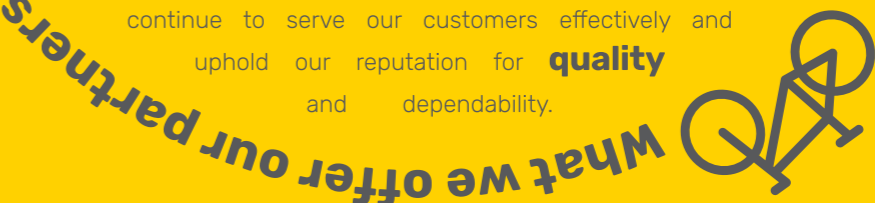
Tradition builds trust – and with that comes responsibility. This is why we place great value on **reliability, down-to-earth thinking** and a strong focus on **our people**, cultivating a **cooperative spirit** both within our teams and in our relationships with business partners. By keeping a close eye on the market, we're able to develop smart solutions and stay ahead of the curve, resulting in **high-quality, modern** products that combine **function** and design with **lasting value**.

Ecology

Taking responsibility for current and future generations is important to us. Our approach brings together ecological, **social** and economic considerations – from supporting environmental projects and treating others with **fairness**, to using resources **responsibly** and aligning our business practices with **ecological** principles. This sense of responsibility is also part of the challenge we embrace, because we manufacture products for the most **environmentally friendly** mode of transport there is: **the bicycle**.

Environment

Our customers are at the **heart of everything** we do. **Financial independence** and technical **expertise** are essential foundations for developing **innovative** products that offer real added value and for building strong **partnerships** throughout the entire value chain. Our aim is to grow and foster **collaboration** so we can continue to serve our customers effectively and uphold our reputation for **quality** and dependability.





RESPONSIBILITY FOR OUR EMPLOYEES AND TEAMS ACROSS THE SUPPLY CHAIN

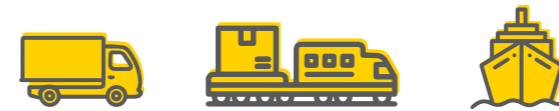
Here at the HEBIE GROUP, we foster a **company culture** shaped by collaboration, openness, flat hierarchies, fairness and equal opportunities for all – regardless of gender, age or background.

A family-like working atmosphere and a **high degree of flexibility** when it comes to working hours, tasks and daily structure give our employees room to grow with autonomy.

The gender of our employees plays no role in our pay structure. Instead, we pay our staff according to wage and salary groups, while also taking their individual qualifications, duties and experience into account.

Hebie has been certified as a **family-friendly company** and offers its employees flexible working arrangements to help them balance work and family life in line with their personal circumstances.

The high value we place on our own employees also extends to the employees of our business partners and suppliers. This is why we work not only locally to uphold human rights and labour standards, but also expect the same commitment throughout our supply chain. We require our business partners at every stage of the value chain to comply with our **Code of Conduct**, respect internationally recognised human rights and act in accordance with the law. We do not tolerate child labour, and our business partners and suppliers must not employ or exploit children under the age of 15, in line with ILO Convention No. 138 (Minimum Age for Admission to Employment, 1973). Where national legislation sets a higher standard, that standard must be observed.



CSR ASSESSMENT FOR TRANSPARENCY IN THE SUPPLY CHAIN

As a medium-sized company, we recognise that influencing larger suppliers can be challenging. This is why, in addition to conducting random site visits, we already assess our key suppliers through CSR audits. These reviews focus on evaluating their sustainability performance in both social and environmental areas.

This gives us a broad picture of how suppliers are performing in areas such as:

- Occupational health and safety
- Fair pay
- Working hours and rest periods
- No child labour
- Employee rights
- Human rights
- Equal opportunities
- Use of natural resources
- Climate and environmental protection
- Climate-related emissions
- Reporting and international standards
- Anti-corruption

Our goal is to step up these efforts in future and improve how we assess our suppliers. We're still at a relatively early stage, but this is the only way to ensure that future insights can be evaluated on a consistent and transparent basis. We want to minimise risks in our supply chain and build better relationships with our stakeholders.

As part of our focus on responsibility and materiality, we have set strategic sustainability targets in this area (see our CSR strategy). We view developments such as more sustainable procurement practices as part of an ongoing process – one that calls for regular review and continual improvement.

32 suppliers were assessed by the HEBIE GROUP in 2024.



CHECKING IN WITH CHRISTIAN JUNKER

A fifth-generation leader and CEO of the HEBIE GROUP since 2018, he is steering the company towards a more holistic and sustainable future.

What does sustainability – or more specifically, corporate social responsibility (CSR) – mean to you and your company?

We want to help bring our economic activity into alignment with our social and environmental responsibilities – to our employees, to society and to the planet. That has always been part of our strategic approach, but there's more we can do. We need to communicate our path more proactively and lead by example. I believe the balance between these three dimensions is increasingly being lost. And I also believe that companies – not just governments – have a responsibility **to promote social cohesion and foster awareness of what's at stake for our planet.**

It's taken months of work to get this second sustainability report ready. What does it mean for the company – and what's happened since the first one?

The sustainability report is a strategic tool that allows us to be transparent with our stakeholders about what we're doing and how we're doing it. At the same time, it serves as a management instrument – particularly in the area of CSR. That's why this report is so important. Given the many developments at political level, we've taken a deep dive into current sustainability regulations and used them as a foundation to structure our strategic implementation. We're also increasingly centralising information and data to gain a clearer, more transparent view of our activities.

How would you describe the past two years for the HEBIE GROUP?

We've set a lot of important things in motion – things that really matter for our future. But like everyone else, we've had to face a tough market environment, which means we haven't made as much progress as we'd hoped. That's just the way it goes sometimes though. What matters is that we know where we're headed, and we're lucky to be part of an industry that has real promise for the future.

How do you see the bicycle industry and your business partners responding to sustainability issues – like using alternative materials or recycled resources, reducing material and energy consumption, or working towards climate targets? How are things evolving?

Sustainability is clearly becoming more of a priority in our industry, especially in light of recent legislation. That's definitely a positive thing, but I think it's important to take a closer look. Some companies are genuinely committed to sustainability – and I count us among them. Others, from what I see, are doing it simply because they have to. That's where I see real potential – not only in our sector, but also more broadly. If companies seriously believe that the shift towards becoming more sustainable is important and profitable, then legislation will take a back seat – and we'll start seeing faster, more innovative progress.

With all of that in mind, what do you see as the biggest challenges and opportunities in this area over the next few years?

I think the big opportunity for Germany – and for Europe as a whole – lies in recognising the shift towards sustainable business as a real game-changer. Sustainability holds enormous potential across every area, whether in services, processes or products. It gives us the chance to develop future-ready business models and take on a pioneering role in the global market – much like mechanical engineering or the automotive industry has done for decades here in Germany.

Which topics and strategic goals from this sustainability report do you see as particularly important for the future? What would you like to highlight?

For me, it's so important that we're transparent and honest in how we report on sustainability – particularly when it comes to consumers. We need to ensure that people understand how sustainable companies

My aim is to enjoy each day as it comes. I can't say I manage it 100% of the time – but I'm working on it. ;-)



are, and how sustainable their products really are. It's about raising awareness across society as a whole – and that requires clarity and transparency. One of my favourite examples is purchased goods and services within **Scope 3**. Many companies don't include these materials in their corporate or product carbon footprint, as the current accounting frameworks, which are still considered valid, place responsibility for calculating these emissions with suppliers or upstream producers. Ultimately, this means that emissions from raw material to finished product remain invisible to consumers throughout the B2B sector. Yet it's the materials themselves that are the main emitters. That's something consumers really need to understand. At our company, materials account for around 90 percent of our emissions.

How do you see the role of upstream and downstream value chains in delivering future sustainability goals?

As a manufacturer and supplier of bike components, our main focus is on the upstream supply chain – simply because we have limited access to downstream areas, and our products aren't significant enough in the bigger picture to play a major role there. The main issues for us are which materials we use and where they come from. When it comes to the downstream side, the goal is to **design products that**

really last and can be repaired. Put simply, we want to produce and offer products with the lowest possible carbon footprint, keep them in use for as long as we can and, when something wears out, replace only individual parts – not the entire product.

What will it take to anchor CSR more firmly across the board in future?

We need to communicate the overall goal and the building blocks along the way clearly and transparently – and embed our CSR activities into our day-to-day working life. That includes, for example, treating sustainability criteria in product development as a given, just like we do with packaging design today.

And how about you? What matters most to you on a personal level?

I'm someone who's guided by values, and I believe that should be a key part of how we lead and work together as a company. For me, trust always comes first. **When we trust each other – and actively build that trust – we create the best conditions for openness, honesty and real collaboration.** That, in turn, allows us to be constructively critical, dependable, more motivated and ultimately more effective in what we do. It helps us move faster and achieve better results.

SUSTAINABILITY IN ACTION AT THE HEBIE GROUP



Here at the HEBIE GROUP, we approach sustainability from a holistic perspective. It's our way of helping to protect the world we live in for generations to come. That means doing our part to support the UN's 17 Sustainable Development Goals (SDGs) and taking our own business responsibilities seriously. Honesty and transparency matter to us. This is why we're open, not only about the goals we've already reached, but also about where there's still room for improvement.

Sustainability isn't something we treat as a stand-alone issue – it's an essential part of our purpose as a company, and we continue to dedicate the resources needed to keep moving forward.

To make cycling truly sustainable – from raw material extraction and production through to use, repair and recycling – the entire industry needs to play its part and move forward together, step by step.

This is why we make a point of sharing the knowledge and insights we've gained along the way with our stakeholders. At the same time, we use our dialogue with them to help identify challenges and opportunities. This way, new insights can feed directly into our processes and products.

Sustainability considerations are based on economic, environmental and social goals.

When it comes to decision-making, we aim to strike the best possible balance between these three dimensions of sustainability.

Once it's out on the road, we see the bicycle as a genuinely sustainable and environmentally friendly mode of transport. As a manufacturer, we want to do justice to our broader social responsibility by not only promoting the use of bicycles as a key part of green, sustainable mobility, but also by making our production processes increasingly responsible, one step at a time.

As part of our sustainability efforts, we report our CO₂ emissions transparently and conscientiously, using them as a benchmark for our ongoing development and to help reduce our ecological footprint.

Our company culture is characterised by cooperation, openness, flat hierarchies, fairness and equality – regardless of gender, age or background. We offer our employees an attractive work environment with plenty of opportunities to shape their own roles, all within a supportive, family-style atmosphere.



The standard three-pillar model of sustainability.

Our sustainable development is based on the three pillars of environment, economy and social responsibility. We strive to view all three as equally important and to act mindfully in all that we do.





1995–1999

- Recovered energy from hydraulic and tool cooling systems (Hebie)
- Banned the use of PVC (Hebie)
- Installed facade insulation in office building (Hebie)



2000–2009

- Installed a photovoltaic system (Hebie)
- Switched to 100 % green electricity (Hebie)
- Introduced official mission statement (Hebie)



2010–2019

- Achieved first ÖKOPROFIT® certification (Hebie)
- Switched to district heating (Hebie)
- Switched to LED lighting in production (Hebie)
- Appointed CSR Officer (HEBIE GROUP)
- Introduced Code of Conduct (HEBIE GROUP)
- Certified as a bike-friendly employer (Hebie)
- Implemented CheckN: SDGs as a sustainability compass (Hebie)
- Achieved ÖKOPROFIT® recertification (Hebie)



2020–2022

- Achieved first ÖKOPROFIT® certification (tubus)
- Established in-house Eco Team with Group-wide responsibility (HEBIE GROUP)
- Certified as a family-friendly employer (Hebie)
- Implemented CheckA: Climate change adaptation in the workplace (Hebie)
- Implemented CheckN: SDGs as a sustainability compass (tubus)
- Implemented CheckC: Corporate carbon footprinting (HEBIE GROUP)
- Calculated first carbon footprint (HEBIE GROUP)
- Published first sustainability report (HEBIE GROUP)
- Submitted first DNK (German Sustainability Code) declaration (HEBIE GROUP)
- Switched from hydraulic to electric injection moulding machines (Hebie)
- Joined the Familiengenossenschaft Family Alliance (HEBIE GROUP)
- Added a green roof (42 m²) to improve biodiversity and enhance the rooftop terrace (Hebie)
- Certified to DIN EN ISO 9001:2015 (Hebie and tubus)

OUR JOURNEY SO FAR

Every milestone we reach is a testament to our commitment, passion and shared success. It brings us one step closer to a prosperous future that's worth living.



Our team at the 150th anniversary celebration in 2018



2023–2024

- Renewed entire power supply system (Hebie)
- Achieved ÖKOPROFIT® recertification (Hebie)
- Switched to green electricity (tubus)
- Appointed CSR Officer (HEBIE GROUP)
- Installed nesting aids, planted roof overhangs and created wildflower strips at the production hall (tubus)
- Established sustainability as its own brand (HEBIE GROUP)
- Certified as a family-friendly employer (Hebie)
- Launched HEBIE GROUP Academy (HEBIE GROUP)
- Conducted stakeholder analysis (Hebie and tubus)
- Certified as a bike-friendly employer (HEBIE GROUP)
- Participated in the CIRCO project (HEBIE GROUP)
- Sustainability Report 2024 (HEBIE GROUP)
- Launched funding project on sustainable packaging (HEBIE GROUP)

MATERIALITY AT THE HEBIE GROUP

How do we assess material topics?

At the HEBIE GROUP, we evaluate which sustainability topics are most relevant by looking at them from two different perspectives.

Outside-in perspective: Analysis of sustainability topics that affect the HEBIE GROUP from the outside and may be associated with risks or opportunities.

Inside-out perspective: Analysis of sustainability topics to which the HEBIE GROUP contributes through its business activities and products – with either positive or negative impacts on the environment, people or society.

