Progress Report 2025

Sustainability at Vitra

About Vitra

Vitra's environmental mission

Dear Readers,

Progress rarely arrives as a single gesture. More often, it is the result of incremental decisions – about materials, processes and priorities. Our 2025 Progress Report documents this ongoing work.

In collaboration with BASF, we have developed the first economically recyclable polyurethane foam. Unlike conventional polyurethane foam, which is derived from fossil resources and difficult to recycle, V-Foam can be melted down, reprocessed and fully returned to the material cycle. From 2025 onwards, it is being introduced in all Vitra products containing moulded foam.

This year also marked a shift in our approach to wood. Overseas imports have been discontinued in favour of European species, except for Bolivian santos palisander – used to replicate the rosewood of the original Eames Lounge Chair. At the same time, we have reduced our reliance on oak and adopted alternatives such as chestnut and walnut, helping to ease pressure on overused resources. Initial adjustments have already been made to selected Eames products.

When developing Mynt together with Erwan Bouroullec, we continued to explore sustainability at the level of product design. Composed of a limited number of durable, replaceable components, the chair is conceived for longevity and repairability. Research conducted with ETH Zurich indicates that it promotes nearly 50 percent more dynamic sitting than conventional office chairs.

On the Vitra Campus, the Doshi Retreat – designed by Balkrishna Doshi in collaboration with Khushnu Panthaki Hoof and Sönke Hoof – adds a new dimension. At a moment when external noise feels increasingly constant, it offers a space for reflection and contemplation.

The following report outlines the many decisions that have enabled us to make progress in 2025.

Nora Fehlbaum, Chairwoman of the Board – since 2026

Vitra is headquartered in Birsfelden (Switzerland) and operates production sites in Weil am Rhein and Neuenburg (Germany), Szombathely (Hungary), Turku (Finland) and for the Asian market in Sugito (Japan). The principal markets for Vitra are Europe, USA, Asia and Australia. The Finnish furniture company Artek has been part of the Vitra Group since 2013. Additional information about the company can be found at www.vitra.com .

The Doshi Retreat is a new structure on the Vitra Campus, made of forged and formed XCarb® steel, an innovative material with low CO_2 emissions, which is largely made from scrap steel and produced entirely with renewable energy.

The Vitra Campus as an emblematic location

The Vitra Campus in the heart of the border region between Switzerland, France and Germany is Vitra's main production site. The ensuing commercial interests are seamlessly integrated into the cultural identity of a location renowned for its architecture, with iconic buildings by leading architects. Home to the Vitra Design Museum and Schaudepot, the campus welcomed over 355,000 guests in 2025. Education is another important facet, embodied by the presence of the Baden-Württemberg Cooperative State University (DHBW) and its architecture programme. Ecological sustainability is a further cornerstone of the campus, manifested not only by a rich biodiversity with over 310 different plant species – many of them in the Oudolf Garten and the Miyawaki forest planting initiatives – or the green spaces comprising more than a third of the site, but also through the Circle Store, for example, where used Vitra products are given a second life in keeping with the principles of a circular economy.

Vitra is committed to reducing greenhouse gas emissions and applies circular economy principles in all business areas within its sphere of influence.

2030

- Vitra aims to reduce Scope 1 and Scope 2 emissions per unit of revenue by 65% compared to 2021, while reducing Scope 3 emissions per unit of revenue by 55% (Emissions intensity is estimated on the basis of 2024 sales volume).
- All newly introduced Vitra products aim for 100% recyclability and are designed to facilitate repair, reuse and refurbishment. A significant, year-on-year increasing amount of Vitra's revenue will come from Vitra Circle products (excluding accessoires) – contributing to resource conservation and low-carbon furtniture solutions.

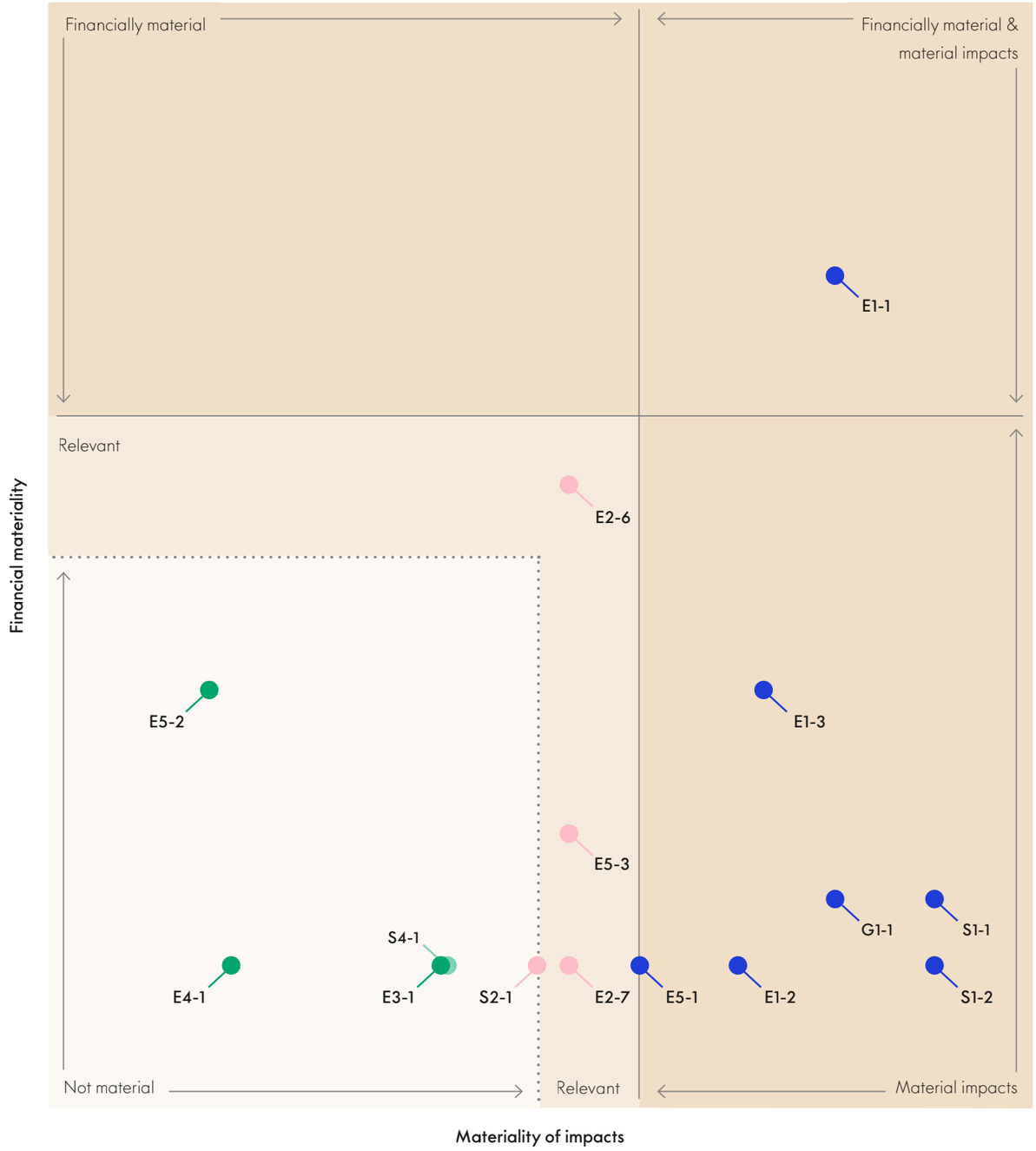
2050

- Furthermore, Vitra aims for net-zero emissions and has embedded the circular economy into all parts of the value chain: from material choice and product design to manufacturing as well as the offering of used and refurbished furniture.

Double materiality assessment

Responsibility towards the environment and society is an integral part of Vitra's business model and identity. The double materiality assessment (DMA) analyses the impact that Vitra has on society and the environment as a company (impact materiality – an "inside-out" perspective). It also identifies sustainability-related financial risks and opportunities to which Vitra is exposed (financial materiality – an "outside-in" perspective). Material topics were defined in all three core areas – environmental, social and governance (ESG). Double materialities were identified, particularly in the area of climate change. Vitra distinguishes relevant topics from material topics: material topics are also strategic core topics that are closely linked to our commercial, cultural and environmental objectives; relevant topics are actively addressed and managed by Vitra, but they remain below the materiality threshold.

Based on the guidelines of the EU Corporate Sustainability Reporting Directive (CSRD) and the underlying European Sustainability Reporting Standards (ESRS), Vitra conducted its first double materiality assessment (DMA) in 2023 as part of an interdisciplinary project. The DMA was implemented in accordance with the EFRAG Implementation Guidance from May 2024. The identification and assessment of these impacts, risks and opportunities (IROs) were carried out in collaboration with the project leadership and two expert committees from the environmental, corporate governance and social fields. The strategic relevance of the IROs was assessed in a workshop with Vitra's management. In future, a smaller-scale materiality analysis will be integrated into Vitra's annual risk and strategy process.



Not material:
- **E3-1** Water
- **E4-1** Direct drivers of biodiversity loss
- **E5-2** Resource outflows related to products and services
- **S4-1** Information-related effects for consumers and/or end users

Relevant but not material:
- **E2-6** Substances of very high concern (SVHC)
- **E2-7** Microplastics
- **E5-3** Waste
- **S2-1** Working conditions in the supply chain

Material:
- **E1-1** Adaptation to climate change
- **E1-2** Climate protection
- **E1-3** Energy
- **E5-1** Resource inflows incl. resource consumption
- **S1-1** Employment conditions
- **S1-2** Equal rights and equal opportunities
- **G1-1** Corporate culture

