

Sustainability

Sustainability strategy

The sustainability strategy is part of the corporate strategy and supplements it with twelve modules. These modules strengthen the business model and generate added value for various stakeholders in the three dimensions of sustainability: people (social), planet (environment) and profit (value chain including governance matters).

The → materiality analysis forms the basis of the sustainability strategy. The modules of the sustainability strategy bundle current and future projects, initiatives and activities. Each module contains clear responsibilities with measurable objectives, derived measures and quantifiable key figures for effective monitoring.

Applicable modules of the sustainability strategy in the reporting year

People		Planet		Profit	
Employee attraction & retention	Diversity & equal opportunity	Resources & circular economy	Energy & CO ₂	Procurement	Production
Health & safety	Social responsibility	Water	Eco-design & products	Logistics	Compliance & governance



Contribution to sustainable development

The Group sustainability strategy makes reference to the Sustainable Development Goals (SDGs) detailed in the 2030 Agenda of the United Nations. The focus is on the following sustainability goals: Goal 4 ("Quality Education"), Goal 6 ("Clean Water and Sanitation"), Goal 11 ("Sustainable Cities and Communities") and Goal 13 ("Climate Action"). The annual performance report of the Group is found in the → SDG Reporting.

The following pages contain an overview of the sustainability modules with important facts and achievements across the entire Geberit Group from 2024, plus a medium-term outlook. As part of the gradual adjustment to the new reporting standard CSRD, the modules of the sustainability strategy valid in 2024 were divided thematically into the three ESG areas (Environmental matters, Social matters, Governance matters).

Energy and CO₂



Geberit actively contributes to climate change mitigation and consistently reduces its energy consumption and CO₂ emissions along the value chain.

Facts and achievements 2024

- Comprehensive CO₂ strategy with internal CO₂ reference price, bonus-related component and external validation of CO₂ emissions.
- Increase of absolute CO₂ emissions (Scopes 1 and 2) by 2.4% to 123,975 tonnes and decrease of CO₂ emissions in relation to currency-adjusted net sales (CO₂ intensity) by 0.1%.
- Improvement in CO₂ intensity of 63.2% since the acquisition of the ceramics business, or 10.5% per year on average.
- Procurement of 134.6 GWh of green electricity with proof of origin, which corresponds to 65% of the entire volume of purchased electricity. Taking into account electricity from renewable energy sources included in the standard electricity mix, renewable energy sources accounted for 78.5% of electricity (previous year 78.9%).
- Commissioning of photovoltaic systems in Pfullendorf (DE) and Matrei (AT) with an installed capacity of around 700 kWp and 200 kWp, respectively.
- Five German production plants received ISO 50001 certification (energy).
- Commissioning of a new, energy-efficient tunnel kiln in Carregado (PT) as replacement for three old, inefficient kilns.

Medium-term outlook

- Medium-term improvement in CO₂ intensity (Scopes 1 and 2) by 5% per year on average.
- Reduction of relative CO₂ emissions (Scopes 1 and 2) by 80% between 2015 and 2035.
- Further refinement of the calculation of CO₂ emissions for processed materials (Scope 3).
- Evaluation of technologies and alternative fuels for achieving carbon-neutral ceramic production.
- Certification of further production plants in Poland according to ISO 50001 (energy).
- Commissioning of a photovoltaic system in Lichtenstein (DE).

Water



Geberit supports the economical and careful use of water along the value chain.

Facts and achievements 2024

- According to a model calculation, water-saving flushing systems have saved around 38,300 million m³ of water since 1998, of which 3,130 million m³ were saved in the reporting year.
- Reduction of water consumption in production by 24.7% since the acquisition of the ceramics business in 2015.
- Reuse of 5 to 10% of water in ceramic production, corresponding to around 73,400 m³ in the reporting year.
- Reuse of 96.1% of water in the sanitary laboratory in Rapperswil-Jona (CH), corresponding to 63,695 m³ in the reporting year.

Medium-term outlook

- Registration of additional water-saving products in accordance with the European water label.

Resources and circular economy



Geberit conserves natural resources and practises the circular economy along the value chain.