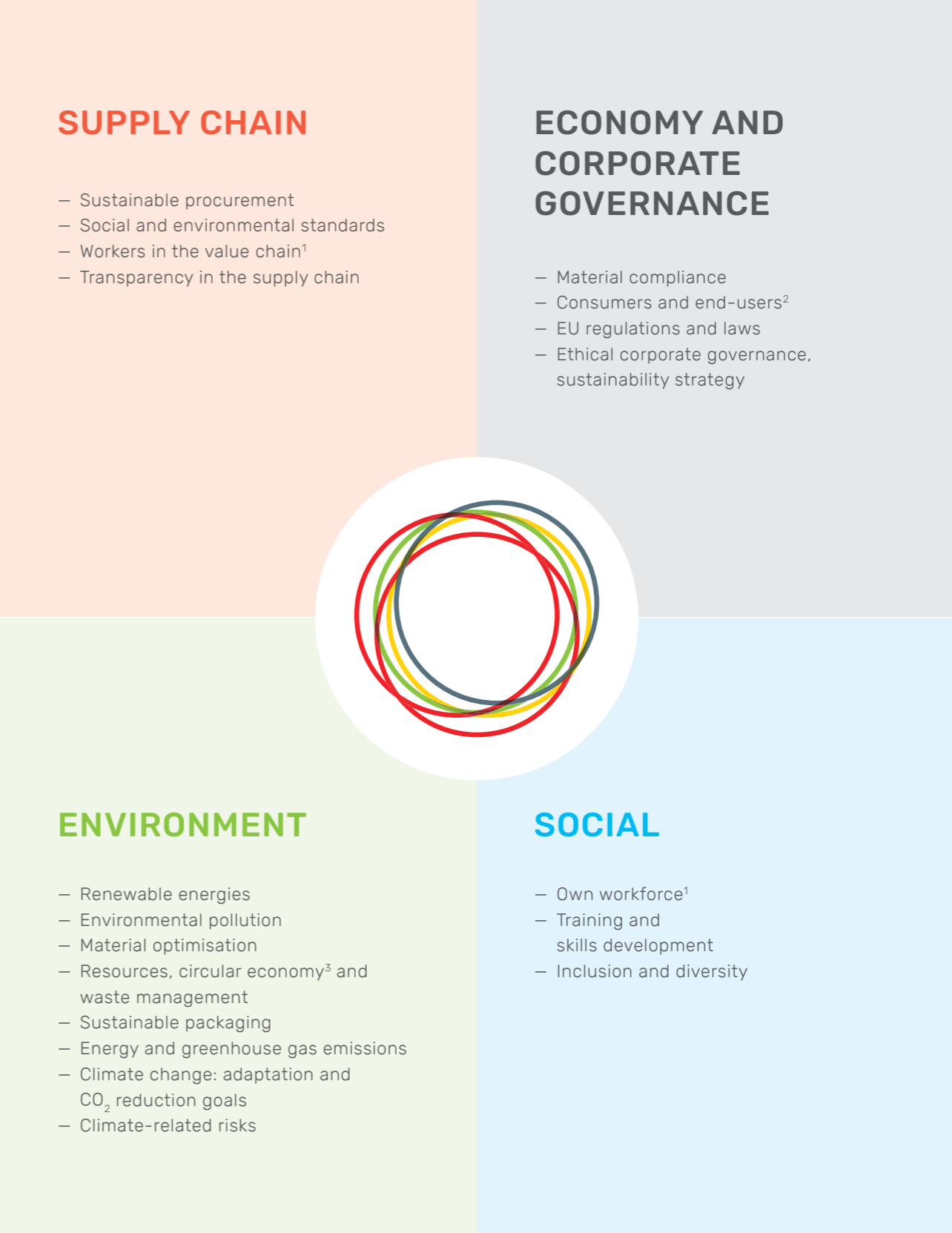
We also take into account the specific context we operate in – including environmental factors and our role as an employer.

We plan to align our materiality analysis more closely with the methodology set out in the EU Corporate Sustainability Reporting Directive (CSRD) going forward.

The following process forms the basis for our materiality analysis:

1. Initial identification of material topics using the **SDG method** through CheckN* by B.A.U.M. e. V. – first at Hebie (Bielefeld) in 2019, then at tubus (Münster) in 2022.
2. Review of ongoing processes, actions and targets, with **further material topics identified** by the CSR team based on the VSME standard**, taking into account current legal developments CSR strategy/SDGs).
3. Use of the **ZIV materiality analysis***** for the bicycle industry (based on CSRD) as a guide for additional material sustainability topics along the value chain. (The HEBIE GROUP will continue to use the VSME standard** as a voluntarily reporting company).
4. Inclusion of material topics raised by **stakeholders**.

*<https://www.baumgroup.de/leistungen/nachhaltig-wirtschaften/checkn-nachhaltigkeitskompass/>
 **<https://www.efrag.org/sites/default/files/sites/webpublishing/SiteAssets/VSME%20Standard.pdf>
 ***<https://www.ziv-zweirad.de/branchenwesentlichkeitsanalyse/>



¹Working conditions, employee rights, equal treatment and equal opportunity, occupational health and safety, fair pay, human rights policies and processes, education and training, employee satisfaction
²Product safety and quality, innovation, customisation, research and development, sustainable product design and products, reparability, honest advertising, comprehensive product information and transparency, customer service
³Material preservation, repair, reuse, recycling

OUR MATERIAL TOPICS THROUGHOUT THE VALUE CHAIN

- Economy and corporate governance
- Environment
- Social
- Supply chain



Efforts focus on strengthening positive impacts and mitigating negative effects and risks. Safeguarding value is equally important.

¹ Working conditions, employee rights, equal treatment and equal opportunity, occupational health and safety, fair pay, human rights policies and processes, education and training, employee satisfaction
² Product safety and quality, innovation, customisation, research and development, sustainable product design and products, reparability, honest advertising, comprehensive product information and transparency, customer service
³ Material preservation, repair, reuse, recycling

CHECKING IN WITH SANDRA WILMS

CSR Manager at the HEBIE GROUP since October 2023, responsible for developing and advancing the company's sustainability management and CSR strategy.

What does sustainability mean to you?

For me, sustainability is a mindset for action – a way of proactively shaping global and future developments and preserving our quality of life here on Earth. I have two grown-up children, and that alone is reason enough to become more mindful about how we use natural and finite resources and to consume more responsibly. As businesses, we also need to keep planetary boundaries in view – especially in the context of growth strategies. **I often recommend taking part in "THE WEEK"** – a three-day experience that brings people together, whether friends or colleagues, to explore the biggest challenge of our time through thought-provoking films and conversations. It's a powerful and insightful process. After all, the benefits of sustainable action need to be tangible, relatable and easy to understand.

You set out on your sustainability journey five years ago and even went on to study it alongside your day job. Why was that so important to you?

I'm a real believer in lifelong learning – and every so often, I find myself wanting to go a bit deeper. Working in sustainability just makes sense to me: it's holistic, demanding and incredibly varied. I spent 20 years happily working in marketing and communications, but I came to realise that continually doing more of the same and **focusing purely on sales wasn't a long-term solution**. I needed a new way of thinking and more forward-looking strategies. Now, being part of the HEBIE GROUP and having the chance to drive real change in this area is hugely rewarding. Having the leadership team on board makes all the difference too, and I love that I get to help shape **sustainable strategies** and contribute to the social and environmental transformation as part of a great team. That's what gives me real purpose – and real joy.

What do you see as the main challenges?

Patience! [laughs] But more than that, it's about staying on top of fast-moving developments. One key aspect is making sense of EU regulations and national laws in a pragmatic, business-specific way. The **Green Deal**, which has been around since 2019, affects us

in several areas. But the flood of new requirements over recent months has felt a bit like waiting for a bus – nothing for ages, then they all arrive at once! At the same time, all eyes are currently on the EU omnibus regulation that aims to streamline sustainability reporting obligations – another round of sweeping changes. It's certainly never boring. For my part, I try to stay positive and look for the opportunities this creates. We're learning a huge amount, and that will really help us as we define our own goals and develop along the value chain. There's also growing demand from customers to engage with supply chain tools that provide greater transparency – and that takes up a fair share of our resources. But at the same time, those tools can help us make better use of our data and evaluate it more meaningfully. Ideally without creating data silos! That's something we'll need to explore further – including how to integrate solutions into our existing systems to support sustainability management (think data-driven supply chains). That way, we'll be able to make smarter, more informed decisions in future – including around CO₂ reduction measures, especially in Scope 3 areas like sustainable procurement. It's going to mean optimising our materials and packaging, introducing operational improvements and finding efficiency gains – all of which will benefit our customers too. **The HEBIE GROUP has been moving in a positive direction for several years now**, and my predecessor, Dirk Niermann, helped set the course.

What would you say matters most in practice when it comes to driving sustainable transformation?

The goal is to build bridges within the company and improve internal communication. That means actively involving other departments in ideas, targets or new legislation, and working together towards sustainability goals – because every team holds valuable experience, expertise and potential. It would be a shame not to connect the dots and treat it as a team effort. Of course, new tasks and priorities alongside day-to-day work can cause stress – we've all been there. That's why I'm keen to create transparency and focus on solutions. **It's just so important for everyone to**

Each of us is just a drop – but together, we make an ocean.

Get in touch at:
nachhaltigkeit@hebie-group.com

understand not only what we're doing, but also why we're doing it.

For me, the social transformation, open dialogue with internal stakeholders and building knowledge are some of the most important pillars for achieving sustainability goals. It's hard to move forward when people are worried or unclear about what's happening. We can only succeed by working together. And that's what I enjoy about my job – the momentum, the challenge of thinking ahead and looking for practical solutions that move us forward. It also means paying close attention, not only to the people around us, but also to ourselves.

What role do networks play for you personally?

I think exchanging ideas with other companies and learning from peers, whether in industry or regional networks, is absolutely vital. That includes the German Bicycle Industry Association (ZIV), the Circular Economy working group (ERFA-Kreis), the Efficiency Agency NRW (efa), and the ÖKOPROFIT Klub OWL. Partnerships with universities are also a big plus – and for me personally, so is my involvement with the Peer School for Sustainability Development. These networks allow me to keep my bearings in the complex sustainability landscape, share what I know and keep learning. Ultimately, that makes it easier to implement our sustainability goals in a way that supports our wider business objectives. **Not only that, but we're also actively contributing to SDG 17 – "Partnerships for the goals"**.

What does the future hold for CSR?

Over the next years, we want our efforts, experience

and progress to become more visible in a way that is both authentic and transparent, because customers need to be able to make informed product choices. **Through the HEBIE GROUP Academy, we're offering our employees training opportunities focused on sustainability, which will be a great opportunity to learn with and from each other.** The main focus here is on delivering our sustainability goals. These are our guiding principles, and we regularly review and refine them where needed. To do that, we need to engage in even more dialogue with our stakeholders. We want to build awareness of our CSR work and its ongoing development, and explore ways of encouraging greater involvement in sustainability projects, ideas and volunteering within the company. As part of our sustainability reporting, we'll also be adopting the new VSME standard* for SMEs – helping us provide **ESG data** to our business partners in a more targeted way. Building knowledge around AI will be increasingly important too – for example, to support the transition to a circular economy at every stage of the value chain or to connect effectively with digital product passports. And wherever we boost efficiency, we'll need to make sure we avoid **rebound effects**.

And what are you most passionate about?

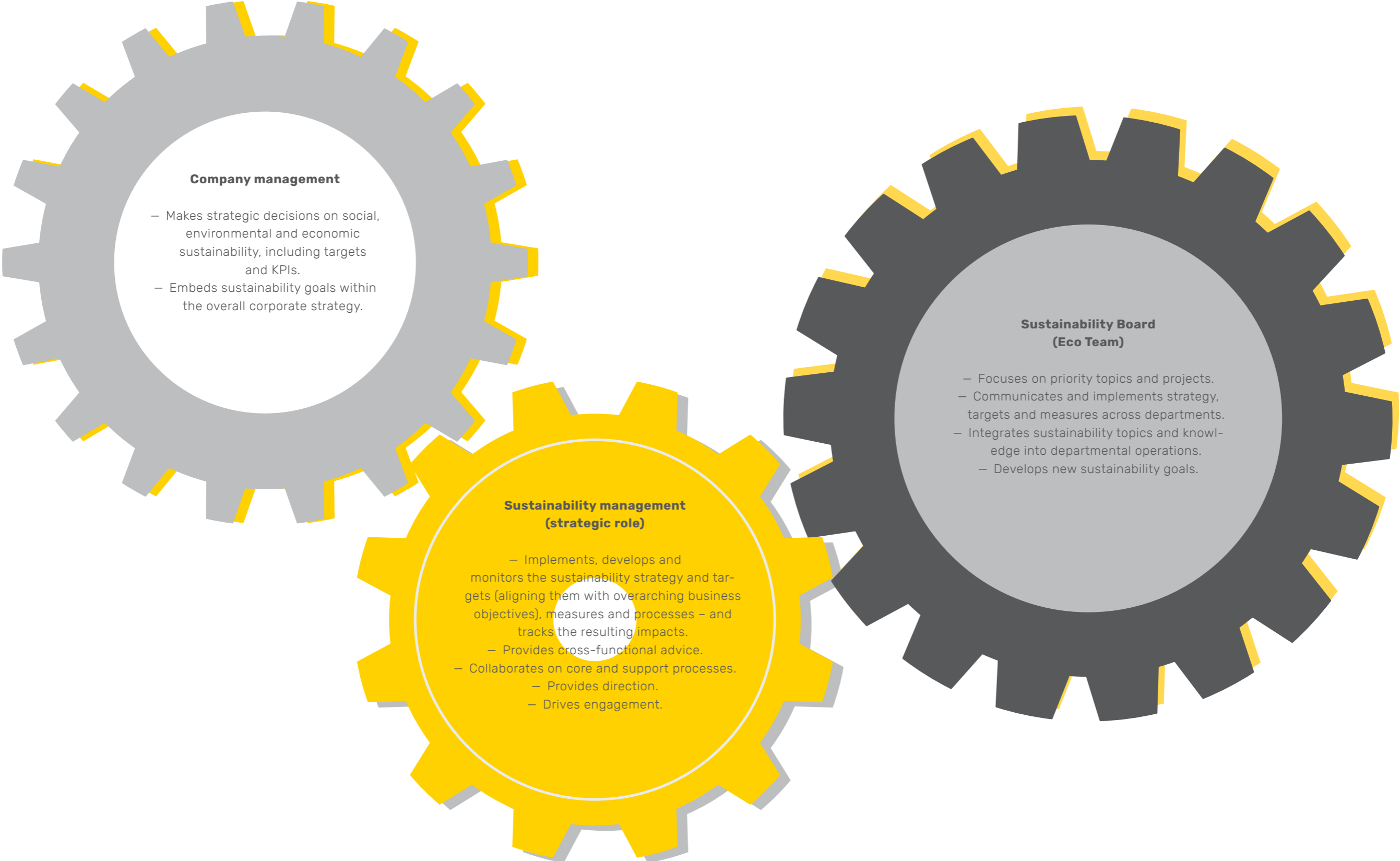
Standing up for democracy online is something that really matters to me. There's so much conspiracy talk, fake news and hate speech out there – and we can't let these people win. We need courage, facts and the ability to engage in healthy debate if we want to push back.



OUR WELL-OILED MACHINE



HEBIE GROUP Eco Team



Company management























- Makes strategic decisions on social, environmental and economic sustainability, including targets and KPIs.
- Embeds sustainability goals within the overall corporate strategy.

Sustainability management (strategic role)

- Implements, develops and monitors the sustainability strategy and targets (aligning them with overarching business objectives), measures and processes - and tracks the resulting impacts.
- Provides cross-functional advice.
- Collaborates on core and support processes.
 - Provides direction.
 - Drives engagement.

Sustainability Board (Eco Team)

- Focuses on priority topics and projects.
- Communicates and implements strategy, targets and measures across departments.
- Integrates sustainability topics and knowledge into departmental operations.
 - Develops new sustainability goals.

		Development of guidelines for maximally sustainable product design, including circular principles.	
		Significant CO ₂ reduction across the HEBIE GROUP.	
		Expansion of purchasing guidelines to include sustainability criteria.	
		Creation of a learning and knowledge platform on sustainability for all HEBIE GROUP employees.	
			
		Establishment of a legal register to ensure legal certainty and compliance across the HEBIE GROUP.	
		Analysis and development of a corporate mobility management concept.	
			Development and implementation of a PCF model to assess environmental impact and CO ₂ emissions over the entire product life cycle.
			Development of a sustainability communications strategy integrated into corporate communications for the HEBIE GROUP.
			Design of a review and documentation process for the HEBIE GROUP with relevant criteria for the new EU Packaging and Deforestation Regulations.
			Development of a concept for a digital product passport (DPP).
			Publication of a sustainability report every two years for HEBIE GROUP stakeholders, along with ongoing reporting based on the VSME standard .
			Assurance of a socially and environmentally responsible value chain, with suppliers expected to align with these standards wherever possible.