Products

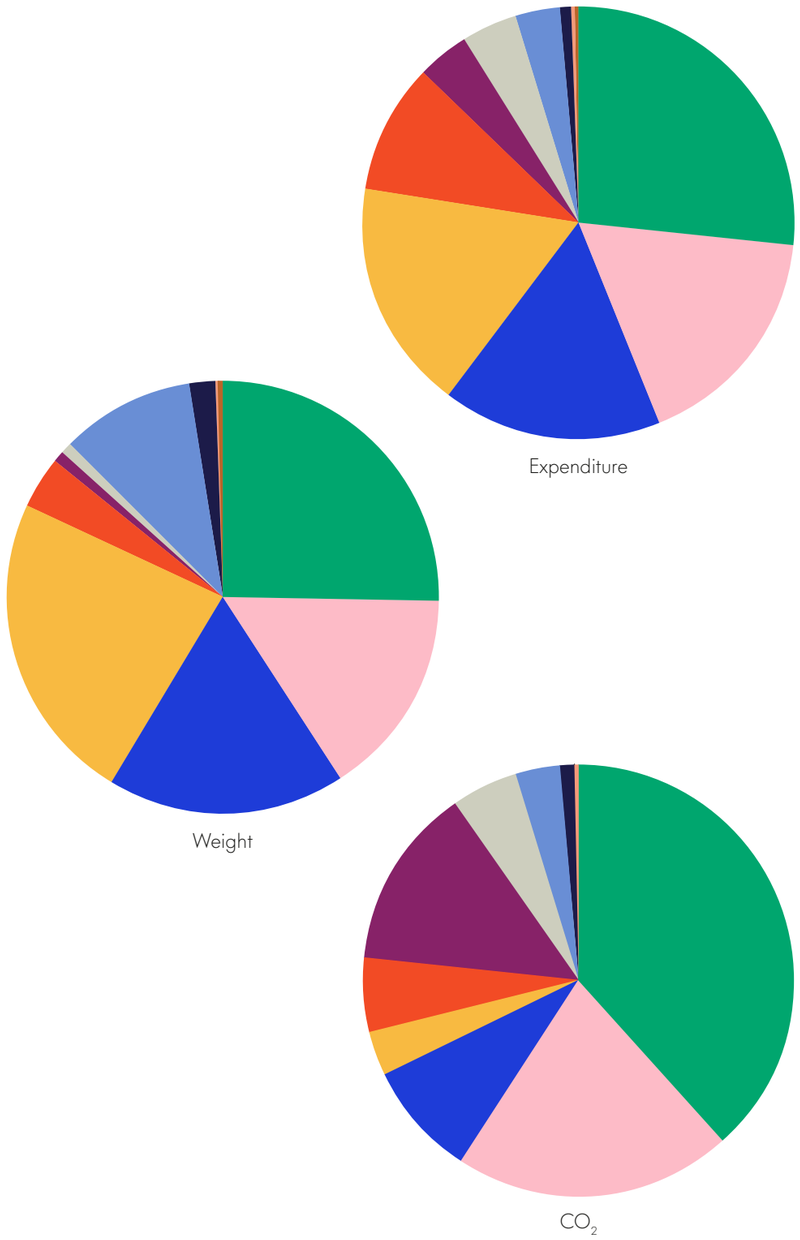
Materials

At Vitra, materials are a preeminent concern as their sourcing, processing and use in products constitute about 60% of the company's total CO_2 footprint (so-called Corporate Carbon Footprint, all scopes). That is why Vitra strives to use materials that have as low an environmental impact as possible. The ongoing development of the material portfolio is a central focus of the company's sustainability efforts. In 2025, the wood strategy was shifted to European timber and more environmentally friendly wood surface treatments. All virgin plastics are gradually being replaced by recycled or bio-based plastics.
The switch to chrome-free tanned leather, the increasing prevalence of fabrics made from recycled yarn or the use of mono-materials such as pure wool or natural materials such as cork are also part of the broader effort to further develop the materials utilised in Vitra products and their components.

Further information on materials can be found at www.vitra.com/sustainability.

More details on the Corporate Carbon Footprint from p. 28 in this report.

	Expenditure	Weight	CO_2e
Plastic	26.90%	25.48%	38.37%
Aluminium	17.14%	15.63%	20.99%
Steel	16.35%	17.75%	8.63%
Wood	17.39%	23.25%	3.29%
Textiles	9.50%	3.82%	5.38%
Leather	4.10%	1.01%	13.64%
Other*	4.11%	0.84%	5.00%
Paper and cardboard	3.26%	9.87%	3.41%
Glass/stone/ceramics	0.80%	1.82%	1.04%
Zinc	0.21%	0.15%	0.13%
Cork	0.25%	0.39%	0.11%



* "Other" materials include surface finishes, lamps and electronics.
In the carbon footprint, these were accounted for by extrapolation.

PLAY VIDEO

Watch the video to see what Vitra pays attention to when sourcing and processing wood.

V-Foam

Foams are a synthetic material filled with countless tiny air bubbles. Petroleum is an important raw material for their manufacture, which is why the price of foam products is linked to the price of crude oil. There are various types of foam, including flexible polyurethane foam, cold foam, composite foam, latex foam and rigid foam. The recycling of standard polyurethane foam is energy-intensive and uneconomical.

V-Foam was developed jointly by Vitra and BASF as the world's first commercially recyclable polyurethane foam. Polyurethane foam (PU foam) is a durable plastic material, produced from the chemical reaction between isocyanates and polyols. It is derived from fossil fuels and used extensively worldwide in the construction, furniture, automotive and packaging industries as well as the medical sector. Standard polyurethane foam hardens irreversibly when heated and cannot be subsequently reprocessed and reshaped. This made all previous recycling methods highly energy-intensive and limited the cost-effectiveness and opportunities for recycling.

V-Foam is 100% recyclable thanks to an innovative chemical process. It is converted into a new polyol in an energy-efficient procedure and can then be returned to the material cycle and used for new products. Vitra is gradually introducing V-Foam for all its upholstered furniture containing moulded foam.

PLAY VIDEO

Watch the video to discover how the world's first recyclable polyurethane foam came about.

Various foam-padded components for Vitra products.

The cell structure of V-Foam and the Mynt chair, which was one of the first products to be made with V-Foam.

Product development

Sustainable product development is complex: research, evaluate, experiment, discard and start over again. Materials, production methods, packaging, transport, recycling and waste disposal must be taken into consideration. These processes take slightly longer at Vitra as we believe the best solutions are never rushed. A comprehensive product development process and the Environmental Design Guide provide rigorous foundations for all product development and refinement at Vitra. They are intended to enable good design using sustainable materials and low-impact manufacturing techniques. The most important contribution Vitra can make to sustainability is to develop products with a longer-than-average lifespan. Every quality-produced product that is uninfluenced by fleeting trends is long lasting and therefore reduces the impact on the environment.

At Vitra, materials are continuously analysed, and production methods are monitored and evaluated by independent external institutions. If a new material or manufacturing method proves to be better for the environment, meets Vitra's quality criteria and upholds rigorous testing, products are executed in that material whenever possible. Sometimes changes and new developments are visible from the outside, and sometimes the changes happen within a product.

Snapshots from the development process for Mynt.

Vitra: Vitra pursues the goal of sustainable development in product development in three ways:

Materials

Vitra strives to use the most sustainable materials. These include recycled plastic, if it meets Vitra's stringent quality standards, as well as recycled leather, upholstery materials made from recycled polyester and chrome-free tanned leather. Vitra also conducts its own research into biomaterials, even though no suitable alternative has been found so far.

Longevity

Products should last as long as possible thanks to the quality of their construction and design – such as Vitra classics that can outlast generations of owners, allowing the company to grant warranty periods of 10 or 30 years. But some contemporary products have also been on the market for more than two decades now and have earned the status of sought-after classics.

Closed loop

Vitra products should be fully recyclable wherever possible. With designs made from mono-materials, this is a question of the right material composition and the organisation of a take-back and recycling programme. For multi-component products such as office chairs, the task is more complex, but a solution has already been found with ID Cloud: the structure must be composed of a limited number of parts made from materials that are easy to separate.

Innovations

Material and product innovations are Vitra's contribution to the development and advancement of sustainable practices in the furniture industry. They reflect a commitment to designing products that challenge conventional mindsets and engineering methods, while simultaneously making existing products even better. Their goal is to achieve solutions better targeted towards customer requirements.

1988
- Conversion to CFC-free polyurethane foam

1991
- Solvent-containing adhesives replaced by dispersion adhesives in upholstery applications

1993
- Production of the Eames Shell Chair in fibreglass is discontinued for occupational safety and environmental reasons

1999
- Exclusive use of TGIC-free coating powder on all Standard chairs and the Airline seating system
- Production of Eames Shell Chair resumed with seat shells newly available in recyclable polypropylene

2001
- Acquisition of the first powder coating system for MDF furniture in Germany to optimise material consumption

2008
- Blue Angel certification for MedaPal, the first office swivel chair in the world to earn this label. Additional models are continuously being certified

2009
- Conversion to Cr(VI)-free surfaces for 80% of all screws and bolts

2011
- Tip Ton is awarded the Good Design Award 2011; chair is 97% recyclable

2014
- Renewed production of the iconic Landi Chair made of aluminium consisting of 76% recycled material, and which is 100% recyclable

2018
- Relaunch of Eames Shell Chairs made of fibreglass using a high-tech production process based on a closed system, which inhibits emissions of styrene vapours and fine glass dust. Production waste is minimised; the shells can be recycled in the cement industry at the end of the product's life

2019
- New options introduced to replace parts of the Fiberglass Chairs and Plastic Chairs, along with the launch of a take-back programme to properly recycle the chairs

2020
- Introduction of Tip Ton RE and Toolbox RE as the first Vitra products made from recycled plastic (sourced from German household waste collected in the "Yellow Bag" system)
- Launch of Leather Premium F, which uses an eco-friendly tanning agent extracted from olive tree leaves

2021
- Introduction of the ID Cloud office chair, which is 100% recyclable, thanks to the PU-foam-free seat cushion and other revised components
- Replacement of the MDF boards for the side and back panels of the entire Alcove product family with organic fibreboards

2022
- Launch of the HAL RE chair with seat shells made of recycled plastic obtained from household waste
- Introduction of the environmentally friendly upholstery fabric Laser RE, which is made from recycled polyester
- Update of the Repos and Grand Repos armchairs to include removable covers and an inner structural frame made of recycled plastic

2023
- Launch of the ACX office chair, which contains as much as 60% recycled material depending on the model and is up to 100% recyclable
- Introduction of the desk pad Repad made from bonded leather: a recycled material comprising remnants from Vitra's furniture production

2024
- Transition of Eames Plastic Chairs to 100% recycled post-consumer plastic, which in turn is 100% recyclable
- Introduction of the Anagram Sofa and the upholstered Mikado chair, whose components can be easily repaired and replaced and whose materials are not glued or encased in foam to allow correct disposal and recycling

2025
- Introduction of the Mynt chair, whose few components can be easily repaired and replaced
- Switching wood procurement to European timber; environmentally friendly surface treatments
- Conversion of the plastic products Uten.Silo RE and Eames Elephant RE to recycled post-consumer material
- Introduction of V-Foam, developed by Vitra and BASF as the world's first commercially recyclable polyurethane foam

Compliance

In-house testing standards and certificates

Vitra carries out a variety of tests on its products to simulate 15 years of use and verify their durability. The products are also certified by independent institutes. There are many national and international labels for products and components related to health, safety or environmental impact. Through a targeted selection of certificates, Vitra aims to comprehensively and systematically address quality, safety and sustainability aspects in order to meet diverse market requirements.