Facts and achievements 2024

- The absolute environmental impact increased by 2.4% due to an increase of production volume. In contrast, eco-efficiency (environmental impact in relation to currency-adjusted net sales) improved by 0.1%.
- Global certification of all production plants and the Logistics Centre in Pfullendorf (DE) in accordance with ISO 14001 (environment). Group certificate valid until 2027.
- The quantity of hazardous substances used in the production plants was reduced by 9%. Geberit has thus exceeded its own target of a reduction of 5% per year.
- Internal recycling of around 7,400 tonnes of plastic waste from production, with high-quality post-consumer regranulate used: 846 tonnes ABS, 30 tonnes LDPE and 10 tonnes PP.
- Participation in Operation Clean Sweep to prevent the pollution of the environment with plastic pellets. Considerable investment in optimising the piping of the outdoor silo systems in Pfullendorf (DE).
- Resource efficiency decreased in ceramic production by 5.5% to 0.44 kg waste/kg ceramic.

Medium-term outlook

- Medium-term improvement of eco-efficiency by 5% per year on average.
- Reduction of hazardous substances in production plants by 5% per year.
- Search for further high-quality plastic regranulates and subsequent implementation.
- Identification of ways in which to close internal material cycles and make production waste useful as secondary materials.

Eco-design and products



In the development process, Geberit products are optimised with regard to their environmental friendliness, resource consumption, CO₂ emissions and recyclability. The company is the leading partner for sustainable sanitary solutions in the area of green building.

Facts and achievements 2024

- In total, 201 eco-design workshops have been held in product development since 2007.
- New products with a reduced ecological footprint:
 - AquaClean Alba shower toilet with water-saving TurboFlush technology: thanks to optimised packaging, 2 kg of packaging material can be saved compared to previous AquaClean shower toilets.
 - Geberit Silent-Pro SuperTube system with optimised hydraulics for the drainage of apartment buildings and terraced houses: the drainage system saves space and reduces material usage.
- Implementation of further measures as part of the packaging strategy adopted in 2023: in addition to the AquaClean Alba, Mera and Sela shower toilets, the packaging of the Sigma01, Sigma20 and Sigma30 actuator plates was also reduced.
- Start of the digitalisation of product documents (catalogues, user manuals): the volume of printed catalogues was already reduced by 60% in the reporting year. As a result, the use of paper is being successively reduced.
- Wood from certified sustainable sources is used for around 96% of Geberit bathroom furniture.
- Five new Environmental Product Declarations (EPDs) created in accordance with EN 15804+A2. Products with an EPD now account for around 42% of Group sales.
- Guaranteed spare parts availability of 50 years for concealed cisterns, and lifetime guarantee for ceramic products.

Medium-term outlook

- Further eco-design workshops to be carried out in product development and basic projects.
- Further expansion of the portfolio of sustainable products: as part of the Geberit WC System, various new products will be launched in 2025, including the acoustically optimised fill valve Type 383 and the new Duofix installation element for wall-hung WCs. Moreover, additional toilet models will be equipped with water-saving TurboFlush technology.
- Continuous implementation of the packaging strategy and integration into the product development process. Implementation of several projects with substantial reduction potential.
- Creation of further Environmental Product Declarations according to the EN 15804+A2 standard.
- More systematic recording of environmentally relevant product data, i.e. for BIM.
- Further digitalisation of product documents and reduction of paper usage.

Production



Geberit procures, builds and operates durable, high-quality, efficient and resource-saving infrastructures such as buildings, equipment and tools.

Facts and achievements 2024

- Completion of both production halls in Lichtenstein and Pfullendorf (both DE).
- Installation of a fully automated, energy-efficient production line for Duofix installation elements completed in Lichtenstein (DE).
- Construction and commissioning of several energy-efficient assembly lines for valve technology used in cisterns in Pfullendorf (DE).
- Construction and commissioning of a fully automated packaging system for multilayer pipes in Givisiez (CH).
- 268 injection moulding machines (75% of all) are equipped with energy-efficient drive technology (hybrid, fully electrical, standby); commissioning of an eighth fully electrical blow-moulding machine.
- Process optimisation in the production of welded Mapress Stainless Steel fittings in order to improve efficiency, quality, waste and ergonomics, while also simultaneously reducing pickling step by step.
- Installation and commissioning of the latest generation of WC high-pressure casting cells as replacement for existing systems in Ekenäs (FI) in order to increase efficiency while simultaneously reducing energy consumption (multi-year project).
- Replacement of conventional plaster casting systems with modern high-pressure casting systems in Koło and Włocławek (both PL) in order to increase efficiency, improve ergonomics and reduce raw material consumption and plaster waste (multi-year project).
- Installation of glazing robots in Carregado (PT) in order to increase efficiency, improve ergonomics and reduce raw material consumption (multi-year project).
- Modernisation of raw material processing, including the installation of silos and conveyor systems and automatic dosing in order to increase efficiency and reduce dust emissions in Koło and Włocławek (PL), and Carregado (PT).
- Commissioning of a new, energy-efficient tunnel kiln in Carregado (PT) as replacement for three old, inefficient kilns.