Excerpt from the strategic sustainability goals

PLANNING FOR THE FUTURE

In **Scope 1**, we're aiming for a **25%** reduction in emissions by 2029.

In **Scope 2**, we're aiming for a **55%** reduction in emissions by 2025.

In **Scope 3**, we're aiming for a **5%** reduction in emissions by 2029.

Relative to the 2021 baseline.

We want to create a lasting impact. This is why we set ourselves short- to medium-term goals and pursue economically viable strategies that support sustainable development. Our goals are part of a dynamic process shaped not only from within, but also by external factors – and they need to be flexible enough to adapt to changing circumstances.

Read more in "Checking in with Andreas Rädels" under "**Sustainable development**".



PEDALLING PROGRESS ON THE SUSTAINABLE DEVELOPMENT GOALS (SDGs)

In 2015, all 193 member states of the United Nations adopted the 2030 Agenda for Sustainable Development. **At its core are the 17 Sustainable Development Goals (SDGs)** and their 169 specific targets, which include clear action points and measurable objectives.

We see the SDGs as a guiding framework for collective action – a transformation that requires action from governments, civil society and the private sector alike.

We've identified 11 of the 17 goals as especially important to us. This is where we outline why.



Because we value our employees and everyone involved in our value chain.
Our aim is to provide secure employment and give our people a say in how the company develops. Fair pay and permanent employment contracts are part of our sustainable personnel policy.



Because health and human rights are important to us.
We not only uphold human rights and adhere to labour laws, but also offer a motivating and attractive work environment. Our employees' safety at work is our highest priority. We place a strong emphasis on employee well-being and a cooperative culture. Our working model is built around giving employees plenty of opportunities to help shape the growth of the company.



Because further training creates more opportunities.
For the HEBIE GROUP, further training for employees is part of our strategic business planning. We offer training opportunities, trial work periods and internships, and collaborate with universities on bachelor's and master's theses. We also provide capability tests and integration support for people with physical or intellectual disabilities.



Because we're all equal.
Diversification in our employee structure, gender-neutral recruiting and the principle of equality are integral and defined components in our sustainable personnel strategy. As a family-friendly company, we offer flexible working arrangements that fit around our employees' personal lives.



Because our impact on the environment needs to be a positive one.
We use resources responsibly and are constantly improving in this respect. Our measures are accompanied by our in-house generation and use of regenerative energy.



Because for us, social and environmental standards are non-negotiable.
All three companies in the HEBIE GROUP comply with the strictest of standards when it comes to quality of work, occupational health and safety, and environmental protection. We strive to uphold human rights and adhere to labour laws at our sites and along the value chain through various requirements.



Because we're committed to shaping the future with sustainable new solutions.
 Innovation meetings, ideas management and collaborations with universities and efficiency agencies direct our focus towards the development of environmentally friendly and socially compatible products as per market demand. By working with industry associations, we are contributing to the infrastructure that is urgently needed for the transport transition, which will enable a revolution in mobility. This also corresponds to people's desire to travel safely and ecologically from A to B by bicycle. By doing so, we support a reliable and robust infrastructure with innovative products and solutions for the spatial mobility of our target groups, as well as secure employment.



Because we want to eliminate inequality.
 Our company culture is open and cooperative. Flat hierarchies enable participation, involvement and shared development. For our employees, they provide creative freedom that knows no bounds. We stand for an inclusive society that is characterised by equal opportunities, regardless of gender, age, background or religion. We cultivate respectful and constructive communication with our business partners along the value chain in line with our Code of Conduct. Promoting social, economic and political inclusion is important to us and contributes to our common goal of making the bicycle a modern, environmentally friendly and viable mode of transport for people around the world.



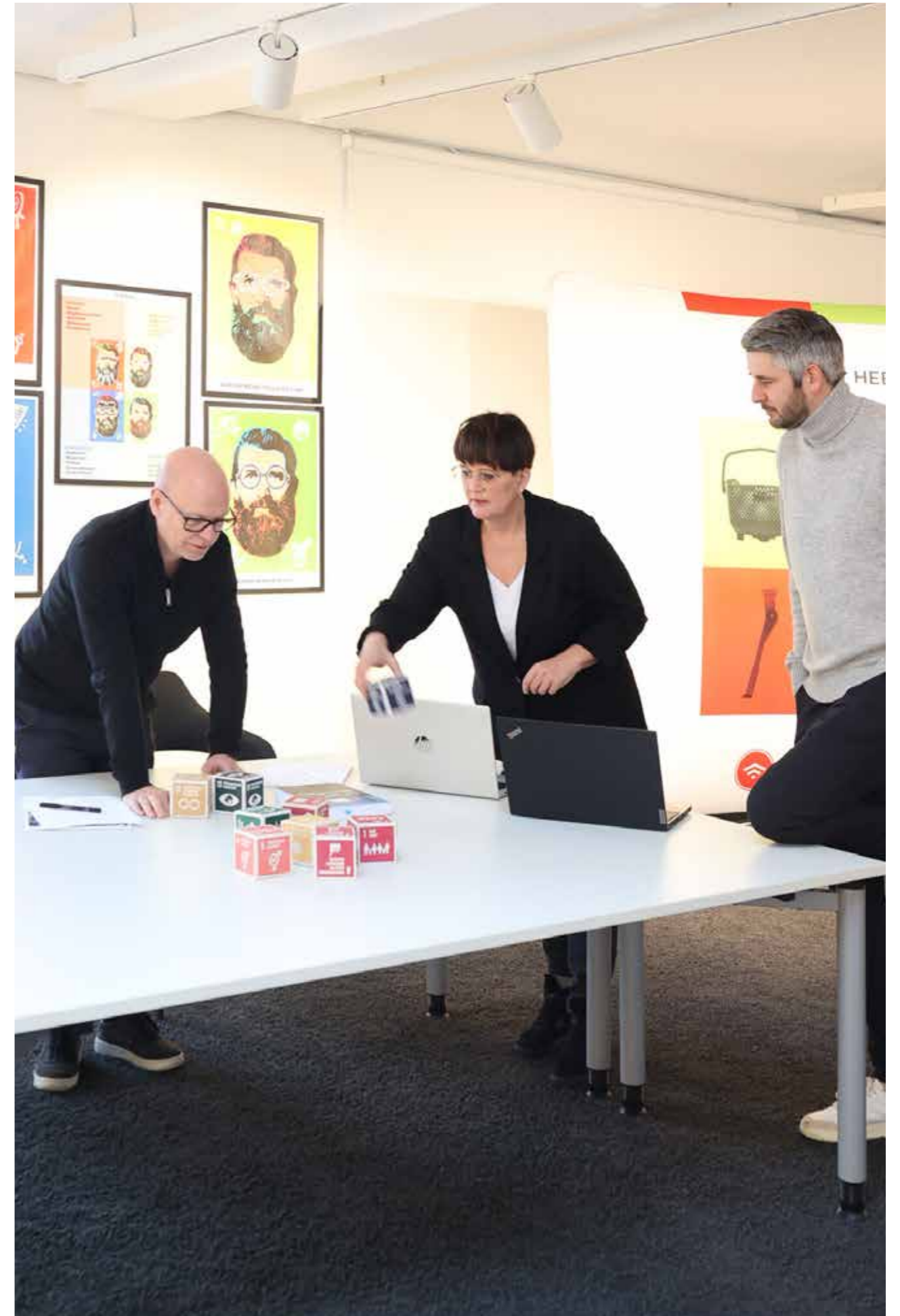
Because we want to make good products cleanly.
 The HEBIE GROUP produces parts for the cleanest mode of transport out there – the bicycle. This promotes a clean, healthy and liveable environment. We have made it our job to develop efficient, durable premium products whose impact is as low as possible at every stage, from manufacturing to use and disposal. As a certified ÖKOPROFIT® company and member of the ÖKOPROFIT Klub OWL, we are committed to conserving natural resources. At the same time, we firmly believe that a long product service life is the best way of improving sustainability and saving resources.

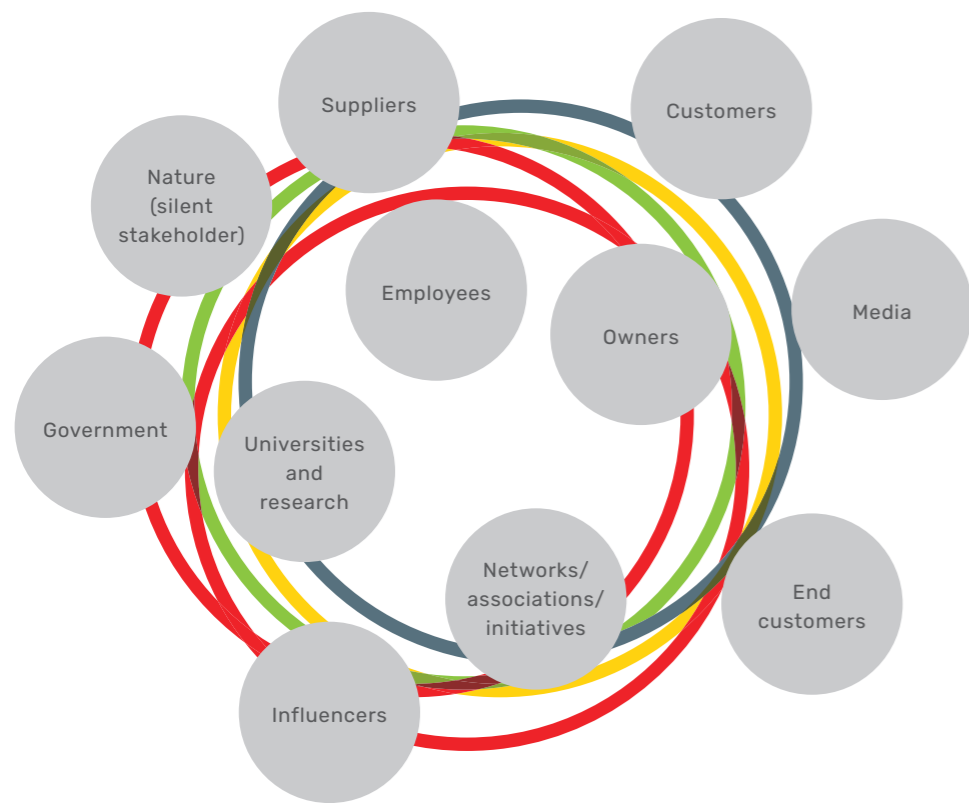


Because the future needs to be greener.
 The positive ecological impact we make through our bicycle products should be enhanced by ensuring that the most environmentally compatible raw materials and manufacturing processes are used as resource-efficiently as possible. We focus on encouraging sustainable behaviour – for example, by promoting sustainable mobility. As part of our climate strategy, we review our **greenhouse gas** emissions every year to determine measures for improving and reducing them.



Because we are part of the sustainable transformation.
 Our involvement in associations, networks and university partnerships enables shared alignment and helps accelerate sustainable development. To achieve this, we help each other and share knowledge. We also contribute to society by supporting charitable projects, initiatives and associations.





OUR STAKEHOLDERS

The ones who make it all happen.

We like to stay in regular contact with our stakeholders, whether that's by phone, email, in person, at trade fairs like Eurobike in Frankfurt, or at our offices. These conversations help us understand their needs, expectations and concerns – including where things might not be going so well. In 2024, we also conducted satisfaction surveys among both our employees and our customers.

Constructive dialogue and involvement in ongoing developments are always beneficial and valuable to us.

Communication isn't a one-way street.

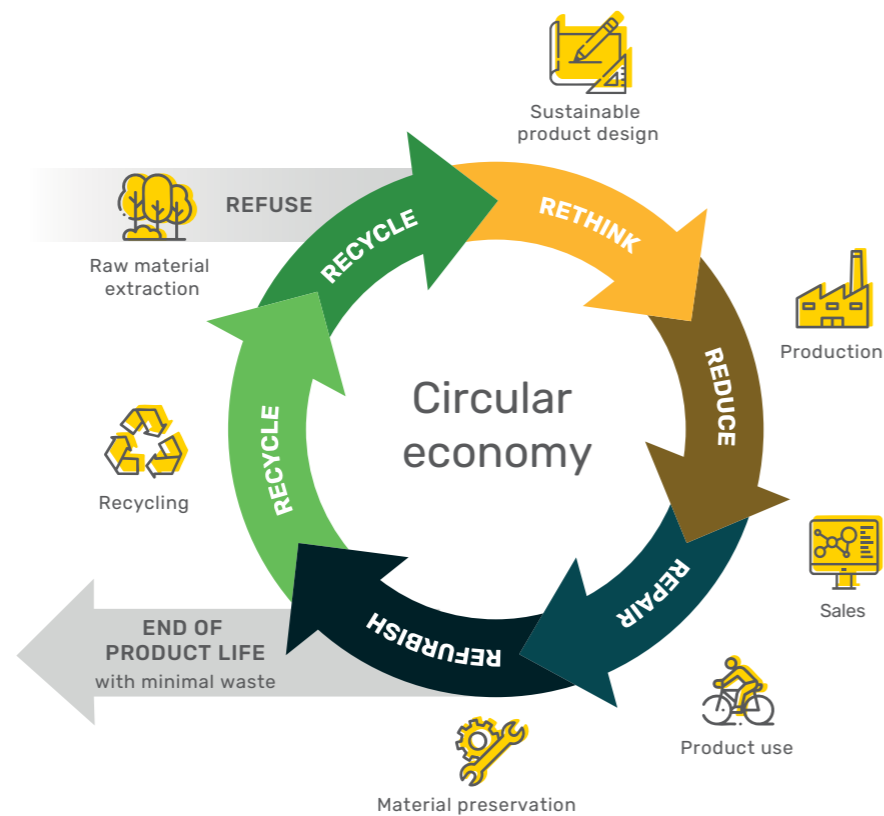
We invite everyone to engage in open dialogue with us at any time.