Product certificates can be viewed on the respective product pages at www.vitra.com .

Use of chemicals

In addition to adhering to a range of certifications and product tests, Vitra upholds strict practices for the responsible handling and use of chemicals. Substances of high concern (SHC) and substances of very high concern (SVHC) are proactively avoided during the product development process. An internal blacklist defines materials and substances that may not be used, often going beyond regulatory requirements and eliminating problematic chemicals even before respective regulations come into force. Thanks to intensive dialogue with suppliers, Vitra is able to continuously improve its efforts to avoid substances of concern and prevent their use. This also helps to minimise potential risks, such as the possible release of microplastic particles. Vitra's suppliers must confirm that the materials and components employed by Vitra are free from chemicals listed in the EU chemicals regulations REACH (Registration, Evaluation, Authorisation and Restriction of Chemicals) and POP (Persistent Organic Pollutants), the RoHS (Restriction of Hazardous Substances) directive and the German Chemicals Prohibition Ordinance.

Quality and safety:

GS seal (Tested Safety)
The GS seal is awarded to products that comply with German product safety regulations. The certification ensures that a product is safe to use and evaluates its components for potential health risks. It covers electrical safety, use of chemical and hazardous substances, ergonomics and noise as well as an evaluation of the manufacturer's production facility. The majority of Vitra products bear the GS seal, with the exception of sofas and accessories.

BIFMA
The North American counterpart to the European GS seal guarantees the safety, durability and sustainability of furniture at high levels of quality. Products that are relevant for the North American market are subject to BIFMA certification.

Ergonomics
The Ergonomics Approved certification is granted by various organisations worldwide to ensure the ergonomics of products, processes and services. It verifies that the assessed products and processes meet ergonomic standards and thus contribute to the health, safety and well-being of users. The certificate is particularly relevant for work environments.

Sustainability:

GREENGUARD Gold
The internationally recognised GREENGUARD label was developed in 2001 by the "GREENGUARD Environmental Institute" with the aim of protecting human health and quality of life by reducing exposure to pollutants and improving indoor air conditions. GREENGUARD Gold-certified products can contribute to the environmental certification of buildings. Vitra's most important products are certified according to the GREENGUARD Gold standards.

EPD
An EPD – environmental product declaration – is a report based on a life cycle assessment (LCA). It is used to communicate information about a product's potential impact on the environment. The declaration indicates what a product is made of and how it affects the environment throughout its life cycle, from raw material extraction to disposal. EPDs are issued in accordance with the ISO 14040/14044, ISO 14025 and EN 15084 standards. Vitra produces EPDs for its most important products.

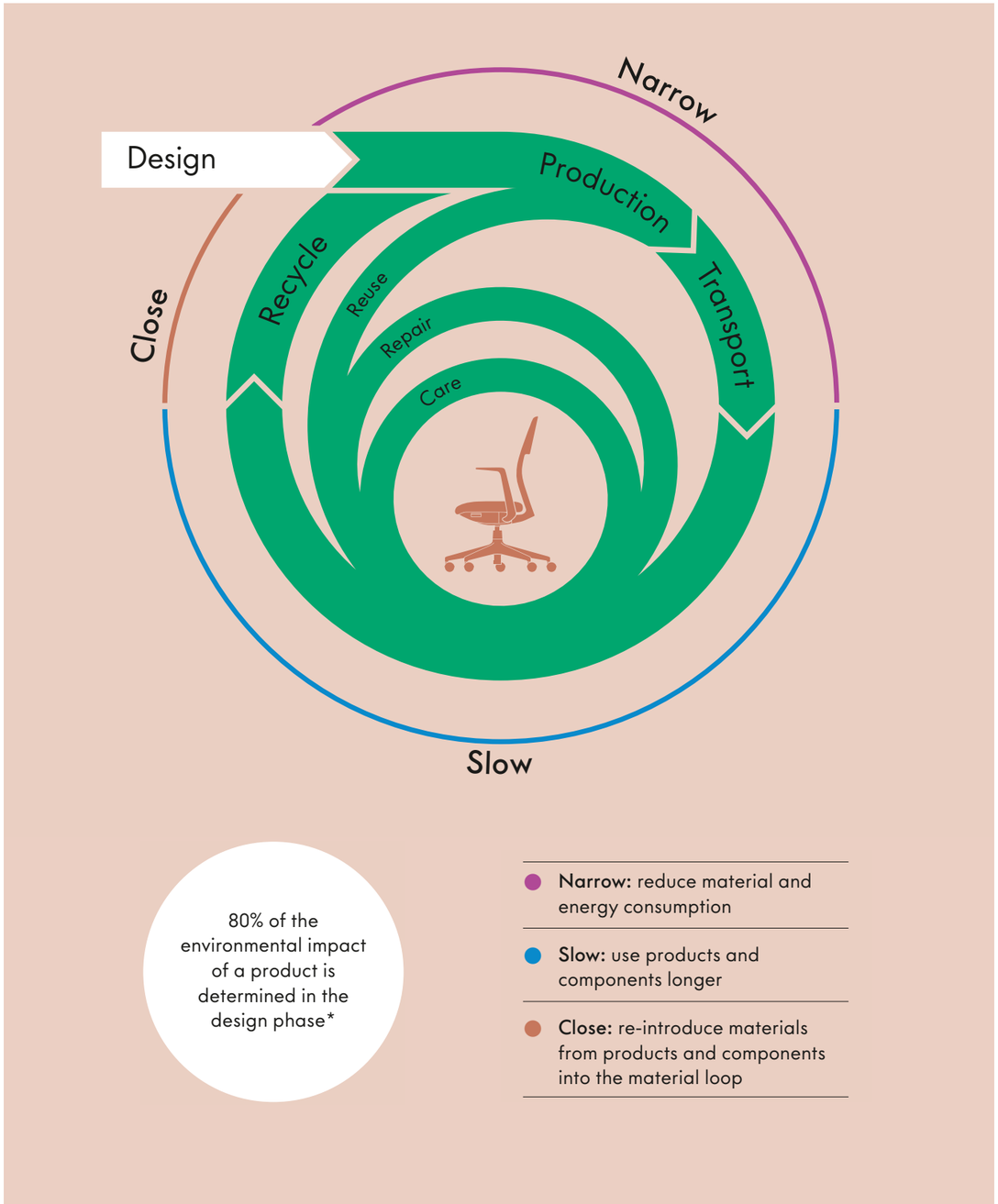
FEMB Level
The Level certificate was developed according to the European Federation of Office Furniture (FEMB) sustainability standard for office and contract furniture, and also takes into account the American ANSI/BIFMA e3 standard. Level is a multi-dimensional standard that assesses the ecological and social responsibility of furniture products. The certificate ensures transparency and helps companies and consumers to select environmentally friendly office furniture. Vitra certifies the most important furniture groups according to FEMB Level.

Circular economy

Vitra aims to apply circular economy principles in all business areas within its sphere of influence. By 2030, all newly introduced Vitra products should be 100% recyclable and designed for repair, reuse and refurbishment. A significant, year-on-year increasing share of Vitra's revenue is generated with Vitra Circle products (excluding accessories) – resource-efficient and low CO_2 furniture. By 2050 the circular economy should be embedded into all areas of the value chain: from product design, material selection and manufacturing to the offering of used and refurbished furniture.

The transformation to a circular business model does not just mean using environmentally compatible materials, achieving the maximum degree of recycling or employing renewable energies for production. It is also about extending the life cycle of things as far as possible: the longer we use a piece of furniture, the better – whether in private homes or business settings.

The creation of circularity begins in the design process, long before products are manufactured. Approximately 80% of the environmental impact of a product* is determined by the decisions made during the development phase: will mono-materials or composites be used? Are recycled materials suitable? Can the parts be easily repaired and replaced? Vitra focuses on the circularity of its products when answering these and many other questions. Once a product has been developed, it goes into production. Resources should be limited to just what is necessary: for the procurement of materials and components, for production with energy-efficient systems and renewable electricity, and for optimised transport. Once a product reaches the customer, it should last as long as possible. Appropriate care instructions and, if necessary, a well-functioning repair service, the availability of spare parts and the possibility of renewing the product life through reconditioning and reuse help to achieve this. And when a product has reached the end of its life, it should be possible to easily separate its components in preparation for recycling or disposal.



*McAloone, T. C., & Bey, N. (2009). Environmental improvement through product development: A guide. Danish Environmental Protection Agency.

Vitra Circle

Every year, millions of tonnes of discarded furnishings end up as bulky waste in industrialised countries, even though they could still be used. The Vitra Circle initiative facilitates the sale of used furniture and accessories for both private and business customers. Closely tied to repair and service activities, the Vitra Circle initiative aims to extend the life cycle of products. The Vitra Circle Stores serve private end customers, while Vitra Circle for Contract caters to businesses. The concept is a key part of Vitra's transformation toward a circular economy model. Vitra gives numerous pieces of furniture a second life through its Circle Store and Circle for Contract initiatives – and by using Vitra Circle products, CO_2 emissions can be reduced by up to 90% compared to new items.*

In the Vitra Circle Stores in Brussels, Amsterdam and on the Vitra Campus in Weil am Rhein, private customers can purchase used Vitra products. Sourced from various contexts, such as exhibitions, photo shoots, sample collections and events, they are tested for functionality and repaired if necessary so that a renewed product warranty can be granted.

The Circle for Contract closed-loop model is aimed at business customers and comprises Vitra's range of used and reconditioned furniture for offices and public spaces. Interior furnishing projects with Vitra Circle products are not only interesting from a sustainability perspective but also for economic reasons. They are refreshingly different and can help companies express their corporate culture and values – especially in the area of sustainability.

Further information on Vitra Circle Stores and Vitra Circle for Contract can be found on our website or on social media, e.g. LinkedIn.

* Approximate calculation based on the material composition of the product and its spare parts. Other life cycle phases are simulated. Results in line with other studies on the CO_2 footprint of reconditioned products.

PLAY VIDEO

What exactly is Vitra Circle for Contract? See for yourself in the video.

Customers can find a colourful and varied selection of used Vitra products in the Vitra Circle Stores.

Products are repaired if necessary before being resold through the Circle for Contract initiative.

vitra. circle

People

Vitra as an employer

An inspirational work environment

Vitra is committed to providing flexible and enriching working conditions for all employees, with future-oriented offices at all locations. The benefit programme "Enjoy working at Vitra" focuses on family and career, health, sustainability and personal development. The company canteens with subsidised, increasingly vegetarian and vegan menus made from regional, seasonal ingredients promote healthy eating. E-bikes are available for use between locations along with corresponding charging stations, and Vitra offers communal sports activities, team events and an employee garden on the Vitra Campus.