Medium-term outlook

- Further increase in the number of injection moulding machines with energy-efficient drive technology from 268 to 281 in line with the strategy for injection moulding technology.
- Commissioning of a ninth fully electrical blow-moulding machine.
- Doubling of the production space plus design and commissioning of an extrusion line for PE pipes in Pune (IN), resulting in a reduced number of trips due to local manufacture.
- Continued process optimisation in the production of welded and straight Mapress fittings.
- Continuation of the project for installing the latest generation of WC high-pressure casting cells in Ekenäs (FI).
- Continuation of the project for replacing conventional plaster casting systems with automatic high-pressure casting systems in Koło and Włocławek (PL).
- Further automation of the glazing process for ceramic appliances in Carregado (PT).
- Further modernisation of raw material processing at the ceramics plants in Poland and Portugal.

Logistics



Geberit optimises its logistics with regard to energy consumption, emissions and packaging.

Facts and achievements 2024

- Expansion of transport capacity to 564.8 million tkm (previous year 524.7 million tkm) led to CO₂ emissions of 52,993 tonnes (previous year 52,815 tonnes). This growth in transport performance is attributed to the rise in sea freight to remote areas (South Africa, India, Middle East).
- Use of the latest vehicle technologies: share of Euro 6 trucks at 86% (previous year 89%) and increased use of HVO diesel (hydrotreated vegetable oil).
- Seven trucks powered by natural gas in operation on various routes from and to the Logistics Centre in Pfullendorf (DE).
- Deployment of several trucks with electric drive on various routes in Germany, Italy and Switzerland as well as in truck-to-truck transport.
- Use of combined transport (road/rail) on various European routes.
- Optimised utilisation of transport capacities through the use of larger trucks and efficient use of freight capacity: deployment of high-cube swap bodies (with around 10% higher loading capacity), double-deckers and double-stacking for large customer deliveries; deployment of super-size trucks in Scandinavia with lengths of up to 34 m.
- The eco-efficiency of logistics (environmental impact per tkm) has improved by 37% since 2015.
- Implementation of the applicable Group-wide packaging strategy for harmonising processes and reducing costs and resources. Improved master data and harmonised processes, plus the completion of an inspection catalogue for reducing transport damage.
- Evaluation of alternatives to expanding foam in transport logistics.

Medium-term outlook

- Further optimisation of loading capacity through scheduling and organisational changes.
- Increased use of larger shipping containers and use of high-capacity trucks (trucks with two 13.6 m trailers) in Scandinavia.
- More intensive use of Euro 6 vehicles and use of HVO diesel (hydrotreated vegetable oil).
- Use and expansion of electric trucks on defined routes.
- Use of combined transport and identification of alternative routes in European long-haul transport.
- Roll-out of the packaging strategy in the plants and logistics.

Employee attraction & retention



Geberit is an attractive employer and strives to offer jobs of the highest quality.

Facts and achievements 2024

- The average fluctuation rate (in terms of employees with permanent contracts, without natural departures and long-term leaves of absence) was 6.0%.
- Development programmes (GROW and LEAD) for young professionals within the company. Establishment and development of management, methodological and social skills in preparing for the next career step.
- Operations Development Programme (ODP) for talented internal and external prospects in Operations.
- Introduction and establishment of the Sales Development Programme (SDP) for talented internal and external prospects in Sales.
- Development programme for over 100 regional sales managers from European sales companies based on standardised management principles and instruments.
- Promotion of decentralised collaborations with universities, plus active participation in the international UNITECH network.
- Selective implementation of active sourcing activities for recruiting new employees.
- Regular exchange of best practices in the area of employee attraction and retention between Corporate HR and local companies, and between the local companies themselves.
- Employment of 283 apprentices with a transfer rate into a continued employment relationship of 63%.
- Award from the Hans Huber Stiftung (CH) in recognition of Geberit's work in the field of vocational training.
- Short surveys carried out on specific topics in individual areas and companies.