Stakeholders	Key concerns	Characteristics
Owners	Reliable figures, security, responsible business practices, clear strategic direction and meaningful goals, profit expectations, long-term business continuity, good company reputation, positive corporate culture and communication, increased resilience, employee involvement in company development	Profit, company value, reputation and external feedback, competitiveness, capacity for innovation, internal atmosphere, conversations with employees and idea-sharing
Employees	Secure employment, work-life balance, fair pay, good working conditions, opportunities for development, a pleasant and safe working environment, effective communication and information sharing, transparency around company goals, health support measures, goals and career prospects, positive company image, ability to contribute ideas and drive change	Pay, complaints, training opportunities, loyalty, satisfaction, company image, sickness rate, staff turnover, workplace atmosphere, participation in the HEBIE GROUP Academy
Customers	Help with development and design, innovative products, in-person contact and trade fair exchanges, good margins and discounts, good value for money, trust, product safety and non-hazardous materials, high quality and reliability, strong image for Hebie and tubus, good marketing, credible claims, long-term relationships, high service level, delivery reliability, clear communication, partnership approach, product training, transparent and useful information, helpful POS materials, marketing support for end customers, good handling of complaints, reliability, high supplier ratings, eco-consciousness and reduced emissions, sustainable packaging	Sales, profit margin, number of customers, repeat business, market presence, customer happiness, customer loyalty, feedback and reviews, new customer enquiries, cancellations, overdue payments, trade show attendance, carbon footprint, use of raw materials and resources, Code of Conduct, ESG requests, REACH declarations
End customers	Good value for money, trust, product safety and non-hazardous materials, fair production, high quality and reliability, credible claims, friendly personal service, repair options, warranty, clear and honest information	Number of enquiries, online reviews, social media interactions
Suppliers	Orders, long-term collaboration, mutual benefit, on-time payments, good flow of information, appropriate volumes and pricing, planning certainty, communication on sustainability developments and requirements (EU Deforestation Regulation (EUDR), Packaging and Packaging Waste Regulation (PPWR), etc.)	Delivery times, orders, audits, visits, communication, economic and social standards, supply chain transparency, Code of Conduct, REACH declarations
Networks/associations/initiatives	Developing shared positions or standards on industry topics, cooperation on sustainability projects, representing industry interests, political advocacy for the transport transition, fair market conditions, joint and regional initiatives, strengthening democracy, mobility transition	Industry standards, political achievements in transport policy (transport transition), knowledge sharing
Influencers	Working with brands, reviewing products, advocating for better mobility, sharing the feeling of freedom and adventure that comes with cycling	Number of enquiries, mentions/tags on social media, user-generated content
Media	Mobility transition, the "Made in Germany" label, financial interests (advertising revenue), strengthening bicycle culture	Number of enquiries, conversations, interviews
Universities and research	Bachelor's and master's theses, collaboration on sustainability projects and industry topics, knowledge development on alternative materials	Number of enquiries, involvement in projects, research project enquiries
Government	Local economic development and investment, environmental and climate protection, business tax revenue, mobility concept, energy transition, secure employment	Working groups, site visits
Nature (silent stakeholder)	Ecosystem conservation, renewal of natural resources, sustainable raw material extraction, biodiversity preservation, safeguarding and equitable use of rare earths, natural CO ₂ storage, oxygen generation	Data and statistics, studies

DOING OUR PART FOR THE CLIMATE AND THE ENVIRONMENT

We believe that economic success and environmental protection go hand in hand. That's why safeguarding the environment forms a key part of our business strategy. In the **"Environment" impact area**, we're committed to protecting the world around us, using fewer **natural resources** and cutting down material flows by working more efficiently. We're always looking for new ways to cut emissions, avoid waste and

save energy. Looking ahead, we remain committed to expanding our use of renewables, streamlining energy use and encouraging our teams to embrace the circular economy mindset. We also slow down resource flows through durable design and longer product use. Above all, we see real purpose in producing for the most environmentally friendly means of transport in the world – the bicycle.



OUR ENVIRONMENTAL IMPACT

Our "Environment" impact area aligns with SDGs 7, 8, 12, 13 and 17.



Refill, not landfill

At our Bielefeld and Münster sites, employees have access to water coolers that provide high-quality drinking water. This allows us to avoid single-use bottles and cups, while also eliminating transport emissions from drink deliveries and bottle returns. It's a simple switch that also helps reduce unnecessary plastic waste.

Certified as a bike-friendly employer

Both Hebie in Bielefeld and tubus in Münster have been awarded the EU-wide "Silver" certification for bike-friendly employers – a joint initiative by the EU and the ADFC. Employees have access to secure, convenient bike storage close to the workplace, charging points for e-bikes, and repair facilities, along with showers and changing rooms.



ZERTIFIZIERTER FAHRRADFREUNDLICHER ARBEITGEBER
Eine Initiative der EU und des ADFC



From linear to circular:

Getting involved in the CIRCO project

The CIRCO method showed us how ideas for circular products and new business areas can be turned into concrete measures and implementation strategies. In 2024, our team took part in a workshop series as part of the CIRCO project – an innovative approach that helps companies develop products and business models designed to keep materials and resources in circulation rather than sending them to waste at the end of a product's life. Using the Hebie FIX 40 rear stand as a case study, we applied circular strategies to a traditionally linear product. With the help of the CIRCO method, we analysed the full value chain of a bicycle – with a focus on our rear stand as one component of the overall system. By mapping the value streams, we identified potential value losses at end-of-life and explored circular economy approaches to

prevent them. We examined the design implications for both product and service, as well as legal aspects, organisational impacts, and marketing and communication opportunities. This hands-on approach gave us a clearer understanding of circular strategies and remains a key topic for the future. Developing circular business models for our durable components, which are firmly attached to the bike, remains a challenge – especially when it comes to take-back and reuse. In 2025, we'll be working with the University of Paderborn on a master's thesis exploring end-of-life behaviour and bike recycling processes in more detail. Scan the QR code to watch the short film summarising the CIRCO project.



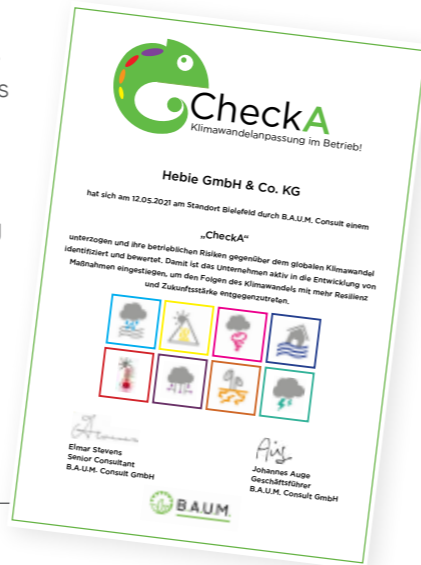


University research on materials | Bio-based materials & material substitution

Hebie is based in East Westphalia-Lippe – one of Germany’s leading regions for plastics. As a specialist in plastics processing, we see it as an opportunity to tap into the region’s expertise and contribute to existing areas of research. In the years ahead, we want to respond more quickly to the challenges of plastics processing and recycling. To do this, we’ll focus on plastics for the circular economy, take new legislation into account, and explore the substitution of traditional materials. We see strong potential for greater involvement here – by creating incentives, allowing space for innovation, and involving people who want to actively help shape new developments. All of this will take place with our customers’ needs in mind, and with a high level of customisation. Naturally, we continue to hold ourselves to the highest standards in quality, safety, durability and innovation – especially when it comes to injection moulding.

Climate risks and impact: How we’re adapting to a changing climate

Back in 2021, Hebie carried out a climate resilience assessment at its Bielefeld site, supported by B.A.U.M. Consult GmbH using the CheckA tool for “Climate change adaptation in the workplace”. This allowed us to identify and evaluate site-specific risks linked to global climate change. Since then, we’ve been actively developing measures to minimise those risks. Steps already taken include updating our entire power supply in 2024 and expanding the electrical distribution system to include surge protection – all aimed at reducing the **risk of lightning strikes**. To reduce the **risk of damage from heavy rainfall**, we relocated the site for our new transformer building and overhauled the stormwater drainage system on the premises. We’ll continue to factor in climate-related changes – both on site and across the region – to protect our production capabilities and safeguard the health of our workforce, particularly as temperatures continue to rise.



Regional suppliers

We aim to work with regional suppliers whenever we can to avoid long transport routes and reduce emissions.



Product carbon footprint (PCF)

Calculating our product carbon footprint (PCF) and integrating it into our ERP system will be our next big milestones. We’ve already drawn up the concept paper, and as of February 2025, we’re now in the implementation phase.



100% green electricity | Clean energy

Hebie in Bielefeld and tubus in Münster both use 100% certified green electricity. At Hebie, this is supplemented by **our own photovoltaic system, which has been in operation since 2000**. Since 2016, Hebie has also been connected to the Bielefeld district heating network – a highly eco-friendly form of heating with very low CO₂ emissions. Part of our heating energy comes from heat recovery systems used in hydraulic and tool cooling, along with additional heat recovery from compressed air generation. At tubus, natural gas is still used for heating for now, although plans are in place to switch to green gas once the current contract ends in late 2026.

Electricity generation	CO ₂ equivalent unit: g CO ₂ /kWh
Conventional generation (e.g. coal)	248
Renewable energy (green electricity)	0
Heat generation	CO ₂ equivalent unit: g CO ₂ /kWh
Gas	202
Oil	266
District heating	63
Green gas	152
Biogas	0

Green gas source: German Federal Ministry for Economic Affairs and Climate Action. Green gas usually refers to a mix of biogas and fossil natural gas.

Biogas source: CO₂ factor fact sheet, Federal Funding for Energy and Resource Efficiency in Industry.

District heating source: Stadtwerke Bielefeld certificate, June 2024.

All other values source: Emission data from B.A.U.M. as part of our CO₂ reporting.



E-mobility

We’re planning a gradual switch to electric mobility across the entire HEBIE GROUP vehicle fleet. The concept is set to be developed in 2025.

Material compliance within the company and supply chain

Following our two-year participation in the RASUM project at Darmstadt University of Applied Sciences, which ran until 2024 and focused on material compliance in the bicycle industry and the requirements of national and international material-specific regula-

tions, we decided to establish our own dedicated material compliance department within the HE-BIE GROUP. This allows us to respond more effectively to increasing customer requests for information on REACH, RoHS, PFAS and other regulatory developments. We're continuing to build expertise in this area and see it as an ongoing process.

ÖKOPROFIT® environmental management system
 ÖKOPROFIT® is an ecological programme for integrated environmental technology, built on cooperation between local authorities, businesses and experts. Hebie in Bielefeld was first certified in 2010, with re-certifications in 2018 and 2023. tubus in Münster has also held ÖKOPROFIT® certification since 2022. The programme supports us on an ongoing basis – helping us take systematic, action-oriented steps to improve environmental and climate protection in our operations and to increase resource efficiency.



Sustainable production

Our main focus is on avoiding waste altogether – or, where that's not possible, on separating materials cleanly so they can be reused as secondary raw materials or used for energy recovery. At our Bielefeld site, for example, we cut down on plastic waste by feeding rejected plastic back into the production process – using the right systems and technology to make it happen.



Mobility sprints

In 2024, we took part in three mobility sprints organised by the Association of German Chambers of Industry and Commerce's Climate Protection Business Network. These sessions introduced us to key aspects of corporate mobility management, including employee mobility, site analysis, potential measures and ways to cut greenhouse gas emissions. In 2025, we plan to complete further training to qualify as certified corporate mobility managers (Chamber of Industry and Commerce), with the aim of deepening our expertise and developing tailored mobility concepts for Hebie in Bielefeld and tubus in Münster.



From "How much CAN we reduce?" to "How much MUST we reduce?"

KliMaWirtschaft project

Taking part in the KliMaWirtschaft project in 2024 gave us further insights to help us reduce our CO₂ emissions more effectively in future – and in measurable, targeted ways. The experience also supported us in planning, implementing and evaluating additional climate action measures. It marked another step towards holistic climate management and included the definition of strategic climate goals: 1) based on identified reduction potential (bottom-up approach), and 2) based on science-based targets (top-down approach), which will become increasingly important to us in the years ahead.



(Source/method: UN Global Compact Network Germany – Introduction to Climate Management)

CHECKING IN WITH ANDREAS RÄDEL

Responsible for operational controlling, ISO 9001, environmental management and climate strategy at the HEBIE GROUP – part of the Bielefeld team since 2009.

What do you do here at the HEBIE GROUP? What makes the job enjoyable – and what do you like most about the atmosphere here?

My role as the operations controller puts me right at the heart of all kinds of different areas. **One of my main responsibilities is tracking production and energy performance indicators.** I'm also our quality management representative, which involves making sure that our QM system complies with ISO 9001:2015. **Another aspect of my role includes coordinating workplace safety and making sure we meet all legal requirements** when it comes to running buildings, managing equipment and employing staff.

The maintenance department falls under my remit too: taking care of maintaining, servicing and inspecting all technical systems – including safety equipment and operating resources. As part of the production team, I help shape the strategic direction and future development of our manufacturing operations. I also support the sustainability team and the CSR department in delivering the HEBIE GROUP's sustainability strategy. Because my work touches on so many areas, I stay in close contact with all departments. The communication here is really open and down to earth, which makes for a great atmosphere. I love the responsibility that comes with the job – and I'm proud to be part of the HEBIE GROUP.

How has CSR evolved at the company over the past few years?

It's definitely come a long way. Back in 2021, we had a shared role covering CSR, and now – since 2023 – we've got someone focused on it full time. That alone shows the company really means business when it comes to CSR and wants to keep pushing things forward.

How do you contribute to achieving our sustainability goals? And what's already been put into practice in your area?

I support our sustainability goals by **calculating our annual carbon footprint** and working closely with the environmental team and CSR department. **I've also**

been representing Hebie Bielefeld on the Chamber of Industry and Commerce's Environmental Committee since 2024 and have been part of the ÖKOPROFIT Klub OWL since 2011. On top of that, I regularly take part in external sustainability events. A lot of the progress we've made in recent years comes down to our highly motivated team at HEBIE and our strong partnership with B.A.U.M. Consult in Hamm.

In 2019, we took part in a "CheckC – Sustainability Check" based on the UN's Sustainable Development Goals. That gave us a solid foundation and a clearer perspective on how the company could contribute to achieving the SDGs. In 2021, we then took things further with a **"CheckA – Climate change adaptation in the workplace" at our Bielefeld site to identify and assess the risks climate change could pose for our operations.**

That's when we really started taking action to become more resilient and future-ready. Our 2022 "CheckC – Pathway to climate management" across the HEBIE GROUP resulted in the calculation of our first full carbon footprint for the year 2021, covering both Bielefeld and Münster. We've also completed the ÖKOPROFIT® certification process three times now in the greater Bielefeld region. All of that has helped shape how we approach things today.

What climate targets is the HEBIE GROUP working towards in Scopes 1, 2 and 3 – and how do you measure success?

For Scope 1, our goal is to reduce emissions by 25% by 2029. Right now, that covers the natural gas used for heating at tubus and the entire HEBIE GROUP vehicle fleet. The current gas contract runs until the end of 2026. Stadtwerke Münster isn't offering eco gas just yet, but they're working on it and will let us know as soon as it's available – then we'll update the contract.

For the vehicle fleet, we're planning a phased switch to electric vehicles and are getting ready to start working on the concept. For Scope 2, we've set a target of cutting emissions by 55% by 2025.

Scope 2 covers the electricity tubus buys in and the district heating Hebie uses for generating heat. For Scope 3, we're aiming to cut emissions by 5% by 2029.

None of us are getting out of here alive, so please stop treating yourself like an afterthought. Eat the delicious food. Walk in the sunshine. Jump in the ocean. Say the truth that you're carrying in your heart like hidden treasure. Be silly. Be kind. Be weird. There's no time for anything else.

(Anthony Hopkins)



The biggest contributor by far – making up more than 90% of our total carbon emissions across the HEBIE GROUP – is Scope 3.1: purchased goods and services. Procurement and CSR have set strategic targets to tackle this. The reduction refers to tonnes of CO₂ per year.

What measures are planned to help reduce the company's carbon footprint going forward?

We're taking a close look at all emission sources across Scopes 1, 2 and 3. As I was saying, the biggest contributor by far is Scope 3.1: purchased goods and services, which makes up more than 90% of our total carbon emissions across the HEBIE GROUP. This is why we've set strategic goals like developing guidelines for more sustainable product design and reviewing all our transport packaging to find ways to reduce it.

What are the biggest challenges in your day-to-day work?