Vitra encourages social interaction even outside of working hours, providing reduced admission to cultural activities for employees and their families. The cafeterias are designed as lively places of communication, where people come together during staff parties, visits to the museum, Vitra Campus Night concerts or family trips to the campus on Sundays for coffee and cake at the VitraHaus Café.

Destination Workplace

Vitra is convinced that offices should be a destination where teams come together and experience corporate culture. At the same time, there are many tasks that can be performed remotely. With this in mind, the "How to Work Better" framework defines so-called work types, which take the individual responsibilities of each employee into consideration and determine the needs of the different styles and locations of work. And with the workation option – the combination of holiday and work – up to four additional weeks of remote work can be taken each year.

The Vitra Campus is also a meeting place for Vitra employees in their leisure time.

Ø 12

years is the average length of service.

Figures in years	2020	2021	2022	2023	2024	2025
Average length of service	11.1	11.2	11.1	11.2	12.0	12.1

Diversity is valuable

At Vitra, specialists of all genders and educational backgrounds contribute their expertise to a wide variety of tasks. Drawn from across the globe, the Vitra workforce includes employees from 58 different nationalities – 10 more than the previous year – with 44 countries represented at the sites in Germany and Switzerland. Colleagues from multiple generations collaborate on strategic and operational projects, supporting one another by bringing their individual strengths to the table. There are clear and straightforward rules for multilingual communication.

Vitra is convinced that the best results are achieved through team work, collaborating with colleagues of diverse education or training, backgrounds and interests. The goal is to allow for differences, while emphasising the uniting characteristics. Shared interest and curiosity with regard to the company's cultural engagement is a foundation for Vitra's corporate success. To promote identification with Project Vitra, employees can regularly take part in activities related to the themes of design and architecture.

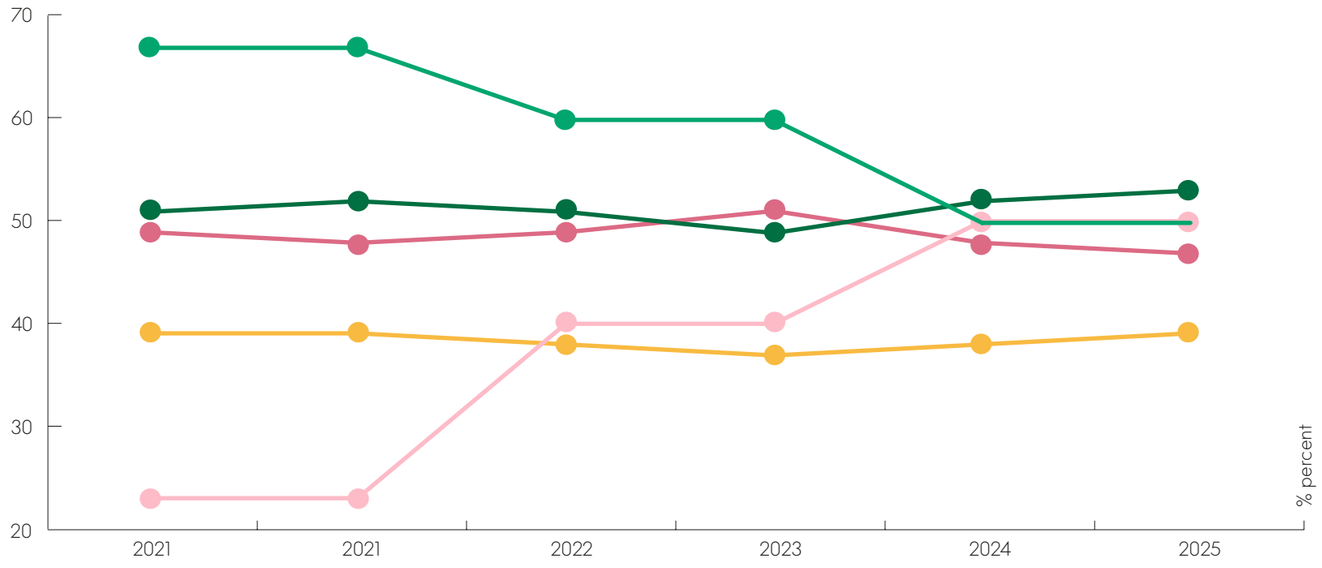
50/50/0
Group Management ratio
m/f/x

39%
Women in
leadership roles

47/53/0
Employees ratio
m/f/x

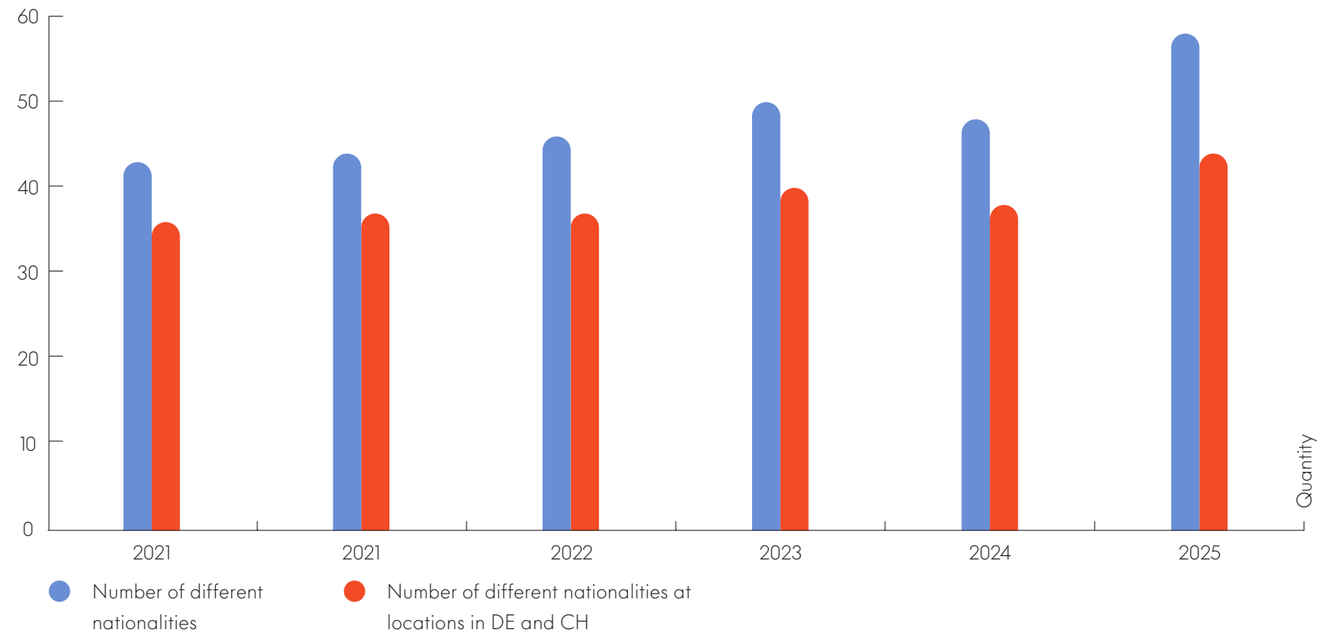
58
Nationalities
at Vitra

Diversity figures based on gender*



*2025 no persons recorded as gender diverse in the system

Number of different nationalities at Vitra



Education and training

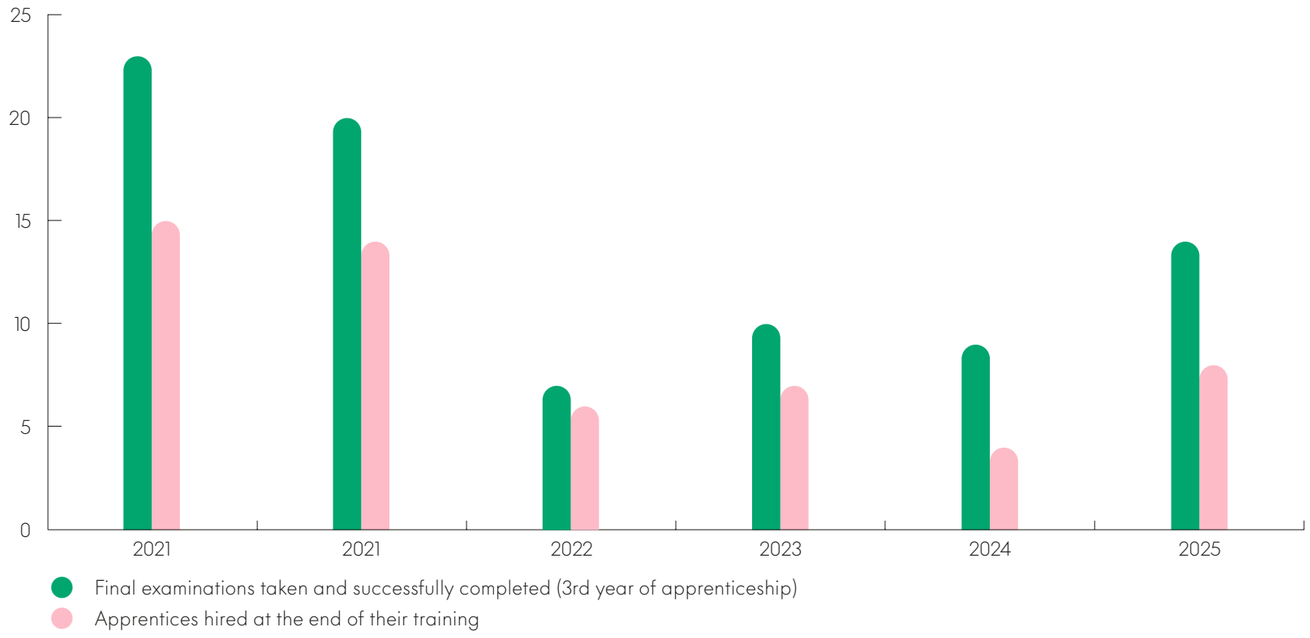
Vitra prioritises training and promoting young talent: in 2025 the company employed 37 apprentices and students in 19 different vocational programmes. Of those who took their final exams in 2025, the pass rate was 100%. The rate of successfully completed apprenticeship and dual education programmes was 100% overall.

Over 57% of graduates opted for a professional future with Vitra. The retention rate is thus almost 13% higher than in the previous year. The rate depends on Vitra making an offer and on decisions by the graduates – for example rejecting the offer of employment or the wish to pursue further study.