Medium-term outlook

- Introduction of the comprehensively revised versions of the Geberit Compass (values) and Geberit Code of Conduct for Employees (principles and guidelines).
- Continuation of the Operations Development Programme (ODP) for talented internal and external prospects in Operations.
- Continuation of the Sales Development Programme (SDP) for internal and external prospects in Sales and Marketing.
- Continuation of the development programme for managerial staff at the sales companies.
- Group-wide employee survey in 2025, incl. definition of subsequent measures.
- Further short surveys on specific topics in individual areas and companies, with derivation and implementation of subsequent measures.
- Redesign of employer branding with corresponding measures.
- Targeted support for trainees transitioning into professional life. Target rate is 75%.

Diversity & equal opportunity



Geberit is committed to equal opportunities for all employees. The company promotes mixed teams, offers working conditions for good reconciliation of family and working life, and is committed to inclusive workplaces.

Facts and achievements 2024

- Proportion of female employees is 33% on the Board of Directors and 20% in management (levels 1 to 5).
- Reconciliation of family and working life promoted through flexible working hours, part-time options and job sharing opportunities.
- Increased focus on female talents in the in-house GROW and LEAD development programmes, proportion of female participants around one-third in 2024.
- Support of initiatives for promoting women in STEM disciplines and professions.
- Development of local measures in the area of diversity and equal opportunity started.
- Proportion of inclusive jobs achieved with 255 internal employees and 358 externally employed people with disabilities corresponds to 5.3% of all working staff (in full-time equivalents) in 2024.
- Development of measures for further promotion of inclusive workplaces.

Medium-term outlook

- Further increase in the proportion of female employees in management positions.
- Implementation of local measures in the area of diversity and equal opportunity. For example, from 2025, Geberit supports families at headquarters in Rapperswil-Jona (CH) with 20 weeks of maternity leave and four weeks of paternity leave – both significantly higher than the legal minimum.
- Continuous review and further development of programmes for promoting diversity and equal opportunity.

Health & safety



Geberit operates safe production plants and logistics sites and promotes a health and safety culture at a high level.

Facts and achievements 2024

- Global certification of all production plants and central logistics in accordance with ISO 45001 (occupational health and safety).
- Implementation of the new Group-wide safety standards for the targeted increase of the level of safety in the production plants and in logistics.
- Exchange of best practices and accident analyses encouraged, plus implementation of cross-site audits based on the new safety standards.
- Introduction of the eLearning programme on occupational safety at a further seven production plants.
- Decrease in the accident frequency rate (AFR) by 17.8% to 6.0 (occupational accidents with absences of 1 work day or more per million work hours) and increase in the accident severity rate (ASR) by 3.1% to 123.4 (lost work days per million working hours). The absenteeism rate due to accidents and illness remained constant at 5.2%.
- Increased occupational health and safety and ergonomics as part of the continuous optimisation and modernisation of processes and systems, by replacement of hazardous substances, by reduction of noise emissions and by the use of robots and lifting aids.
- Comprehensive healthcare programmes available to 82% of the workforce.
- Continuation of the action plan for reducing quartz dust, including measurements and monitoring of targets in the ceramics plants.

Medium-term outlook

- Halving of the accident frequency rate and accident severity rate between 2015 and the end of 2025; AFR target: 5.5; ASR target: 90.
- Further development of the existing Geberit safety standards.
- Implementation of further cross-site audits and integration in the internal audit tool.
- Introduction of the eLearning programme on occupational safety at further production plants.
- Introduction of methods for accident analysis and revision of the methods used for safety inspections.
- Further improvement in ergonomics, particularly in the ceramics plants and in logistics.
- Continuation of the action plan for reducing quartz dust.

Social responsibility



Geberit fulfils social responsibilities in society within the scope of the UN Sustainable Development Goals.

Facts and achievements 2024

- Workshops for disabled persons were commissioned with assembly and packaging work totalling CHF 8.9 million.
- Donations and contributions to charitable organisations totalling CHF 4.1 million.
- Total amount from orders, donations and contributions to charitable organisations increased by over 50% since 2015 from CHF 8.6 million to CHF 13.0 million.
- Substantial financial support for establishing a training programme for sanitary specialists in Kenya in collaboration with the Hilti Foundation and Swisscontact.
- Continuation of the training programme for sanitary specialists in Ukraine by the local sales organisation in collaboration with the Swiss Agency for Development and Cooperation (SDC).
- Implementation of a social project in Cambodia with ten Geberit apprentices: renovation of the sanitary facilities at a school near Siem Reap for 1,800 children.