Calculating our product carbon footprint (PCF) and integrating it into the ERP will be the next big milestones. We've got the concept paper sorted – and we're now in the rollout phase. When we assess our carbon footprint, we want to be transparent. On paper, we cut CO₂ emissions by over 50 percent in 2023 compared to 2022, which might sound like a huge success, but it's not the full story. Yes, we've introduced some positive measures, but the main reason for the drop is the current market climate. With lower sales and production, we've also been buying in less, which naturally reduces emissions, especially in "Scope 3.1: Purchased goods

and services". Plenty of companies are using that to make their sustainability efforts look better than they are, but it's a classic case of greenwashing. That's just not what we're about. We want to be open and honest, so we're developing a relative metric that ties emissions to business performance.

How does the HEBIE GROUP encourage cycling – and what do you think needs to happen next?

We already have the basics in place, including bike parking, a secure bike garage with the right equipment, and a JobRad leasing scheme. We also ran a mobility survey in 2024, which should give us some fresh input.

I think we could do more to show the benefits of cycling – especially by comparing the costs in euros with driving or using public transport. It's all about making that added value really visible.

Events where colleagues talk about how they cycle to work every day could help too – that kind of real-life experience goes a long way. And we could also look into actively promoting rental options for bikes and electric scooters.

And how about you? What matters most to you on a personal level?

I'm a strong advocate for volunteering. **Voluntary work really is the backbone of our society** – a way to take on social responsibility, make an impact, and create something that lasts. I volunteer in the sports sector and work as a trained city guide in my home town – and before you ask, yes, it's by bike! :-)

OUR RESPONSIBILITY TO EMPLOYEES AND SOCIETY

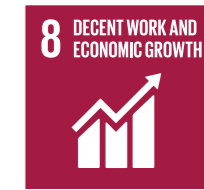
We take our responsibility to people seriously, whether that's within the company or throughout our value chain. Respecting human rights and personal dignity is at the heart of what we do. After all, everyone has the right to freedom and to feel safe.

To us, that means creating a safe, fair and supportive place to work. We want the same throughout our value

chain too. Respect, equal opportunity, shared decision-making and genuine inclusion are all core values at the HEBIE GROUP. We create flexible working models to suit people's individual lives. And our commitment doesn't stop at the company gates either – by supporting social projects, we're helping build a more inclusive society. Because for us, social responsibility and business success go hand in hand.

OUR SOCIAL IMPACT

Our "Social" impact area aligns with SDGs 1, 3, 4, 5, 8, 10 and 17.



Back-to-work support

Our back-to-work programme is an established part of our workplace health approach. We stay in regular contact with employees who are off sick and support their return to work in a way that prioritises their well-being, helps reduce absence, and safeguards their role. We meet with them – and a trusted person if they choose – to discuss what support might be needed and tailor any next steps.

Outstanding Family-Friendly Employer

In 2023, Hebie once again received the "Outstanding Family-Friendly Employer" distinction from the City of Bielefeld in recognition of our **innovative HR practices and family-conscious people development strategies**. We believe the award also represents a commitment: to keep people at the heart of everything we do. We'll be applying again in 2025.



Benefits

Here at the HEBIE GROUP, our employees enjoy a wide range of attractive perks, family-friendly schemes and additional benefits, not to mention plenty of individual flexibility to help strike a work-life balance that feels right. We regularly review how these benefits are received and used so we can identify where changes or improvements might be needed. Regular employee surveys help us stay tuned in to what matters most – both now and in the future – and guide how we shape our package going forward. Our current benefits include a variety of flexible working options to support work-life balance, including mobile working arrangements, additional special leave, extra days off beyond

the statutory allowance, flexible models and flexitime where possible. We also partner with Familiengenossenschaft, the Family Alliance, to offer support with more complex personal matters outside of work. Employee well-being is hugely important to us, which is why we run regular health-awareness days, offer physiotherapy services and promote active mobility through our JobRad scheme. We also take part in events like the Giro and the "Bike-Friendly Employer" programme. And to keep our team spirit strong, we make a point of organising regular events to bring people together.

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Embracing diversity

We're proud to count employees from 12 different nationalities across the HEBIE GROUP. We place great value on respectful, harmonious working relationships, where everyone is accepted for who they are. The range of backgrounds and perspectives in our team gives us all the chance to learn from one another and broaden our horizons. We couldn't be prouder of the people who make up the HEBIE GROUP.

Flexible working hours

At the HEBIE GROUP, flexible working means giving people the freedom to shape a work schedule that suits their lifestyle, whether through flexitime, trust-based arrangements or fair shift planning. Employees can take personal responsibility for planning their hours in coordination with their managers.

Flexible part-time options

Balancing family, work or care responsibilities can be a real challenge. As a family-run business, helping people find that balance is a core part of our long-term care culture. This is why we offer flexible part-time models that reflect people's personal situations.

Staying fit with RV Fit

Through the RV Fit prevention programme from Germany's national pension insurance provider (DRV), our employees can take early action against the first signs of aches and pains. After an intensive preparatory phase (as either a full-day outpatient or inpatient), participants commit to following a regular training programme over several months alongside their job. The aim is to build sustainable movement into everyday life to stay fit and healthy – including at work. A number of colleagues have already taken up the offer.



Parental leave

Whoever said parental leave had to be a career killer? Not at the HEBIE GROUP. We offer solid policies and hands-on support for people of all genders when it comes to planning their parental leave. Three employees – men and women – from different departments at tubus in Münster took parental leave in 2024.



HEBIE GROUP Academy

Starting in 2025, our employees will be able to take part in voluntary training through the new HEBIE GROUP Academy – covering everything from MS Office tools and product updates to internal systems, sustainability and health. It's all about learning and growing together, and making the most of the talent and potential across our team.



proWerk Bethel

We've had a close partnership with proWerk since 2017 – a foundation-run initiative of the von Bodelschwingh Foundation Bethel that focuses on vocational rehabilitation.

Our first proWerk colleagues, Alex and Çetin, have been supporting us in metal and plastics processing for over seven years now. We also have Wolfgang, who has been with us for more than five years. As of January 2025, a total of **six proWerk team members** are now working with us across a range of departments.



Helping to balance work and care

Since November 2024, we've been part of the regional "Balancing work and care" programme, which supports employees with caring responsibilities. We're doing our part through open communication, access to information, flexible working models, a care-aware leadership culture and specially trained care guides.



JobRad: sustainable mobility

Whether it's for work or leisure, a road bike or e-bike – our employees can lease their dream bike through our company bike scheme. It's a great way to combine health and well-being with environmental awareness. As of 31 December 2024, **ten** employees at Hebie and **five** at tubus have taken up this offer.

Martinschule school project

We've enjoyed a close relationship with the Martinschule in Bielefeld-Gadderbaum since 2010. Every year, we invite the pupils to visit our site for a behind-the-scenes tour followed by a quiz, giving them a fun introduction to cycling, sharing the story of Bielefeld as a "cycling city", and sparking their curiosity in technical careers.



Energy Scouts programme

Our apprentices have the opportunity to take part in the Energie Scouts programme run by the local Chambers of Industry and Commerce over several months. This **additional qualification** in environmental and climate protection empowers them to identify **savings potential** within the company, develop **innovative ideas**, and independently implement and present a project.

Support with family care and responsibilities

Our partnership with Familiengenossenschaft, the Family Alliance, means every HEBIE GROUP employee can access free, confidential advice from experts on a wide range of family topics – from parental leave and childcare to caring for relatives.



Westfalenfleiß

Through our collaboration with Westfalenfleiß in Münster, we're able to support people with disabilities or mental health conditions by offering appropriate internships and supported roles that help them gain a foothold on the job market and regain professional confidence.

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In-house physio

If your neck or back is acting up, you can head straight from your desk to the treatment bench. Depending on the site, our in-house physiotherapists are available either every week or every other week. Anyone can sign up simply by adding their name to the list.

A total of 46 employees across Hebie and tubus made use of this service in 2024.



Professional development at the HEBIE GROUP

Professional development and ongoing training are really important to us. This is why we support both external specialist courses and in-house learning formats to make sure knowledge is shared and our people are ready for the working world of tomorrow. We even set aside a dedicated training budget every year to keep learning firmly embedded in our company culture. Regular feedback meetings help us agree on individual goals and training measures – and ensure both employees and managers are on board. **In 2024, we ran 29 training sessions, with 27 employees taking part.**



Onboarding as part of our culture

We invest a lot of time and care in recruiting new colleagues – especially with the skills shortage making good people harder to find. That’s why we also put real effort into onboarding, as we want every new team member to feel welcome from day one. Ahead of their first day, everything is set up and ready to go – from laptops to lockers to clocking-in cards. We make sure they’re introduced to the management team and other colleagues across the company, and we organise welcome tours so they can get their bearings. Everyone’s kept in the loop too, as HR lets the team know when someone new is joining. During the induction period, which is mapped out in a structured onboarding plan, new starters rotate through key departments so they can understand not just their own role, but the wider processes and teams. We schedule regular check-ins with new colleagues, their managers and HR to help ensure that everything’s on track and give us a chance to step in if anything needs adjusting. For us, onboarding is all about keeping the energy and excitement from recruitment going strong.



Employee surveys

Our regular surveys and feedback check-ins (the most recent of which taking place at the end of 2024) give us valuable insights into what our team currently needs and cares about. We share the results internally to keep everyone informed and show that we take feedback seriously. Right now, we’re focusing on improving communication across the Group, speeding up innovation and processes, and offering better development opportunities. We were disappointed to find that participation was 20 percent lower than in our last survey in 2022. We want everyone to feel safe, heard and appreciated, and transparency is so important to us. This is why we’ve now introduced a “feedback box” for employees to raise any concerns anonymously if they prefer.



Special Olympics NRW

In 2024, we supported the state-level Special Olympics NRW in Münster – specifically in the cycling events.

The goal of Special Olympics NRW is to give people with intellectual disabilities greater visibility, recognition and inclusion in society through sport. We’re proud to be joining in again in 2025.



“Freedom starts with a bike.”

Getting young people excited about cycling is something we really care about at the HEBIE GROUP. This is why we’ve been proud supporters of AKTIONfahRRAD for many years.

Ulrich Fillies, Chair of the Advisory Board, and his team put their heart and soul into making sure children and young people get the chance to experience cycling as a healthy and sustainable way to get around. They show just how much fun it can be – and that cycling also means freedom: the independence to get around without relying on cars or buses.

The initiative's wide range of projects also helps young people build motor skills and learn all the essentials for staying safe on the road. AKTIONfahRRAD acts as a powerful connector, linking schools, clubs and families, creating momentum, and giving cycling the attention it deserves.

Here at the HEBIE GROUP, we want to see a society where cycling is safe, fun and part of everyday life – and that starts with the youngest members of our community. AKTIONfahRRAD is doing incredible work to make that happen.

Linda Bade,
Head of Marketing and Sales (AM) at the HEBIE GROUP



CHECKING IN WITH BIRGIT HORSTMANNSHOFF AND CHRISTINA HAASE

HR, personnel management, employer branding and recruitment at the HEBIE GROUP

Christina Haase joined the HEBIE GROUP team in Münster in April 2023, working in HR and as an executive assistant. Birgit Horstmannshoff came on board in October 2023 to support the HR team in Bielefeld.

What does a typical day look like for you – and what do you find most exciting about your job?

A role in HR calls for solid people skills and a strong sense of organisation – not to mention an understanding that no two days are ever the same. It's about striking the right balance between admin and strategy, but people are always the focus.

How can a CSR strategy support staff development at the HEBIE GROUP – and what role does the sustainability report play in that?

We have a few points to highlight here:

Together with our HR strategy, a tailored CSR strategy helps shape a company culture built on values like sustainability, ethics and social responsibility – and that, in turn, strengthens employees' connection to the business.

CSR initiatives can be woven into training programmes to raise awareness of sustainable practices, diversity and inclusion, and ethical conduct. This not only builds a greater understanding of social issues, but also supports employees in their personal and professional growth.

When staff get involved in CSR projects, such as volunteering or environmental initiatives, they can develop new skills, strengthen team spirit and enhance their leadership potential. All of this helps to foster a deeper sense of social responsibility.

The sustainability report provides transparency around how we're progressing on social sustainability goals. It also highlights who's responsible for which CSR initiatives across the business, helping to clarify responsibilities and build trust along the way.

What's your experience so far with sustainability at the HEBIE GROUP? Is it something candidates already pay attention to during the recruitment process – and do you think it will matter even more in future?

Yes – more and more candidates are looking at how companies approach sustainability when applying for jobs. It's become a much bigger topic in recent years, and people want to work for employers who act responsibly when it comes to social, environmental and economic issues. Democratic values, social responsibility and protecting people's health are just some of the key issues that applicants often tell us matter to them.

What kind of sustainable goals have you set for your teams – and which ones are you particularly proud of?

Long-term employee retention is a huge part of our culture – and a key driver of our success. Right now, the average length of service across the company is an impressive ten years, which says a lot about employee satisfaction and commitment. This kind of continuity reflects not only how attractive we are as an employer, but also the strength of our retention strategy. Our aim is to not only maintain this level, but to keep improving. This is why we're focused on creating great working conditions, offering compelling benefits and building tailored development plans. We're also working on long-term improvements to collaboration, communication and leadership through team development activities and leadership workshops. These steps help create stable structures, motivated teams and a more resilient organisation, measures that not only support our current success, but also lay the foundations for tackling future challenges and seizing new opportunities for growth.



There are only two days in the year that nothing can be done. One is called yesterday and the other is called tomorrow. (Dalai Lama)

Hebie in Bielefeld has received several awards for being a family-friendly employer. What does that actually involve – and what goes on behind the scenes to support it?

Flexible hours, working from home, remote working and voluntary benefits are not just buzzwords at our company, they're part of our everyday life. Giving people the freedom to shape their personal lives around their work is central to how we're building for the future.

Beyond the usual 30 days of holiday, flexible working and company pension, what can future team members look forward to at the HEBIE GROUP? What's on the horizon that really matters?

In 2025, we plan to establish the HEBIE GROUP Academy and expand our support for balancing work and caregiving responsibilities. More broadly, we're focusing on flexibility, because we want everything we offer to reflect what our people actually need.

What challenges do you see in your area – and how can the HEBIE GROUP keep evolving to meet them?

HR teams will be facing all sorts of new challenges in the years ahead – from changing work environments

Life's too short to worry about the clouds – it's better to dance in the rain.

and advances in tech to broader shifts in society. Some of the big ones on our radar include the skills shortage, hybrid work models, integrating AI into everyday workflows, and making real progress on diversity, equality and inclusion.

What do you value most about working at the company?

What we value most is the trust the leadership team places in our decisions and how we work. At the heart of everything we do is a real focus on people, their values and their potential.

And what about you? What matters most to you on a personal level?

Creating a warm and respectful environment, encouraging shared experiences that bring people together, and supporting a diverse, inclusive society where no one gets left behind – especially minority groups.

OUR PRINCIPLES FOR RESPONSIBLE, SUSTAINABLE BUSINESS

Sustainable business to us means combining economic success with ethical responsibility and conscious action. At the heart of our operations is a values-driven approach – one that champions human rights, protects the environment, and promotes transparency, integrity and open communication. We believe in honest dialogue with all our stakeholders – from employees and business partners to our wider network of collaborators. Clear values and strategic goals guide every business decision we make, and we aim to build a culture of openness where everyone feels informed, involved and valued.