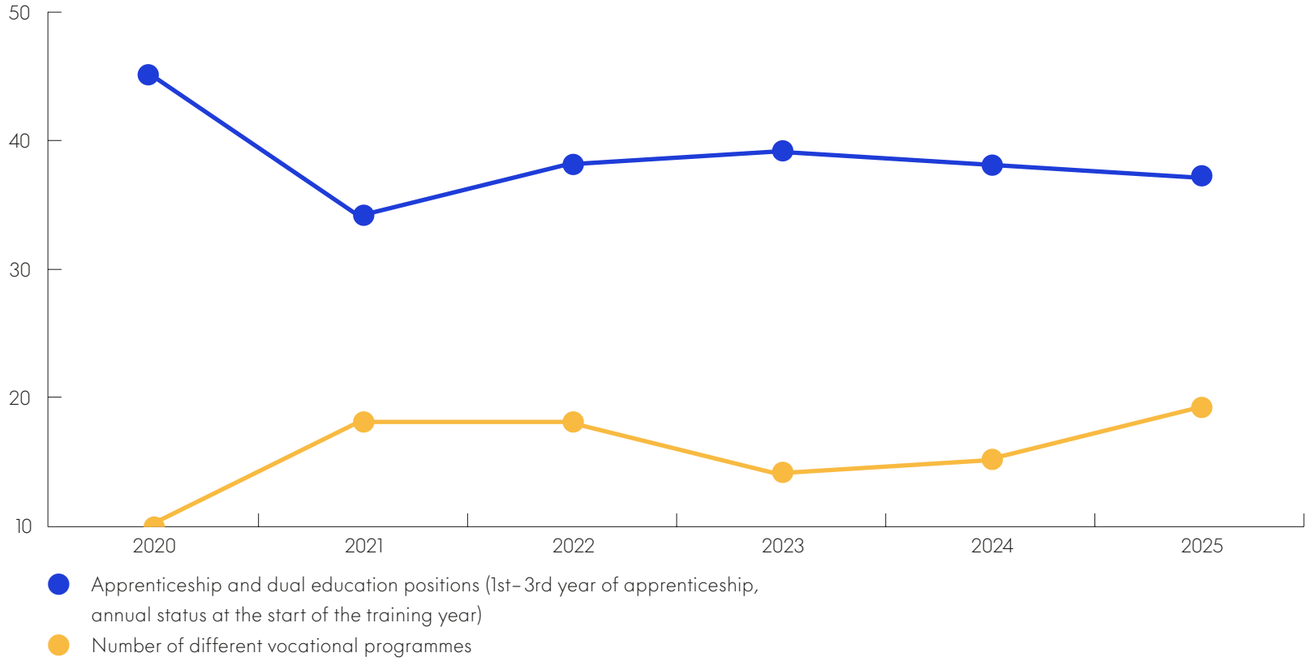
100%
successfully completed apprenticeship and dual education programmes

37
apprentices and students

People in training at Vitra



Completion and retention rates



Staff development

The continuous professional development of employees is a priority for Vitra. It is promoted through annual feedback discussions as well as an in-house training department, which offers a wide range of product and skills training – both legally required and supplementary – in face-to-face courses or e-learning programmes. Vitra has digitalised business processes and uses advanced IT systems accompanied by specialist training to ensure their efficient use.

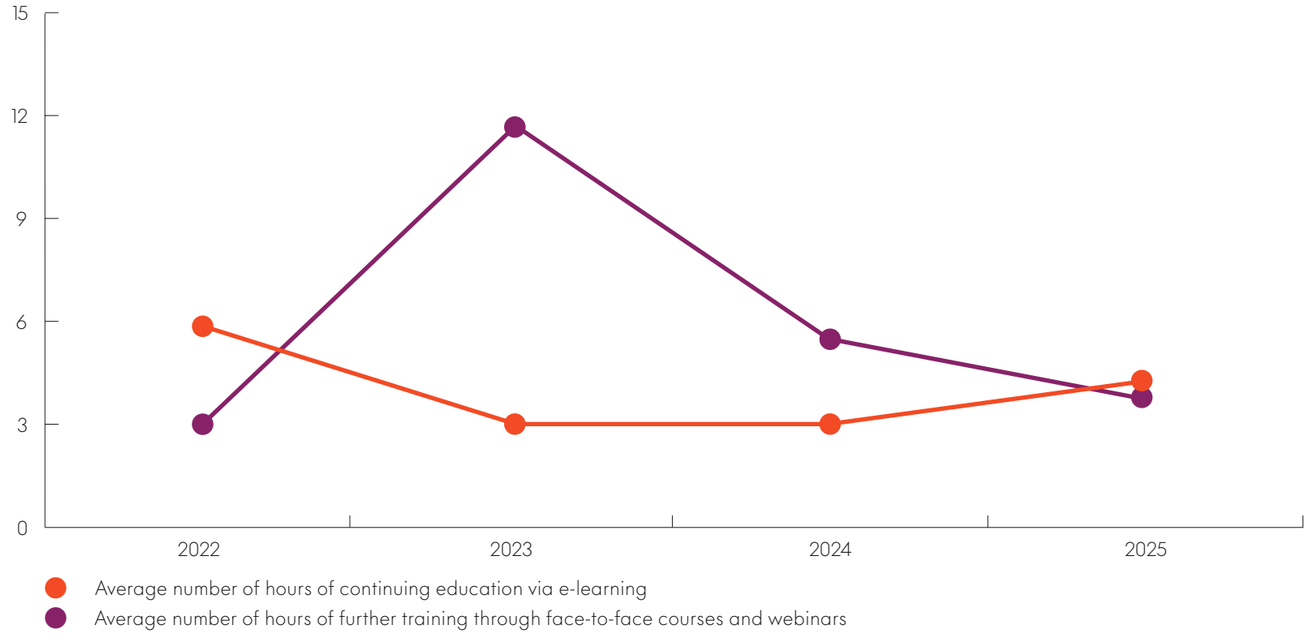
In 2025, employees received an average of 13.4 hours of training through learning formats organised and initiated by Vitra's own Academy. The share of e-learning was for the first time greater than that of face-to-face formats.

In 2025, the "Vitra GROW" programme was launched to provide new internal development opportunities. For shop floor employees, the "Future Fit@Vitra" programme offers the chance to acquire valuable skills for their professional and personal lives – even without formal vocational qualifications – thereby promoting greater integration and participation. Following its introduction in 2024, the "Mentoring Programme" once again brought together six cross-team tandems with varying levels of professional experience to work on individual development goals in 2025. The learning programme "Working out Loud" also supports personal development, while job-shadowing opportunities allow employees to look beyond their own role.

Thanks to professional talent and succession management, in 2025 Vitra was able to fill 50% of newly vacant positions in the global leadership team with internal talent. To promote exchange within the organisation, all managers are part of a network. Through this initiative, 150 participants were trained in short module units over a total of four hours on various topics. 48 managers took an average of at least 14 hours of additional individual training.

Vitra aims to support employees in all stages of their professional and personal lives: a life-phase model addresses important events and transitions such as becoming a parent, bereavement, prolonged illness or caregiving. Internal specialists have received further training in these areas, and external psychological counselling options are also available.

Average training duration in online and face-to-face formats



Information on specific training formats	2022	2023	2024	2025
Vitra GROW – targeted multi-year development programme for administrative employees	/	/	/	51 people Ø 40 h
FutureFit@Vitra – measures to promote the future readiness of employees in production and logistics	19 people Ø 46 h	17 people Ø 66 h	25 people Ø 22 h	26 people Ø 22 h
Mentoring – exchange and support for the individual development of employees	/	/	6 tandems* Ø 12 h	6 tandems* Ø 12 h
Working out Loud – modern learning method in small groups to achieve individual development goals	/	/	37 people Ø 12 h	9 people Ø 12 h
Module units for managers	/	/	200 people Ø 6 h	150 people Ø 4 h
Dedicated management training	21 people Ø 24 h	34 people Ø 10 h	47 people Ø 14 h	48 people Ø 14 h

* Completed mentoring

Facts and figures

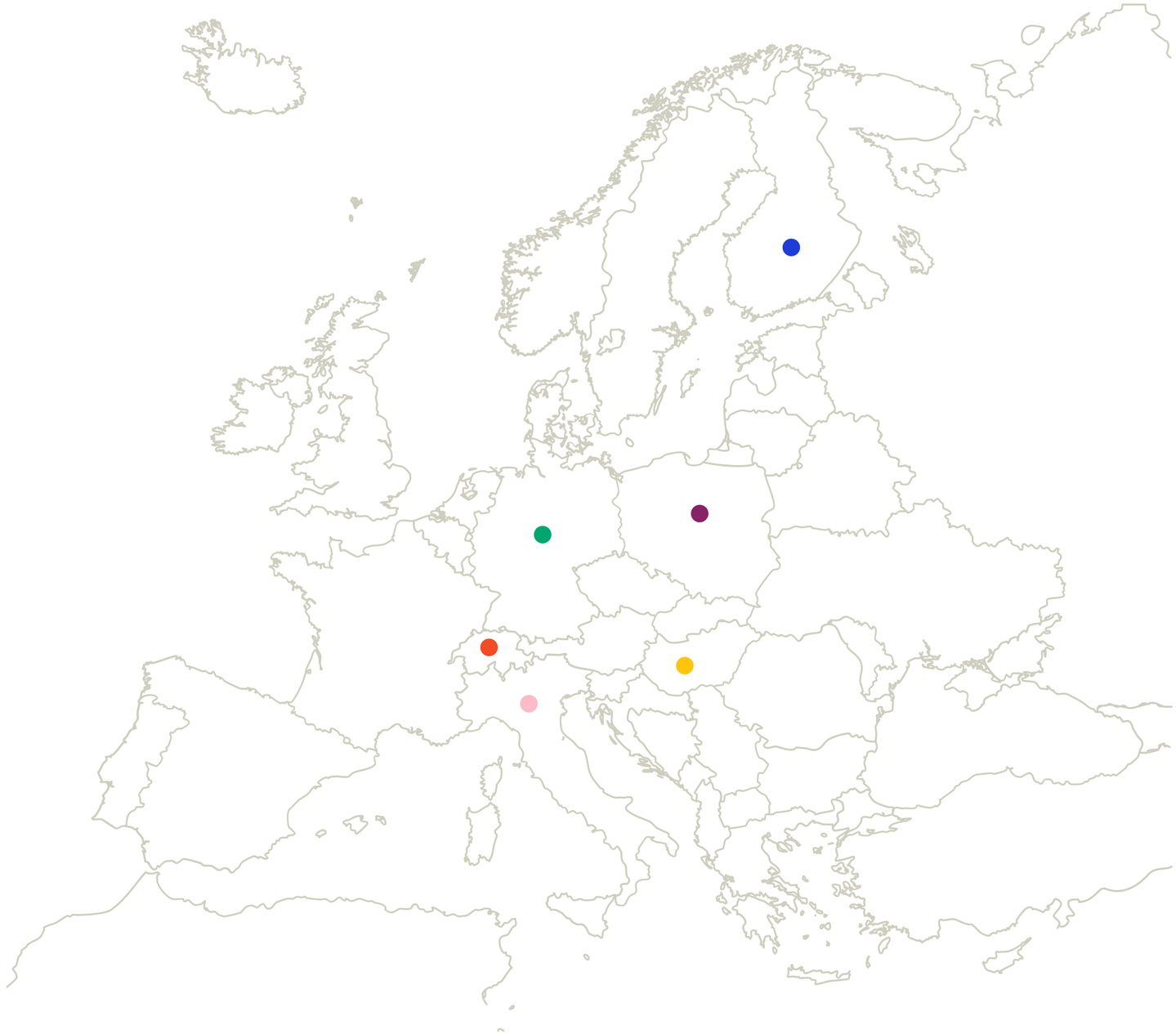
12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Sourcing

Thanks to its geographical proximity to the production sites, Vitra maintains short transport routes and ensures that the purchased materials are manufactured in accordance with strict EU legislation on human rights and environmental standards. To optimally support key partners, Vitra conducts an annual sustainability assessment with the aid of a questionnaire, the results of which are validated on-site through audits as required.