Medium-term outlook

- Intensification of collaboration with local workshops for integrating people with disabilities in the workforce in the immediate vicinity of the Geberit production sites.
- Continuation of support for charitable organisations.
- Continuation of the training programme for sanitary specialists in Kenya in collaboration with the Hilti Foundation and Swisscontact.
- Further support of the training programme for sanitary specialists in Ukraine.
- Implementation of a social project in Kenya with Geberit apprentices, with the goal of renovating the sanitary facilities at a school.

Procurement



Suppliers demonstrably comply with Geberit's high standards for environmentally friendly and socially responsible production, and support the Group in reducing CO₂ emissions (Scope 3).

Facts and achievements 2024

- All new suppliers signed the Code of Conduct. Over 95% of the purchase value is covered by the signatory suppliers. No incidents were reported via the Integrity Line for suppliers.
- EHS (Environment, Health and Safety) audits were conducted and tracked, particularly in the highest sustainability risk category. This comprises 157 suppliers (around 7% of the procurement value).
- Update of the supplier sustainability risk matrix, which contains human rights and other aspects. Seven external EHS audits were carried out at suppliers in China, India and Serbia.
- All suppliers in the highest risk category were explicitly questioned on due diligence obligations relating to human rights (including child labour and forced labour). No evidence of breaches was found.
- All employees at the sales organisation completed online training on German supply chain law and due diligence obligations.
- Detailed analyses on alternatives in the area of plastics and metal, plus clarifications on the availability of data on CO₂ emissions. Exchange of best practices with other large companies.
- Application of a customised process relating to Code of Conduct agreements with large companies with a global structure.
- EcoVadis Gold Medal (same as previous year).

Medium-term outlook

- All new suppliers have to sign the Code of Conduct.
- Expansion of the supplier sustainability risk matrix (including risks relating to human rights), plus the calculation of CO₂ emissions for the indirect spend.
- Further EHS audits of suppliers are to be carried out by Geberit and external partners, with the corrective measures being checked.
- More intensive collaboration with suppliers in the areas of compliance and the reduction of CO₂ emissions (Scope 3), including the definition of goals.
- Procurement of ESG software as support in meeting legal requirements for due diligence obligations relating to human rights.
- Verification of the CO₂ data of imported goods as part of the Carbon Border Adjustment Mechanism (CBAM) of the European Union. Purchase of CBAM certificates from 2026.
- Preparation for the EU Regulation on Deforestation-free Products (EUDR). Introduction from January 2026.

Compliance



Geberit complies with all laws, guidelines, norms and standards. Geberit checks the effectiveness of its internal monitoring systems and guidelines and implements appropriate measures in the event of misconduct.

Facts and achievements 2024

- The review of adherence to the Geberit Code of Conduct in all organisational units and in interviews conducted by the Internal Audit Department with managing directors on topics from the Code of Conduct resulted in the discovery of no violations of antitrust law or data protection.
- Two not significant incidents were reported via the Geberit Integrity Line for employees, and no incidents were reported via the Integrity Line for suppliers.
- Revision of the general antitrust legislation guidelines taking into account current statutory requirements and institutional practice.
- Numerous training courses carried out on antitrust legislation and introduction of the eLearning programme for determining the basics of antitrust legislation, which was already updated in the previous year.
- Processing of enquiries on the permissibility of marketing and sales campaigns under antitrust legislation, plus execution of numerous internal audits in the area of antitrust legislation.
- Processing of enquiries on data protection. Comprehensive training courses and execution of numerous internal audits according to the further developed audit concept.
- Introduction of a completely revised eLearning tool on data protection for the European markets.
- Geberit Integrity Line supplemented by an additional national whistleblowing channel for concluding the implementation of national laws adopted based on the EU Whistleblower Directive.

Medium-term outlook

- Regular training activities and execution of audits in the area of antitrust legislation in collaboration with the Internal Audit Department.
- Regular training activities and execution of audits in the area of data protection in collaboration with the Internal Audit Department.
- Further implementation of an EHS compliance tool in production plants in Europe.