A leadership team representing all areas of the business supports executive management and shares responsibility for our people. Specialist departments like CSR play a key role in setting and implementing short- to medium-term goals, streamlining processes and driving initiatives within their areas. Regular cross-functional collaboration helps us shape operational goals, improve workflows and increase efficiency across the board.

(From left to right) Linda Bade, Ditmar Slik, Christian Junker, Roland Böhm and Anthonie de Jong.



OUR ECONOMIC IMPACT AND CORPORATE GOVERNANCE

Our “Economy and corporate governance” impact area aligns with all 11 of our chosen SDGs.



Commitment to the 17 Sustainable Development Goals (SDGs)

By committing to 11 of the 17 global Sustainable Development Goals that align with our values, the HEBIE GROUP has made it clear that we put sustainable business practices – and the protection of people, the planet and the climate – above exploitation or waste. We’re also working to embed sustainability into the way we think and act across the company. And we’re not stopping there. From now on, every new team member will receive a detailed introduction to our CSR programme as part of their onboarding, and all staff will receive a personal copy of our CSR workbook. Further details can be found in our SDGs section.

Building resilient communities and financial independence

A key part of how we operate is our commitment to financial sustainability – the foundation that allows us to keep growing our businesses for the long term. Financial independence is central to our philosophy, in that we aim to fund future investments ourselves rather than taking on the risks of external financing. This approach fosters sustainable, organic growth – even if it means accepting that certain projects may not be implemented immediately in some areas. We also believe each of our products should be able to stand on its own two feet financially, so we avoid cross-subsidising from other areas of the business. This helps us build a resilient HEBIE GROUP that’s better equipped to weather external shocks, global disruptions and times of crisis.

Compliance

We comply with all legal and regulatory requirements, and we plan to stay on top of new EU sustainability regulations in the years ahead. To do that, we assess whether and how the rules apply to us, raise awareness across the relevant departments, and gather additional information from our suppliers where needed. That way, we can build the knowledge we need to put the right structures in place and keep evolving together. In 2025, we plan to create a legal register to keep track of all applicable regulations, minimise legal risk and manage compliance more effectively.

Human Rights Policy

We have incorporated a Human Rights Policy into our management guidelines to define our responsibility in this area. [See also our "About us" section.](#)



ISO 9001 quality management

Our quality management system lays the foundation for clear processes, up-to-date practices and transparency. It also helps us identify areas with potential room for improvement. Aligned with the ISO standard, it promotes a process-oriented approach across the HEBIE GROUP by focusing on specific tasks or groups of tasks. We apply and continuously refine the system at Hebie in Bielefeld and tubus in Münster as part of our commitment to ongoing improvement. This ensures traceable workflows, credibility with our customers and the ability to meet evolving customer expectations.



Profitability over turnover

Another key focus for us is building long-term success through sustainable profits. That's why we prioritise sound business practices that ensure financial stability and steady growth rather than chasing short-term sales.



Data protection and confidentiality

We take our responsibilities under the EU General Data Protection Regulation (GDPR) seriously. Our in-house data protection coordinators at Hebie in Bielefeld and tubus in Münster are on hand to provide expert support. Together with our external data protection officer and established procedures, we're committed to protecting the personal data of our employees, customers and suppliers – and to upholding their rights.

ISO 26000

We follow the **ISO 26000** guidance standard on social responsibility and sustainability for companies and organisations. We're also committed to the seven core principles of social responsibility:

- **Accountability**
- **Transparency**
- **Ethical behaviour**
- **Respect for stakeholder interests**
- **Respect for the rule of law**
- **Respect for international norms of behaviour**
- **Respect for human rights**

These principles complement our other management systems, including ISO 9001 (quality management) and ÖKOPROFIT® (environmental management). We're also committed to the ongoing development of our sustainability management.



Ethical behaviour

We don't tolerate any kind of behaviour that mocks, excludes, discriminates against, harasses, bullies or undermines the dignity of others. If we ever see it happening, our leadership team will step in and take action. Our stance on this is clear: "Treat others the

Leading with integrity

Our company values are the foundation of how we work together and shape our culture. Even our mission statement – detailed in the "About us" section – highlights key principles such as reliability, down-to-earth thinking, a strong focus on our employees and a collaborative approach with our business partners. But as things keep evolving, we're currently (as of February 2025) working at leadership level to build on these values and shape them into something future-focused and widely shared to create a sense of real connection and ownership.



Job security

Here at the HEBIE GROUP, making sure our people feel secure in their roles is a top priority – just like protecting human rights and ensuring workplace health and safety. After all, our people are our most important asset. They're the ones driving progress, enabling change and securing our long-term success. That's why, over the past two challenging years, we made a point of keeping everyone on full hours, so no one lost income due to reduced work. We also ruled out any redundancies, because we value and rely on each and every member of our team – today and in the years to come.

way you want to be treated. Be respectful, be fair, and be mindful of your actions – both in the workplace and beyond." We also expect the same of our suppliers.

Ecology



our values and products

Tradition builds trust – and with that comes responsibility. This is why we place great value on **reliability, down-to-earth thinking** and a strong focus on **our people**, cultivating a **cooperative spirit** both within our teams and in our relationships with business partners. By keeping a close eye on the market, we're able to develop smart solutions and stay ahead of the curve, resulting in **high-quality modern products** that combine **function** and design with **lasting value**.

Taking responsibility for current and future generations is important to our approach. It brings together ecological, **social** and economic considerations supporting environmental projects and treating others with **fairness**. We use resources **responsibly** and aligning our business practices with **ecological** principles. This sense of responsibility is also part of the challenge we face because we manufacture products for the most **environmentally friendly** mode of transport there is: **the bicycle**.

Our customers are at the **heart of everything** we do. **Financial independence** is a key goal for us. We want to ensure that our business is sustainable in the long term.



Permanent employment contracts

We believe in building long-term partnerships with our employees, which is why we offer permanent contracts as standard. This gives people greater stability and planning security, both at work and in their personal lives. The only exceptions are fixed-term roles tied to specific projects, extended probation periods or employee requests for temporary arrangements. We've also phased out almost all temporary employment models, using agency staff only in rare cases to cover short-term gaps. The trust people place in the HEBIE GROUP as an employer is something we're committed to earning in return.



Product responsibility

The HEBIE GROUP produces parts for the cleanest mode of transport out there – the bicycle. We set the bar high when it comes to quality, safety and durability, and we expect the same standards from our business partners. That includes sharing all relevant product information so we can meet legal requirements and keep our documentation watertight.

Code of Conduct for suppliers

Our Code of Conduct (CoC) sets out the behaviours we expect from our supply partners. It provides a foundation for ongoing dialogue and acts as a **binding agreement between our sustainability values and the conduct we ask of our partners.** The full set of points from our CoC can be found in the "About us" section.



Freedom to organise

We respect our employees' right to organise and to engage in collective bargaining.



Open communication

Here at the HEBIE GROUP, we believe in open communication and honest dialogue across the board. Mutual understanding and acceptance are key to how we work together. Everyone has their own expectations, whether they're voiced or not, which is why we make a point of checking in regularly to make sure they're being met. This is how we aim to avoid misunderstandings and build trust. And if anything ever needs saying, our door is always open.



Partnerships

Working together makes us stronger, more effective, and quicker to act. True to the motto **"Think global, act local"**, partnerships are key to reaching our goals in line with SDG 17. You can **read more about our collaborations and involvement in the "Partnerships" section.**



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<https://www.bc4d.org/>



Business Council for Democracy (BC4D)

In 2024, twelve of our employees took part in the Democracy at Work initiative for the first time. At its core is a training programme that tackles digital threats to democracy – from online hate speech to disinformation and conspiracy theories. As an employer, we're joining forces with others to stand up for an open, vibrant democracy. We're planning to run another round of training in 2025 and are actively encouraging participation. Our regular Open Hour sessions on "Democracy in Dialogue" offer a safe space for employees to share thoughts, ask questions and get involved.

"Respect and tolerance are core values of democracy, and it's up to all of us to stand up for them and reflect on how we act each day. We need more self-awareness across society, because if one thing's clear, it's that no one wants to be treated with disrespect or face intolerance. We're proud to be part of the Business Council for Democracy (#BC4D) initiative."

Christian Junker

CSR WORKBOOK

From March 2025, every employee will receive their own copy of the CSR WORKBOOK, complete with space for personal notes. It's been designed to provide a hands-on way to dive deeper into sustainability, with practical tips and tricks for everyday life and the workplace. The workbook also explains what **sustainable development** and CSR mean to the HEBIE GROUP, why they matter, and what we aim to achieve. Most importantly, it encourages everyone to play an active role and share their own ideas for making the HEBIE GROUP even more sustainable.



PRODUCT OVERVIEW

hebie



racktime



tubus



BASKIT EDGE - Leading the way in resource efficiency and circular design

Rust-free, highly durable and long-lasting – this basket is made from 50%* recycled plastic, using post-industrial waste (PIR) as the source material.

Manufactured at our site in Bielefeld, it has only a short journey before hitting the road as a versatile transport solution on any bike. With a 10-year warranty, the BASKIT EDGE sets the standard for what we expect from our products.

*The 50% refers to the portion of the overall material that can be replaced with recycled content.



BICYCLE COMPONENTS THAT RAISE THE BAR

Our high-quality bike components combine precision design, cutting-edge technology and top-tier performance. Every detail is crafted for maximum efficiency, durability and riding comfort, and the aluminium we use strikes the perfect balance between strength and lightness. Our state-of-the-art manufacturing techniques and meticulous processing ensure everything works exactly as it should – whether on e-bikes or in urban environments. For a ride that’s as reliable as it is enjoyable, premium components are the way to go.

Design

We aim to factor in resource efficiency and recyclability as early as the product development stage. **This commitment to sustainability also comes through in our low-impact manufacturing processes, most of which take place in responsibly managed environments here in Germany.** There’s still room for improvement though, especially when it comes to our carriers, which are currently manufactured in Asia. But above all, alongside sustainable manufacturing and ensuring

that our product components are easy to separate and recycle, the key priority in product development is ensuring that our products are durable.

Our products are made with great care and attention to detail, which ensures a high degree of functionality and outstanding durability. And as we know, a long product lifespan is one of the most effective ways to boost sustainability.

As certified ÖKOPROFIT® companies and active members of the **ÖKOPROFIT Klub OWL**, the **Circular Economy expert group at efa** and **InnoZent OWL's sustainability and circularity forum**, we’re constantly growing and building our expertise. In doing so, the HEBIE GROUP is steadily evolving towards more circular practices and more mindful use of natural resources. Our strategic sustainability goals keep us moving in the right direction, and you can find these in the **"CSR strategy"** section.

The VSF quality seal

is awarded by specialist retailers in the VSF network in recognition of proven, sustainable products. One of its key requirements is that products must meet the highest expectations in terms of functionality and quality. Certification is based on detailed input and recommendations from the VSF retail network, followed by expert analysis and review.

In 2024, our Fix and Fox rear stand series were evaluated across a range of criteria, including **material quality** (types of material, substances, colours, etc.); **environmental protection** (waste and recycling figures, company energy consumption trends, share of renewable energy, emissions levels, etc.); **social responsibility** (health and safety, community initiatives, etc.); and **sustainability** (targets, strategies, environmental and management systems, continuous improvement processes, and measures to reduce emissions).

An expert panel awarded both the Fix and Fox rear stand series the VSF all-ride quality label, which remains valid until 2027.



www.fahrrad-qualitaetsiegel.de/fahrradprodukte/anbauteile/hebie-fahrradstaender

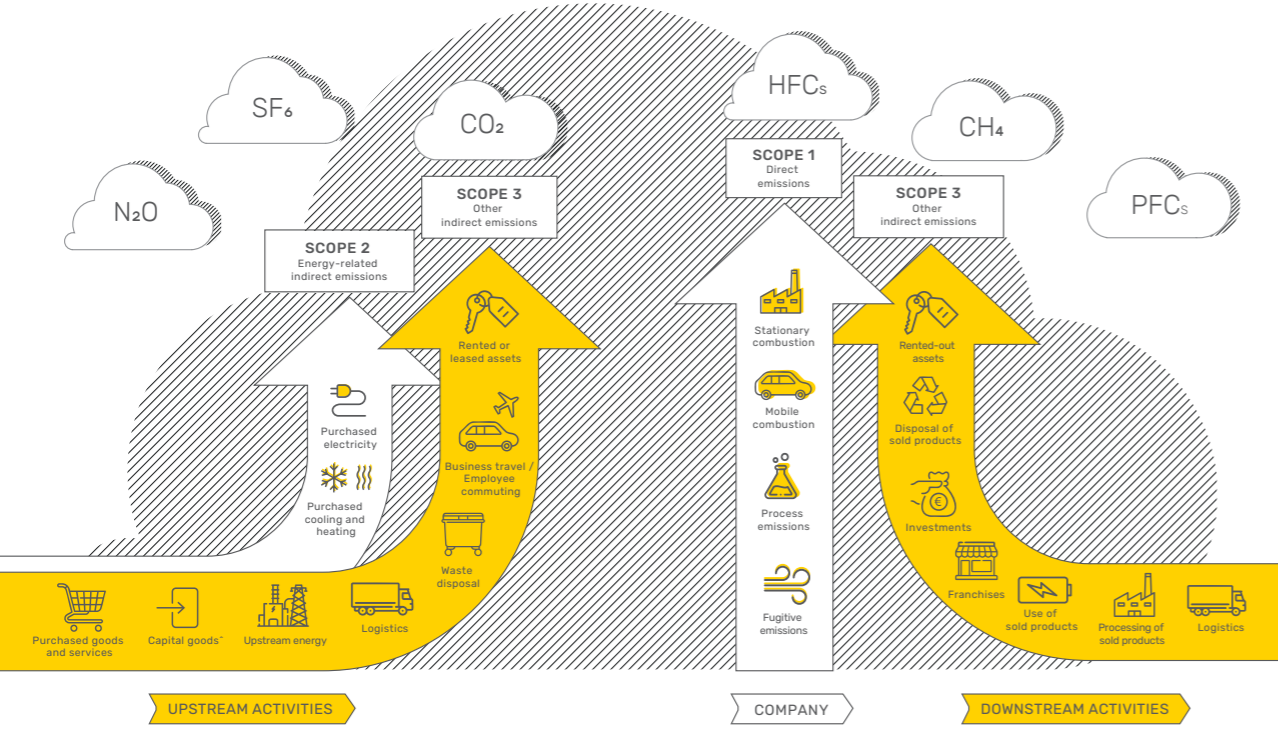


OVERVIEW OF KEY FIGURES

Our key figures apply to the HEBIE GROUP as a whole, covering both Hebie in Bielefeld and tubus in Münster.

Our sustainability reports are guided by the following criteria when presenting key figures:

- Comparability:** Enables evaluation across multiple cycles or time frames
- Balance:** Includes relevant resource-related indicators.
- Consistency:** Uses the same measurement criteria for each period, based on comparable time frames and units.
- Timeliness:** Provides insights into trends using an appropriate time frame.
- Clarity:** Ensures suitability for the intended use and audience.
- Transparency:** Presents environmental performance in a clear and comprehensible way.