The following statements relate to the evaluation of direct procurement from Vitra's suppliers: in 2025, almost 44% of purchased materials and components were sourced from suppliers in Germany, while nearly 98% originated from suppliers within Europe. More than 98% of suppliers are also based in Europe.

Analysis of production origins based on long-term supplier declarations shows that the country distribution of purchased materials largely corresponds to the actual locations of production. According to these declarations, more than 94% of purchased materials were manufactured in Europe. Vitra also expects all non-European suppliers to confirm and comply with relevant requirements such as the Supplier Code of Conduct or the EU chemicals regulation REACH.



	Relative number of suppliers	Share of direct procurement	Production origin
Germany	50%	44%	33%
Italy	12%	28%	27%
Finland	9%	4%	4%
Hungary	6%	3%	8%
Switzerland	4%	1%	1%
Poland	4%	11%	11%
Rest of Europe RO, CZ, CH, GB, SI, DK, PT, NL, EE, FR, AT, ES, SE, LV, BE, IE, LT, SK	13%	7%	9%
Rest of the world CN, JP, TW, US, HK	2%	2%	6%

Total may vary slightly from 100% due to rounding.

Suppliers

Supplier diversity

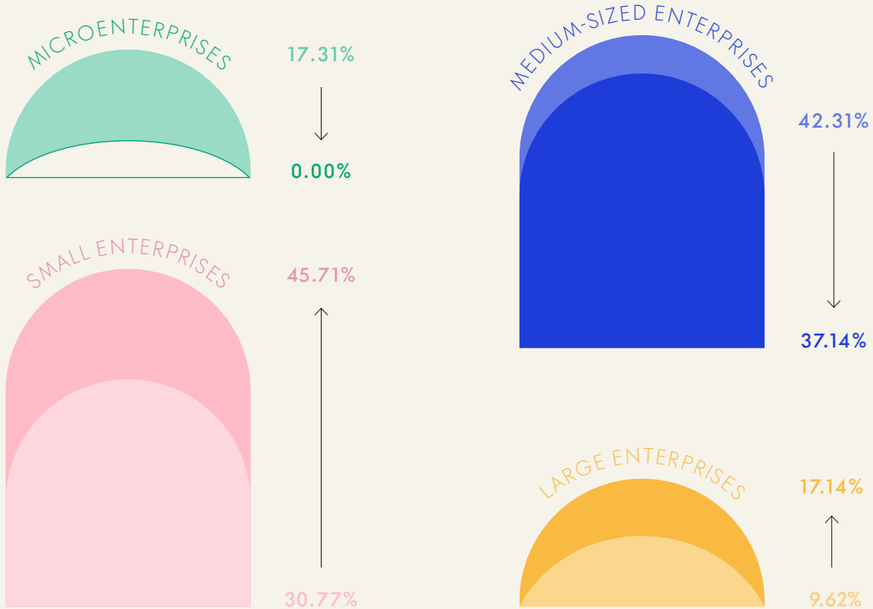
Vitra promotes partnerships with small, owner-managed and locally based companies from a variety of countries, thereby strengthening diversity in the supply chain. Whenever possible, Vitra also considers qualified companies that are managed or majority-owned by individuals from traditionally underrepresented social groups to promote inclusion. This includes, for example, women, people with disabilities, the LGBTQ+ community and ethnic minorities.

Supplier's Code of Conduct

The aim of the Code of Conduct is to ensure that social and environmental standards are observed. It is therefore based on the conventions of the International Labour Organisation (ILO), the Universal Declaration of Human Rights, the UN Conventions on the Rights of the Child and on the Elimination of All Forms of Discrimination Against Women, the UN Global Compact and the OECD Guidelines for Multinational Enterprises. In addition to these, all applicable national and international laws and regulations as well as industry minimum standards must be complied with. Precedence is given to the most stringent requirements. Via a whistleblowing platform, Vitra offers the opportunity to report risks and irregularities anonymously.

Vitra's high-quality standards can only be achieved by working closely with its suppliers, which is why the company establishes a relationship based on trust from the very beginning of every partnership. Good business practices and corporate responsibility are combined with the social and environmental aspects of sustainability to form the pillars of all collaborative efforts. Concrete steps include the communication of relevant criteria during the onboarding process and other measures such as an annual supplier assessment. All relevant information for suppliers can be found at www.vitra.com/page/supply-chain-management-confirmed-partners.

Overview of supplier diversity, measured in terms of the number of employees



Size category	Persons employed	Percentage of total – 2024	Percentage of total – 2025
Microenterprises	< 9	17.31%	0%
Small enterprises	< 49	30.77%	45.71%
Medium-sized enterprises	< 249	42.31%	37.14%
Large enterprises	> 249	9.62%	17.14%

A structured supplier survey was conducted among A and B suppliers, who account for 95% of total direct procurement. At the time of 2024 evaluation, a participation rate of 40% was reached. In 2025, a participation rate of 43% was achieved. There is a 17% agreement in responses compared with the previous year. Assessment of size classes according to the German Federal Statistical Office (DE).

Production

Production facilities and occupational safety

Vitra is headquartered in Birsfelden (Switzerland) and operates production sites in Weil am Rhein and Neuenburg (Germany), Szombathely (Hungary), Turku (Finland) and for the Asian market in Sugito (Japan). The Vitra Campus in Weil am Rhein is – in addition to its functions as a place for the presentation of design and architecture, a social meeting point and a point of sale and product advice – Vitra's central production hub. Over the years, many measures have been implemented at the company's production sites in favour of the environment and a responsible approach to resources. Examples include fitting buildings with photovoltaic systems, replacing lighting or using more efficient machines to reduce material wear.

To ensure occupational safety, the relevant guidelines are implemented at all workplaces and their compliance is regularly confirmed by an external audit. Since 2011, the Berufsgenossenschaft Holz und Metall has certified us with the quality seal "Sicher mit System" as having a valid and effective occupational safety system.

Processes

Vitra has a certified integrated management system to verify and continuously improve product and process quality, environmental aspects and health and safety in the workplace. Vitra's quality management system has been certified in accordance with ISO 9001 since 1993. The environmental management system was first certified according to EMAS in 1997 and ISO 14001 since 2000.

In addition to the internationally established company certification procedures for quality (ISO 9001) and environmental management (ISO 14001), Vitra also undergoes annual audits for responsible business conduct. And through internal processes and employee training, Vitra ensures that all legal requirements regarding corruption, security and data protection are upheld.

Many steps in the production of the Eames Lounge Chair are carried out by hand.

Logistics

Packaging

Packaging is an integral part of Vitra products and must protect them throughout the entire supply chain. Where possible, mono-materials (no composites) and as few different materials per packaging as possible are used. Preference is given to the use of renewable and/or recycled raw materials that are also reusable and/or recyclable. This packaging is not necessarily plastic-free, but has a lower environmental impact when considering the value chain as a whole. The use of plastic packaging made from mono-materials can indeed be worthwhile, for example, if it reduces the risk of damage or lowers transport costs. Vitra has developed a Sustainable Packaging Guide for the redesign of its packaging, which assesses the environmental impact of individual packaging elements throughout the entire life cycle.

To achieve greater sustainability despite the use of plastic, Vitra has reduced the thickness of the 100% recyclable plastic film and employs plastic film with recycled content.

The ideal packaging system is developed for every product.

Transport

For Vitra's inbound logistics, lorry dimensions are selected according to the materials being transported. Where possible, round trips are used to return materials and transport aids to their point of origin in order to avoid unnecessary journeys. Outbound logistics are organised into planned routes with optimally utilised load space. Overseas transport is handled through sea freight and in exceptional cases, by air freight. Special transports are avoided whenever possible. Vitra is continuously testing different transport alternatives, particularly in the area of e-mobility, and strives to constantly improve its logistics processes. Vitra is also investing in the expansion of its own infrastructure to promote electromobility. Thus, after the EV charging stations for cars, the first charging stations for lorries can now also be found on the Vitra Campus.

Working with platform-based logistics service providers brings transparency to logistics flows: Vitra knows which inbound transport volumes and types are being processed where – and has a detailed data structure for evaluating carbon emissions. This enables precise calculation of fuel consumption by kilometre, transport and vehicle category. Vitra is using this information to launch targeted fuel-reduction initiatives, currently as part of a pilot programme for outbound goods that aims to achieve global transparency of transport flows.

In 2025, three charging stations for electric lorries were installed on the Vitra Campus.

Energy efficiency

Vitra is a founding member (2007) of the Deutsche Gesellschaft für Nachhaltiges Bauen (DGNB – German Sustainable Building Council). Each new building constructed by Vitra is equipped with the latest building technology. Vitra has been sourcing all of its electricity for the production sites in Weil am Rhein and Neuenburg from hydropower since 2008, and for the company's headquarters in the Swiss town of Birsfelden since 2016. Since 2024, the Finnish production site has also been supplied with 100% renewable electricity. Photovoltaic systems on the roofs of the production buildings and some office buildings additionally generate solar power. Measures are continuously implemented to increase the energy efficiency of buildings and plant as well as to reduce greenhouse gas emissions. Regular audits in Germany and Switzerland confirm compliance with energy efficiency requirements in the buildings. Here is an overview of the main optimisations over the past three decades.

2001
- Installation of a solar power system with an output of 47.52 kWp on the Vitra Campus

2008
- Expansion of the solar power system on the Vitra Campus
- Installation of a solar power system with an output of 120 kWp at the Neuenburg site

2009
- Installation of a geothermal heat pump for heating and cooling the VitraHaus
- Conversion to a recirculating ventilation system in the foaming plant's glue booth
- 100% hydroelectric power at the Weil am Rhein and Neuenburg sites

2010
- Installation of a combined heat and power unit that generates 50 kWp of electric power and 100 kWp of thermal power

2011
- Daylight-dependent lighting control at the Weil am Rhein site

2012
- New building in Weil am Rhein equipped with a photovoltaic system (output: 436 kWp).
- LED technology adopted for outdoor lighting
- Installation of a photovoltaic system at the company headquarters in Birsfelden (output: 376 kWp)
- Energy-efficient modernisation in connection with expansion of foaming plant

2013
- Installation of a new refrigeration dryer

2016
- Electricity generated from 100% hydropower at the company headquarters in Birsfelden

2018
- Installation of an EV charging station on the Vitra Campus
- VitraHaus and an additional factory building converted to LED
- New heating system and replacement of window facade on west face of one factory building for more efficient thermal insulation

2019
- Optimisation of energy efficiency in various buildings through LED lighting and new windows

2022
- New solar installations on two buildings, solar power capacity increased by 18%
- More than 80% of the electricity consumed by Vitra is from renewable energy sources

2023
- Thanks to connection to the Weil am Rhein district heating network, 25% of the Vitra Campus's heating energy is CO_2-neutral and approximately 50% comes from renewable energy sources

2024
- Conversion of the Finnish production site to 100% hydropower in Turku; this means 100% renewable electricity at all European production sites
- Installation of a 142 kWp solar power system at the Vitra Center
- Expansion of district heating network to supply even more buildings with predominantly renewable heat, covering 33% of total heat demand

2025
- Installation of an EV lorry charging station on the Vitra Campus
- Further conversion of lighting to LED, including street lighting on the Vitra Campus
- 63% of the total heat demand on the Vitra Campus comes from CO_2-neutral district heating

Optimierte Energieeffizienz – Klimaschutz konkret – act-schweiz.ch

DGNB
Deutsche Gesellschaft für Nachhaltiges Bauen
German Sustainable Building Council

Energy data

The heat supply of Vitra's production sites is to be converted into renewable or regenerative sources wherever feasible. Since 2023, a large part of the main production site, Vitra Campus, has been supplied with district heating as a renewable and CO_2-neutral energy source – the network has been expanded since then, making it possible to eliminate heating oil as a source of heating and reduce gas consumption. As a result of the ongoing conversion of the fleet to electric models, the fuel figures show a decrease in fossil fuel consumption and an increase in electricity. In 2024 the Finnish production facility was converted to green electricity. Since that time, the electricity required for production at the European production sites has been 100% green electricity. Photovoltaic capacities are being continuously expanded, which explains the rising figures for self-generated and self-consumed electricity. The following table shows the energy consumption of Vitra's European production sites and its global business fleet:

		2022			2023			2024			2025		
		Quantity	Unit	$CO_2e(t)$	Quantity	Unit	$CO_2e(t)$	Quantity	Unit	$CO_2e(t)$	Quantity	Unit	$CO_2e(t)$
Heating	Natural gas and biomethane*	3,594,820.00	kWh	728.99	3,304,830.00	kWh	660.35	3,122,285.30	kWh	616.10	2,999,028.00	kWh	546.51
	Heating oil	1,791,210.00	kWh	478.50	118,250.00	kWh	31.62	0.00	kWh	0.00	0.00	kWh	0.00
	Wood pellets and wood waste from in-house production	2,173,091.00	kWh	16.10	1,606,577.00	kWh	10.63	1,537,820.00	kWh	10.12	1,141,005.00	kWh	8.45
	District heating	0.00	kWh	0.00	587,844.00	kWh	0.00	794,132.00	kWh	0.00	2,185,825.00	kWh	0.00
Fuel consumption	Petrol	396,216.79	kWh	107.79	481,428.00	kWh	117.42	461,501.80	kWh	112.56	441,364.56	kWh	106.19
	Diesel	2,642,855.57	kWh	729.63	2,020,914.84	kWh	518.03	1,622,105.80	kWh	415.80	1,369,470.62	kWh	359.25
	Power	12,000.00	kWh	5.14	69,335.00	kWh	29.68	216,953.00	kWh	84.18	270,544.95	kWh	111.49
Power	Conventional electricity	1,495,123.00	kWh	98.68	1,120,856.00	kWh	73.98	0.00	kWh	0.00	0.00	kWh	0.00
	Green electricity	6,265,131.00	kWh	0.00	5,655,553.00	kWh	0.00	6,173,548.00	kWh	0.00	6,304,836.00	kWh	0.00
	Self-generated electricity	511,310.00	kWh	0.00	521,787.00	kWh	0.00	604,450.00	kWh	0.00	670,587.00	kWh	0.00
	Amount of self-consumption	n/a	kWh	0.00	53,465.00	kWh	0.00	185,017.00	kWh	0.00	232,379.00	kWh	0.00
TOTAL ENERGY DEMAND		18,370,447.36	kWh	2,164.83	15,019,052.84	kWh	1,441.72	14,113,362.90	kWh	1,238.76	14,944,453.13	kWh	1,131.89
Share of renewable energy in total energy demand**		46%			53%			62%			66%		

*Biomethane: natural gas containing 10% biogas. **Assuming that external electricity is 25% from renewable sources.

Waste management

Vitra sees waste primarily as a recyclable raw material. The more effectively waste materials are separated, the more valuable they are for secondary utilisation. Vitra's aim is to produce as little waste as possible, and to use waste material for other products wherever feasible. The appropriate disposal of production waste, the separate collection of materials, as well as their correct recycling are second nature at Vitra. Waste should be separated to the greatest possible degree according to local capacities, ideally going beyond regional requirements. The following waste is generated at Vitra's production sites:

Figures in tonnes	2019	2020	2021	2022	2023	2024	2025
Scrap metal	73.88	43.44	46.27	65.84	61.30	117.15 (116.33)	46.26 (44.98)
Other waste	/	/	17.07	12.29	22.32	19.53	5.68
Hazardous waste	/	/	30.35	33.04	33.88	19.71 (19.70)	30.71
Mixed waste	/	/	/	/	/	124.8 (0.00)	110.40 (0.00)
glass	7.5	2.7	2.34	8.99	7.25	5.83	8.44
Wood waste	402.96	362.59	479.10	312.94	283.22	239.84	256.03
Lightweight packaging/plastic	102.72	73.58	118.32	189.44	152.28	160.07 (147.23)	170.75 (158.60)
Paper and cardboard	361.01	287.50	390.73	378.85	367.16	446.12 (330.71)	462.51 (317.11)
Residual waste	150.86	127.04	172.26	158.23	76.37	142.42	103.99
Bulky waste	/	/	/	7.49	/	/	/
Polystyrene	0.38	0.42	1.03	/	/	/	/
Textiles	/	/	144.57	131.79	130.38	121.86	110.90

Compared with the previous year, increased quantities of hazardous substances were observed in 2025, primarily due to testing and the introduction of V-Foam. In 2024 another site was included, which led to increased values in the categories "Scrap metal", "Other waste", "Hazardous waste", "Mixed waste", "Light packaging/plastics" and "Paper and cardboard". To ensure comparability with previous years, the values in brackets represent the results without this location. "Other waste" refers to materials that are insignificant in terms of quantity, such as construction debris, biowaste/green waste, used batteries (rechargeable/ with heavy metals), electronic waste, empty toner cartridges, cooking oils, etc. "Mixed waste" includes, for example, wood waste, plastic parts, glass or component waste. These are only generated at the production site in Japan and over 50% can be recycled. Leather waste is not listed, as it is used for our own small leather products or sold to third parties for further processing.

Water management

Water is one of the Earth's most important resources. Vitra aims to conserve water, particularly drinking water, wherever possible. On the Vitra Campus, water for irrigating its own green spaces has been drawn from groundwater reservoirs replenished by seeping rainwater since 2016. Rainwater can seep away on over 65% of the Vitra Campus's area. Industrial units requiring process water have not been in use at Vitra since 2018. At all other locations, water is primarily used as drinking water and for sanitary facilities during office hours. Total water demand increased by 5% in 2025 compared with 2024.

The fountain at the Tane Garden House is used for the cleaning of garden tools.

2009

Construction of a rainwater infiltration system for roughly 50,000 m² of sealed surface to reduce the burden on the wastewater treatment plant and to feed the groundwater reservoirs

2018

Electroplating transferred to long-term suppliers with a new closed water recirculation system in Germany, where statutory regulations demand stringent threshold values and official monitoring to ensure compliance. Elimination of the biggest source of drinking water consumption and wastewater pollution at Vitra

2019

Green spaces irrigated with water from Vitra's own well, without using any drinking water from the public grid

Country	Purpose / use	2022	2023	2024	2025
Germany	Drinking water and sanitary use (total water consumption incl. irrigation of green spaces)	8,480	9,528	7,865 (16,376)	14,385 (17,084)
Switzerland	Drinking water and sanitary facilities, irrigation of green spaces	2,309	2,768	2,145	1,936
Hungary	Drinking water and sanitary facilities, irrigation of green spaces	1,668	1,576	1,350	1,694
Finland	Drinking water and sanitary facilities, irrigation of green spaces	999	1,124	655.8	1,114
TOTAL	Freshwater consumption (total water consumption)	13,456 (13,456)	14,959 (16,716)	12,170 (20,826)	19,130 (21,829)

Total freshwater demand increased by 57% in 2025 compared with the previous year, because the well pump for irrigating the green spaces on the Vitra Campus temporarily failed. The share of reused water for irrigating green areas was therefore lower.

Consumption in m³

Biodiversity

Promotion of biodiversity at our own production sites

Vitra advocates a lasting ecological and responsible use of land. At the headquarters and on the Vitra Campus, paved roads and building footprints are therefore counterbalanced by unsealed surfaces and plantings. Over a third of the total area is already green space. A master plan was drawn up with the landscape architect Bas Smets to examine how to revegetate the unused sealed surfaces on the Vitra Campus.

In 2023 a test area was planted using the Miyawaki method to determine whether the dense, small forests, which grow eight times as fast as classic mixed woodlands, are suitable for the Vitra Campus. Over the coming years, parts of the site are to be renaturalised in accordance with the master plan. This will promote rainwater drainage, provide a cooling effect during the hot summer months, reducing dust and noise and absorbing CO_2.