2024

Social	Hebie	tubus
Total number of employees (excluding temporary staff employed for under six months; includes permanent mini-jobs under the GfB scheme)	53	47
Men	40	33
Women	13	14
Non-binary	0	0
On fixed-term contracts	5	1
Number of supported employment positions	6	0
Men	5	0
Women	1	0
Non-binary	0	0
Average age	46	43
Average years of service	12	7
Apprentices	4	1
Number of different nationalities (all employees with foreign citizenship)	6	6
Number of interns (incl. trial placements)	5	1
Working students	0	1
Non-binary	0	0
Weekly WFH days	2	2
Part-time quota (in %) (PT = all staff working <35 h/week; anything more = FT)	2.65	23.4
Parental leave	1	3
Women	0	1
Men	1	2
Non-binary	0	0
Proportion of employees with a registered disability (≥50% according to official ID card)	1	3
Turnover rate (in %)	10.17	2.04
Number of training courses	14	15
Number of people trained	15	12
Bicycles on lease	10	5
Number of top-level managers	2	3
Men	1	3
Women	1	0
Non-binary	0	0
Local community support (annual donations to clubs, schools, daycare centres, Glückstour, and Transition Town Bielefeld (in €))	340	0
Company pension plan (% of employees signed up)	81	75

Environment	Hebie	tubus
Scope 1 emissions* (in tCO₂)		
Natural gas	0	14.5
Fleet	31.0	22.7
Refrigerant	0	0
Scope 2 emissions* (in tCO₂)		
Electricity	0	9.6
District heating	24.7	0
Scope 3 emissions* (in tCO₂)		
Purchased goods	1,038.1	3,452.0
Upstream transportation and distribution	41.8	5.9
Waste/water	0.3	0.7
Business travel	1.0	3.5
Employee commuting	39.5	41.9
Downstream transportation and distribution	15.7	36.8
Downstream leased assets	6.1	0
Total emissions* Scope 1, 2, 3 (in tCO₂)	1,198.2	3,587.6
Fuel consumption (in l)	16,066	8,163
Total energy consumption (in kWh) per year		
Electricity	272,787	77,500
Heating energy	395,304	72,031
Fuels	158,254	78,945
Energy consumption per m ² of heated space	60	21
Production- and resource-related consumption (in l) per year		
Water consumption	404,000	196,000
Waste/resource consumption (in t) per year		
Paper and card	3.16	27.1
Plastics	8.5	0
Aluminium	11.4	0
Hazardous waste as share of total waste	0	0
Special waste	0	0
Purchased goods (in t) per year		
Plastic	66.6	0
Aluminium	61.7	239.4
Steel	122.3	56.6
Paper/cardboard	35.4	65.2

*Approach and method: The corporate carbon footprint (CCF) was calculated for our sites in line with the Greenhouse Gas Protocol standard and the Scope 3 categories set out in ISO 14064. The calculation is based on 2021 CO₂ equivalents using recognised emissions factor databases, with support from B.A.U.M. Consult.

OUR SUSTAINABILITY COMPASS AND HOW WE CONTRIBUTE TO THE 17 SUSTAINABLE DEVELOPMENT GOALS (SDGS)

Back in 2019 and again in 2022, Hebie in Bielefeld and tubus in Münster took part in the CheckN sustainability assessment as part of an internal stakeholder consultation supported by B.A.U.M. Consult. The assessment was based on the 17 UN Sustainable Development Goals (SDGs).

We identified 11 goals that align closely with who we are, in areas where we feel we can make the greatest impact. These goals form the basis* for strengthening our positive contributions and reducing our negative impacts.



GOALS AND ONGOING INITIATIVES

Since then, we have continued to evolve under the HEBIE GROUP** umbrella. **We regularly review the goals and ongoing measures we've derived – as outlined in the summary below – and stay actively engaged.**

*See also our "CSR strategy" section along with the subsections "Materiality at the HEBIE GROUP" and "Pedalling progress on the Sustainable Development Goals (SDGs)".

At HEBIE ASIA**, employees are generally subject to the same standards as those at Hebie and tubus; however, no measures have yet been implemented – or else they are still in the early stages – for the environmentally relevant SDGs 7 and 13. Unfortunately, the scope for local influence remains limited. Cooperation with external partners to support the SDGs is currently being coordinated via Hebie in Bielefeld.



No poverty

- Permanent employment contracts
- Pay levels above minimum wage
- Employee profit-sharing through special bonuses
- Company pension plan available to all employees
- Long-term partnerships provide planning security for suppliers



Health and well-being

- Support with work-life balance
- Flexible work arrangements tailored to individual circumstances
- Access to family, care and social counselling
- In-house physiotherapy available to all employees
- Culture of trust and appreciation
- Attractive working environment
- Occupational health and safety on-site and in the supply chain
- Respect for human rights
- Reduction in employee turnover
- Reduction in sickness rates
- CSR-based supplier assessments



Quality education

- Trial days and internships for students
- Integration jobs for people with disabilities
- Internal and external training and language courses
- Partnerships with universities and industry associations
- Participation in a digital democracy initiative
- HEBIE GROUP Academy



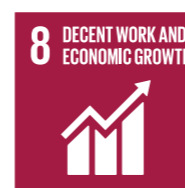
Gender equality

- Parental leave for all
- Part-time leadership roles open to all
- Equal treatment for all
- No gender pay gap for equivalent work



Affordable and clean energy

- Use and planning of renewable energy sources
- Energy-efficient building measures
- Heat recovery systems
- Environmental and energy management (ÖKOPROFIT®)
- Charging station for electric vehicles (planned)



Decent work and economic growth

- Enhancing business resilience through a holistic sustainability strategy
- Growth focused on the common good
- Socially and environmentally responsible value chains (supplier **monitoring**): we aim to engage our suppliers as partners and share responsibilities
- CSR-based supplier assessments
- Company philosophy with strong social and environmental values



Industry, innovation and infrastructure

- Localised production wherever possible and support for regional development
- Idea management system (in development)
- Partnerships with universities and energy efficiency agencies
- Support for reliable, resilient infrastructure through innovative products and solutions



Reduced inequalities

- Open and cooperative company culture
- Equal opportunities in hiring and career development
- Fair salary structure
- Involvement and co-creation by all employees through flat hierarchies
- No exclusion or discrimination based on age, gender, religion, origin, disability or sexual orientation
- Promotion of an inclusive society
- Code of Conduct for suppliers



Responsible consumption and production

- Responsible use of natural resources
- Raising employee awareness of sustainability and environmental issues
- Strict waste separation and recycling of valuable materials
- Use of clean, environmentally friendly technology
- Promotion of the circular economy
- Reuse of in-house plastic materials
- Use of recycled materials
- Environmentally conscious selection of materials and packaging
- Internal projects on "sustainable packaging"
- Production of efficient, durable products
- Sustainability checklist to guide investment decisions (planned)
- Voluntary product guarantee for all items in the future (long-term goal >5 years)
- Sustainable communication (in development)
- Material compliance department



Climate action

- Resource-efficient use of environmentally compatible raw materials and processes
- Annual recording of greenhouse gas emissions
- Setting climate targets and defining reduction measures
- Minimising transport-related emissions
- Promoting sustainable employee mobility
- Company mobility management (planned)
- General promotion of cycling
- CSR-based supplier assessments



Partnerships for the goals

- Partnerships with organisations that support the SDGs
- Membership in sustainability-focused associations, clubs and initiatives
- Collaboration with stakeholders on joint sustainability projects
- Participation in working groups on "Sustainability and circularity"



PARTNERSHIPS

We also contribute to society by supporting charitable projects, initiatives and associations. In fact, we care about backing local initiatives just as much as industry-wide or far-reaching sustainability efforts.

We also support trade associations and professional groups that are active in our field, as well as initiatives and organisations that promote sustainable business practices and environmental protection.

We're involved in themed networks and learning groups where we actively contribute and benefit from shared knowledge. Maintaining close links with universities and students is important to us too, as this helps us grow and make progress together.

SPONSORSHIPS AND SUPPORT



ADFC
As a supporting member of the General German Bicycle Club (ADFC Business Club), we help to represent the interests of cyclists worldwide. The ADFC is active in local, regional and national networks and alliances focused on road safety and cycling tourism. It also shares many of our goals – including more space for bikes and cycling-friendly legislation.



AKTIONfahrrAD
We show our commitment to the next generation by supporting AKTIONfahrrAD as a sponsor and member of its Advisory Board. The initiative empowers young people, gets involved in school projects, and supports teacher training and development throughout Germany.



Bielefeld Marketing
As a Bielefeld partner, we support the city's brand and identity – strengthening our home region and helping raise the profile of the wider East Westphalia-Lippe business area.



BIKEBRAINPOOL
We are an active member of BIKEBRAINPOOL – a group of passionate and well-known figures from across the bicycle industry who are working together to promote cycling and sustainability, beyond competitive and organisational boundaries.



BUND e.V.
Our strong commitment to sustainability and environmental protection is reflected in our membership of BUND (Friends of the Earth Germany). With its grassroots structure, dedicated volunteers and expert network, BUND champions a fair and environmentally responsible society across a wide range of areas.



GLÜCKSTOUR
We are a sponsor of the GLÜCKSTOUR cycling event, one of Germany's largest privately organised charitable campaigns.



proWerk Bethel
We work closely with proWerk – part of the Bethel Foundation – which supports people through vocational rehabilitation programmes.



Special Olympics NRW
We support the state-level Special Olympics NRW in Münster – specifically in the cycling events. The goal of Special Olympics NRW is to give people with intellectual disabilities greater visibility, recognition and inclusion in society through sport.



Westfalenfleiß
Through our collaboration with Westfalenfleiß in Münster, we're able to support people with disabilities or mental health conditions by offering appropriate internships and supported roles that help them gain a foothold on the job market and regain professional confidence.

ASSOCIATIONS, INITIATIVES, NETWORKS AND ACADEMIC PARTNERS



Business Council for Democracy (BC4D)

We're part of the digital Democracy at Work initiative BC4D. At its core is a training programme that tackles digital threats to democracy – from online hate speech to disinformation and conspiracy theories. As an employer, we're joining forces with others to stand up for an open, vibrant democracy.



CE:FIRE zirkulär.frugal.regenerativ

As part of the CE:FIRE "circular.frugal.regenerative" project, which aims to spark innovation for a more sustainable, resilient economy and stronger climate action, we regularly take part in the "Shaping sustainability and circularity" working group. Together with companies from the East Westphalia-Lippe region, we share ideas and insights on challenges related to circular business models and strategies, regulatory requirements and developments, as well as sustainability assessments and reporting.



Familiengenossenschaft

We are proud to partner with Familiengenossenschaft, the Family Association, to help our employees balance work and family life. Through this service, our employees have access to expert advisers who provide guidance in the areas of care and social counselling, including care services, parental leave and allowance, and health matters.



ExpertInnenKREIS – Circular Economy

We regularly take part in the "Expert Circle" network run by Effizienz-Agentur NRW (efa). Together with leading experts, we're exploring the principles of circular design – a key part of the **circular economy** and essential for reducing material and energy use across the full life cycle of a product. efa also supports us with hands-on projects, such as our work on sustainable packaging.



h_da

hochschule darmstadt
RASUM – risk assessment and sustainability management



HSBI (Hochschule Bielefeld) | Hochschule Darmstadt | UNI Paderborn

Wherever we can, we support collaborations between businesses, universities and students – whether through master's theses, knowledge and technology transfer, or by taking part in university-led projects. One example is the RASUM project at Darmstadt University of Applied Sciences, which in 2024 led to the publication of a practical guide for us and other industry stakeholders on legally binding material compliance requirements in the bicycle industry.



IHK Environmental Committee | DIHK Corporate Climate Action Network

We represent Hebie, Bielefeld, as a member of the IHK Environmental Committee – a platform for knowledge-sharing and dialogue between companies across different sectors on environmental matters. We also connect with other like-minded businesses online through the DIHK Corporate Climate Action Network, which brings together companies committed to making a positive contribution in this field.



KLIMANEUTRAL 2030

We are part of the climate initiative led by the chambers of commerce and businesses in East Westphalia-Lippe, joining forces with other companies to highlight the region's strong commitment to climate action.



ÖKOPROFIT Klub OWL

We are a member of the ÖKOPROFIT® Klub OWL. ÖKOPROFIT® is an ecological project for integrated environmental technology – a collaborative initiative between local authorities, regional businesses and other partners at various levels. The ÖKOPROFIT® network allows participating companies to continue exchanging knowledge, collaborate and further develop their environmental activities.



Martinschule Gadderbaum

Our partnership with Martinschule primary school in Bielefeld goes back a long way. School classes regularly come to visit us and get a behind-the-scenes look at how our company works. During a tour of the site, the children get their first glimpse of a real production facility – and a fun quiz at the end helps them learn more about our company and products in an engaging, age-appropriate way.



VSF

We promote cycling and bike culture through our membership of VSF, Germany's independent industry association representing over 350 retailers, manufacturers and service providers. VSF works to establish the bicycle as a mode of transport, an economic driver and a forward-looking choice for a healthy, environmentally conscious society – both in politics and in people's minds.



Zweirad-Industrie-Verband

ZIV Zweirad-Industrie-Verband

We are a member of the German Bicycle Industry Association (ZIV), which represents the interests of the bicycle, components and accessories industry. ZIV is involved in media work, participates in standards committees, reviews regulatory frameworks, and engages in political advocacy. We are also actively involved in the working group for sustainability in the industry.

PROACTIVE, NOT PRE- DICTIVE

Sustainable business is set to be a key focus in the years ahead. **We see huge potential here to use our operations to make a positive impact – for people, the planet and the future of the HEBIE GROUP.** At the same time, we aim to gradually reduce any negative effects, such as those linked to high use of primary raw materials. We're also paying close attention to resource-related and climate risks that could affect the HEBIE GROUP financially, so we can take early action where needed.

The shift towards a more resource-conscious and socially responsible economy is really gaining momentum, driven by rising costs, resource scarcity, new regulations, technological innovation and growing consumer awareness. **We plan to align our business model even more closely with environmental and social values.**

Circular economy principles, renewable energy and sustainable supply chains will continue to expand over the coming years.

Digitalisation and artificial intelligence are opening up new ways to use resources more efficiently and cut emissions. At the same time, collaboration between business, government and society is becoming ever more important in developing joined-up, effective responses to global challenges.

There's still a lot ahead of us – and we're tackling it all within a structured framework. True to the spirit of SDG 17, we're building alliances and tapping into the power of themed networks.

For us as a company, this means staying firmly on course. We'll continue to invest in innovative, sustainable technologies, reduce our emissions based on reliable data, and take social responsibility across our entire value chain.

Our aim is to see sustainability not as an obligation, but as a driver of long-term success – for a more liveable future and a more resilient economy.



My role in creating sustainable change:

"I make a conscious effort every day – both in my personal life and at work – to be part of the change. I try to keep my own carbon footprint, and that of our entire product range, as small as possible."

Andreas Fortmeier, Technical Editor

"I see myself as an ambassador. Working on our annual carbon footprint and helping shape the HEBIE GROUP's sustainability strategy means I'm really immersed in the topic. I want to inform, inspire and encourage people who aren't as deeply involved in sustainability."

Andreas Rädels, Operational Controlling

"As a product manager, I work with the team to develop smart, resource-friendly products that help strengthen the bike as a climate-neutral mode of transport. The goal here is to make cycling a practical option for all aspects of daily life."

Felix Brummel, Product Manager

"I took part in the BC4D workshops on strengthening democracy online and I found them incredibly helpful. I really do feel more confident now about dealing with the risks behind the internet. I'm also happy to share what I've learned with my colleagues and be something of an ambassador for it."

Corinna Faß, Graphic Designer

"Without a doubt, our biggest asset for more sustainability in plastics processing from an internal perspective is our skilled team. Not only do they manage recycling and resource planning, but they also bring in their expertise and creativity when it comes to things like alternative materials to move away from fossil-based plastics. We can only help shape market innovation – and benefit from it in the future – if we understand all the technical options and know how to make the most of them."

Philipp Schmidt, Industrial Supervisor / Head of Injection Moulding

"Sustainable development opens up new perspectives and opportunities. For me, the key is to make the value of sustainable action and business more visible and measurable – both for the HEBIE GROUP and the world around us."

Sandra Wiilms, CSR Manager

"If we want to grow in the right direction and do it well, we need genuine intrinsic motivation. Part of my role is to recognise that spark – and help unlock it – in people, in our organisation, and in the system we work within. I love inspiring others, and our team is the perfect place to do that!"

Laura Schröter, Organisational Development

"Working in product development means I can prioritise sustainability right from the start, whether that's choosing sustainable materials, looking at European production sites, or applying circular design principles. It's about identifying opportunities to reduce CO₂ early on and making the most of them."

Kai Hülsmann, Product Designer

GLOSSARY

A

ATTITUDE-BEHAVIOUR GAP

This describes the gap between what consumers believe and how they actually behave when it comes to sustainability. For example, many consumers say sustainability is an important factor in their purchasing decisions, yet this doesn't always line up with their actual buying behaviour.

C

CARBON FOOTPRINT

Also known as a greenhouse gas footprint, this refers to the systematic calculation of greenhouse gas (GHG) emissions. It includes all climate-relevant GHGs, standardised to the impact of CO₂ as the most commonly emitted greenhouse gas. To allow comparison and aggregation, the climate impact of each gas is converted into CO₂ equivalents (CO₂e) using the Global Warming Potential (GWP) metric.

CIRCULAR ECONOMY

This aims to eliminate waste. Instead of the linear model of "make > use > dispose", the circular economy focuses on creating closed-loop systems where as little as possible is lost at the end of a product's life – and where value is retained. This requires designing products from the outset so they can be easily repaired, refurbished, reused or recycled. It not only helps cut costs and energy use, but also reduces reliance on primary raw materials and lowers emissions.

CO₂ EQUIVALENT

This is a metric used to compare the emissions of different greenhouse gases based on their global warming potential (GWP). It expresses the quantity of these gases as an equivalent amount of CO₂.

CODE OF CONDUCT

This is a list of rules a business sets for itself to draw attention to applicable laws, standards, legal risks and international agreements that are relevant to its operations. Companies hand out these rules to their own employees and those of their business partners to enforce responsibility, ethical integrity and professionalism in their actions.

COMPLY OR EXPLAIN PRINCIPLE

This is a regulatory approach used in sustainability reporting. Companies either report on key topics using data and facts (comply) or explain why they are not yet able to provide specific information such as goals or measures (explain). This promotes transparency about the current state of sustainability efforts and acknowledges that it is an ongoing development process.

CORPORATE CARBON FOOTPRINT (CCF)

This describes a company-wide climate balance that accounts for the direct and indirect greenhouse gas emissions generated by a business over the course of a financial year, including emissions along the value chain.

CORPORATE SOCIAL RESPONSIBILITY

Also known as CSR for short, this refers to the social responsibility of companies as part of sustainable business practices. CSR encompasses social, environmental and economic aspects and reflects the specific contribution companies make to sustainability and society.

CRADLE-TO-GATE

A system boundary used in greenhouse gas accounting that allows for comparison over time. It covers the environmental impact from the extraction of raw materials (cradle) to the point where the finished product leaves the company premises (gate). Downstream processes such as distribution, transport to customers, product use and disposal are not included.

D

DECARBONISATION

The complex process of transforming economic systems – especially the energy sector – to reduce emissions of climate-damaging greenhouse gases. The goal is to shift away from fossil fuels like coal, natural gas and oil towards carbon-free and renewable energy sources as quickly as possible. This transformation affects a company's entire value chain, from raw material extraction and production to transport.

DEMOCRACY

This essentially means "rule by the people". In a democracy, it is the citizens who decide who governs – not a single person who must be obeyed, as in autocratic regimes. Voting is a key democratic right that everyone should use. Democracies protect fundamental human rights such as freedom, equality, justice and solidarity. Open and inclusive societies and economies are essential for companies to thrive, especially in the context of sustainable change.

DIGITAL PRODUCT PASSPORT

A digital identity assigned to a physical product, set to become mandatory from 2027. It includes relevant product information such as raw materials, production, quality, environmental impact, repair options and disposal. The passport reflects the entire product lifecycle, with key data recorded at each stage. This digital tool helps consumers make informed choices and enables companies to manage supply chains more efficiently.

DIVERSITY

This means respecting the diversity and individuality of people, and avoiding discrimination based on physical, ethnic, gender or religious characteristics. In HR management, this involves fostering social, cultural and ethnic diversity in the workplace, encouraging tolerance, and using that diversity to benefit the company.

E

ECOLOGICAL

Describes ways of working and doing business that minimise harm to nature, wildlife and the basic conditions needed for human life. It refers to the long-term, respectful use of raw materials and natural, finite resources such as drinking water, fertile soil, clean air and biodiversity. Expanding the use of renewable energy sources is a key part of this approach.

ECOLOGICAL FOOTPRINT

The volume of greenhouse gases released as a result of an activity, process or action. It is typically calculated through an emissions assessment or carbon footprint and expressed in CO₂ equivalents (CO₂e).

ECOLOGICAL HANDPRINT

Tracks how many greenhouse gas emissions are avoided through human action. Unlike the footprint, the handprint is a more optimistic and motivational concept in climate protection. It focuses on the positive impacts of climate-friendly behaviour – highlighting the benefits and recognising what people can be proud of.

ECONOMIC

In the context of sustainability, this refers to smart, responsible business practices that support economic growth while staying within planetary boundaries. It involves reducing environmental pollution, conserving vital resources and improving human well-being. In the three-pillar model of sustainability, economy, environment and social responsibility are considered equally important.

ESG

This stands for Environment, Social and Governance – a framework used to assess sustainability performance. ESG criteria are based on measurable indicators used to evaluate a company's impact and progress, and to monitor ESG-related risks. ESG reporting is increasingly important for lenders and investors making sustainable investment decisions.

G

GREEN DEAL

One of the EU's largest initiatives for sustainable transformation, adopted in 2019 and running through to 2050. The Green Deal recognises that Europe's future depends on a healthy planet and sets out an ambitious plan for climate action, environmental protection and a circular economy. It represents the EU's contribution to the Paris Climate Agreement, and many of its legislative proposals are already being implemented.

GREENHOUSE GAS (GHG) PROTOCOL

The most widely used international standard for corporate greenhouse gas accounting and reporting. It categorises emissions into three scopes (Scope 1, 2 and 3) and covers all relevant greenhouse gases. The GHG Protocol provides clear requirements and guidance to help companies calculate climate footprints that are accurate, fair and transparent based on standardised approaches and principles.

GREENHOUSE GAS EFFECT

This is most simply explained as follows: 1) High-energy, short-wave solar radiation reaches the Earth’s surface; 2) The surface warms and emits long-wave heat radiation; 3) Greenhouse gases and water vapour trap some of this heat, preventing it from escaping into space and reflecting part of it back to Earth. The more greenhouse gases are present in the atmosphere, the more the Earth heats up.

GREENHOUSE GASES

Gases in the Earth’s atmosphere that influence the planet’s heat balance. Key greenhouse gases include carbon dioxide (CO₂), nitrous oxide (N₂O), methane (CH₄) and fluorinated gases (F-gases). The most significant greenhouse gas caused by human activity is CO₂, released through the burning of fossil fuels, industrial processes and deforestation. It can remain in the atmosphere for up to 1,000 years or more.

H

HUMAN RIGHTS POLICY

In the context of our CSR policy, this refers to the fact that we honour and respect each individual employee’s right to freedom and autonomy, and covers civic, political, economic, social and cultural aspects. We respect and encourage the self-determination and individual development of all our employees as much as possible.

I

ILO CONVENTIONS

These refer to the international labour and social standards established by the International Labour Organization (ILO). These legal instruments, developed by member groups (governments, employers and workers), define core universal principles and rights at work. ILO conventions help set global standards for fair and decent working conditions.

ISO 26000

An internationally recognised guideline for companies on how to implement corporate social responsibility (CSR). ISO 26000 is not a certifiable standard but serves as a reference for businesses looking to align their management systems with CSR and relevant sustainability standards. Its seven core principles are: accountability, transparency, ethical behaviour, respect for stakeholder interests, respect for the rule of law, respect for international norms of behaviour, and respect for human rights.

L

LIFE CYCLE ASSESMENT (LCA)

A comprehensive method for analysing and evaluating the environmental impact of a product over its entire life cycle – including emissions, energy use and other environmental effects. The goal is to improve resource efficiency and reduce environmental harm. LCA supports informed decision-making when assessing a product’s sustainability.

M

MATERIAL SUBSTITUTION

Refers to replacing a critical or scarce material with an alternative that offers the same functionality while having the lowest possible environmental impact.

MATERIALITY ANALYSIS

A strategic tool used to identify the sustainability topics that are most relevant to a company and where it holds particular responsibility. In 2024, the German Bicycle Industry Association (ZIV) commissioned a materiality analysis tailored to the bicycle sector, based on the EU’s Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS). It is designed to support companies in conducting their own double materiality analysis.

MONITORING

A term used to describe the observation and oversight of processes or developments. One key function of monitoring is to determine whether a process is progressing as intended and whether certain thresholds are being met so that corrective action can be taken if necessary.

N

NATURAL RESOURCES

Elements or functions of nature (also called natural goods) that provide economic value. These include clean water, fertile soil, clean air, biodiversity (including species diversity), as well as geothermal, hydropower, wind and solar energy. All of these are essential to life for both humans and animals.

NET ZERO

The point at which a company has reduced its greenhouse gas emissions to nearly zero and neutralised any remaining emissions. Neutralisation means actively and permanently removing residual emissions from the atmosphere – for example through reforestation, peatland restoration or carbon capture and storage technologies. Net zero implies that no emissions remain that cannot be fully removed from the atmosphere.

P

PERSONNEL MANAGEMENT

Also known as human resource management (HRM), this covers all organisational measures related to HR administration, leadership, planning and development that contribute to a company’s strategic goals. Its core task is to ensure the long-term availability of the necessary human resources with regard to quality, quantity, location and timing.

PRODUCT CARBON FOOTPRINT (PCF)

Covers all greenhouse gas emissions associated with a product across its various life cycle stages, expressed in CO₂ equivalents (CO₂e). The PCF provides insight into a product’s climate impact along the entire value chain – from raw material extraction and logistics to production and packaging – and helps identify areas for optimisation. Defining a clear system boundary is essential for accurate calculation.

PRODUCT LIFE CYCLE

Describes the entire journey of a product – from development and market launch to its withdrawal from the market. Analysing a product’s life cycle helps companies understand its lifespan and introduce appropriate adjustments. In line with the circular economy, the end of a product’s use phase should aim for reuse or recycling, rather than disposal or incineration.

R

R STRATEGIES

A set of strategies aimed at reducing the consumption of natural resources and keeping products and materials in circulation. Approaches such as Reduce, Repair, Reuse, Refurbish and Recycle form the foundation for transitioning to a circular economy. For example, design choices can lower material use, extend product life, or enable reuse at the end of use, keeping materials out of landfill.

REACH

Stands for Registration, Evaluation, Authorisation and Restriction of Chemicals. Regulation (EC) No. 1907/2006 of the EU – including its updates and extensions – governs how products are manufactured and how chemicals are handled safely. It aims to protect human health and the environment from risks associated with chemicals. Particularly hazardous substances (Substances of Very High Concern) are listed in the SVHC Candidate List maintained by the European Chemicals Agency (ECHA).

REBOUND EFFECT

Describes the phenomenon where gains in efficiency lead to lower product or service costs, which in turn can increase consumption. As a result, the original savings may be partly offset or even reversed.

RESOURCES

In economic terms, resources can be material or immaterial. They include inputs used in business processes (such as fuel, land, capital, labour, time and information systems), as well as ecosystem services – the direct and indirect contributions of nature to human well-being.

S

SCIENCE-BASED TARGETS (SBT)

Quantifiable and actionable emissions reduction targets for companies, grounded in scientific evidence and aligned with the climate goals of the Paris Agreement. These targets aim to help limit climate change. Science-based targets are reviewed and validated according to the criteria and guidelines of the Science Based Targets initiative (SBTi). Companies of all sizes around the world can commit to the SBTi with both short- and long-term goals.

SCOPES

In carbon or greenhouse gas reporting, scopes refer to three categories of emissions: 1, 2 and 3. Scope 1 covers direct emissions from within a company’s own operations; Scope 2 includes indirect emissions caused by the generation of purchased energy; and Scope 3 accounts for all other indirect emissions along the upstream and downstream value chain.

SDGs

Stands for Sustainable Development Goals. As part of the 2030 Agenda adopted in September 2015, the United Nations established 17 globally applicable goals for sustainable development, supported by 169 specific targets. These goals serve as a shared framework for governments, civil society, businesses and academia to address global challenges. The overarching aim is to protect natural life-support systems and ensure that people everywhere – now and in the future – can live with dignity and prosperity.

STAKEHOLDERS

These are individuals or groups, both internal and external to a company, who have a legitimate interest in the organisation or in the progress of a specific project. Stakeholders may be directly or indirectly affected by business activities in the future. To avoid missing the mark, it's important to take them into account in relevant decision-making processes.

SUPPLY CHAIN MANAGEMENT

This is the active and holistic coordination of processes and value chains to ensure that customers or markets are supplied with products, goods and services in an efficient, flexible and precise manner.

SUSTAINABLE DEVELOPMENT

First defined in the 1987 Brundtland Report "Our Common Future" by the United Nations World Commission on Environment and Development: "Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs."

SUSTAINABLE STRATEGIES

Achieving sustainability goals requires a smart balance of EFFICIENCY (producing better), CONSISTENCY (producing differently) and SUFFICIENCY (producing and consuming less).

T

TRICKLE-DOWN EFFECT

In a sustainability context, this refers to how companies subject to regulations such as the Corporate Sustainability Reporting Directive (CSRD) or the German Supply Chain Due Diligence Act (LkSG) pass down their responsibilities and due diligence obligations throughout their supply chain. In this way, even companies not directly subject to reporting requirements become part of the wider compliance framework.

V

VALUE CHAIN

In production economics, the value chain refers to the sequence of activities involved in creating value, using resources and linking processes. The best-known concept is the value chain model of primary and support activities, developed by US economist Michael E. Porter.

VSME

Stands for Voluntary Sustainability Reporting Standard for non-listed SMEs. This market standard is available for voluntary use by small and medium-sized enterprises (SMEs) that are not publicly listed. It allows them to respond efficiently, proportionately and in a standardised way to growing demands for sustainability data – for example, from customers subject to reporting requirements.

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