> 310
Various plant species on the Vitra Campus

37%
Green spaces on the Vitra Campus (proportion of total area)

On the Vitra Campus, the areas dedicated to biodiversity are being continuously expanded.

Minimising biodiversity risks in corporate activities

The direct drivers of biodiversity loss were examined as part of the double materiality assessment. Vitra uses water-intensive materials such as leather, which is purchased from long-standing suppliers in northern Italy. Conventionally tanned leather harbours a risk of biodiversity loss, as chrome tanning can lead to heavy metal pollution in the water. Vitra is currently in the process of switching to olive leaf tanned leather, which minimises the use of chemicals. The production of leather with the additional designation ‘F’ (Free) utilises a tanning agent extracted from olive tree leaves, a waste product of the olive harvest.

53%
Proportion of olive leaf tanned leather in total leather used in **2024**

59%
Proportion of olive leaf tanned leather in total leather used in **2025**

2014
· 980 m of hornbeam hedge added along the Álvaro Siza Promenade and new layout of car park

2016
· Reduction of concrete surfaces as part of the new greening concept for the opening of the Vitra Schaudepot

2018
· Meadows with wildflowers are planted at the Birsfelden headquarters to enhance biodiversity

2019
· Cherry trees are transplanted, instead of being chopped down, to make space for a new garden

2020
· The publicly accessible Oudolf Garten is laid out with some 30,000 plants and more than 275 different species over an area of 4,000 square metres
· 3 beehives are installed

2022
· Percentage of green spaces on the Vitra Campus increased to 35%

2023
· Proportion of green spaces at the headquarters in Birsfelden increased by the addition of the small park with native plants and trees
· The creation of a flower meadow and the initial planting of a Miyawaki forest means a continued increase of plant diversity on the Vitra Campus. The proportion of biodiverse areas in green spaces thus rises from 4.3% to 15.4%
· Conversion of the qualities Leather Premium and Leather Natural (designation “F”) leather qualities to the vegetable olive-leaf tanning process (Leather Premium is the most in-demand leather at Vitra)

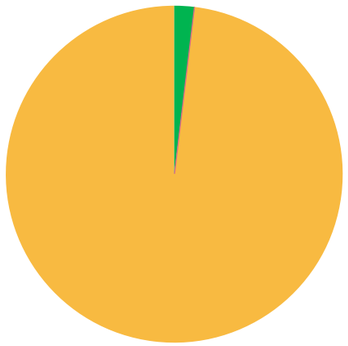
2024
· 10 nesting boxes hung in the trees on the Vitra Campus

2025
· In late 2025, Artek acquired a forest area in Finland managed according to the principle of “Continuous Cover Forestry”, in which selective felling preserves the ecosystem and biodiversity of the forest.
· A small proportion of Standard leather was switched to olive-leaf tanning, which is among the reasons for the percentage increase of olive-leaf tanned leather in total demand

Emissions in accordance with the Greenhouse Gas Protocol

To measure Vitra's impact on the environment, the carbon footprint is calculated on the basis of the Greenhouse Gas Protocol. The data shows the values for Scope 1, 2 and 3 – thus documenting the emissions of the entire value chain.
Vitra has set itself the goal of gradually reducing greenhouse gas emissions. By 2030, Vitra's Scope 1 and Scope 2 emissions per unit of revenue will be reduced by 65% compared with 2021. Scope 3 emissions per unit of revenue are reduced by 55%. Emissions intensity is estimated on the basis of 2024 revenue volume. Vitra is aiming for net-zero emissions by 2050.

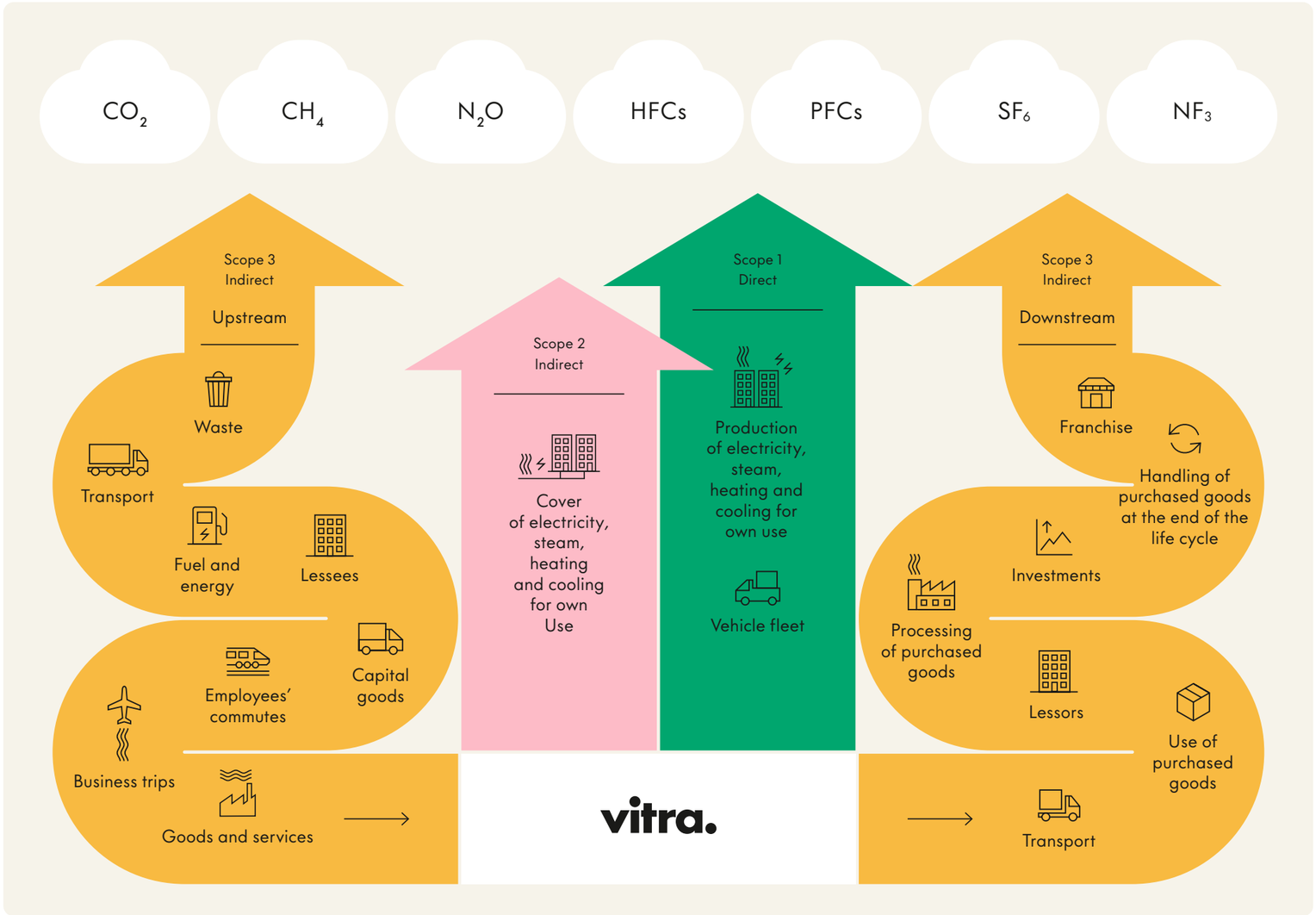
–1%
Emissions per unit produced compared with the previous year's value



Greenhouse Gas Protocol

Scope 1	1.86%
Scope 2	0.19%
Scope 3	97.96%

Vitra's carbon footprint is calculated using the operational control approach and includes the headquarters in Birsfelden (Switzerland), the production sites Weil am Rhein (Germany) and Szombathely (Hungary) in Scope 1 and 2. Production in Neuenburg (Germany), Turku (Finland) and Sugito (Japan) takes place in rented premises. As Vitra has only limited influence over the energy supply there, the resulting emissions – as well as those from showrooms, warehouses or offices without direct control – are recorded as Scope 3 emissions. This ensures that Vitra's CO_2 footprint transparently reflects both the directly influenceable and the indirect emission sources. The carbon footprint was verified by third parties for the first time in 2024. The carbon footprint for 2025 is currently being verified.



Emissions data

	2021 (t CO_2e)	2022 (t CO_2e)	2023 (t CO_2e)	2024 (t CO_2e)	Difference compared to previous year (%)	2025 (t CO_2e)	Difference compared to previous year (%)	Comment / reason
Scope 1	**2,598.93**	**2,100.24**	**1,500.77**	**1,197.67**	**– 20%**	**1,103.55**	**– 8%**	
+ Stationary combustion	1,939.00	1,208.99	674.24	599.72	– 11%	541.65	– 10%	Reduction in gas and oil consumption by connecting the Vitra Campus to Stadtwerke Weil am Rhein's district heating network.
+ Mobile combustion	597.53	842.55	635.44	529.36	– 17%	465.60	– 12%	Reducing overall fossil fuel consumption by gradually switching to e– mobility. 42% of company cars are electric or hybrid vehicles.
+ Fugitive emissions	62.40	48.70	191.08	68.59	– 64%	96.30	40%	Fluctuations in emissions due to varying maintenance intervals for equipment requiring refrigerating. Replacement of a defective device that led to increased refrigerant demand in 2025.
Scope 2	**383.85**	**98.68**	**29.68**	**84.18**	**– 19%**	**111.49**	**32%**	
+ Electricity consumption and district heating	383.85	98.68	29.68	84.18	– 19%	111.49	32%	Increase in emissions primarily explained by the ongoing shift to electromobility. Increase due to higher district heating demand from the connection of additional buildings on the Vitra Campus; a large share of the heating demand of the main production site (Vitra Campus) is covered by this CO_2– neutral energy source.
Scope 3	**132,148.24**	**108,537.07**	**74,630.97**	**60,786.43**	**– 17%**	**58,269.30**	**– 4%**	
+ Purchased goods and services	120,406.14	84,177.12	56,499.75	42,881.88	– 25%	42,787.89	0%	Conversion of various products and components to plastics made from recycled materials, thereby reducing the procurement volume of primary plastics. Conversion of further aluminium components to material with a higher proportion of secondary aluminium. Expansion of the portfolio of textiles derived from recycled material (polyester) and textiles made from natural fibres. Continuation of the switch to vegetable– tanned leather based on olive leaf. This reduces material– related emissions. Increase in emissions from services due to more detailed and comprehensive data collection.
+ Capital goods	3,699.55	2,550.74	1,090.41	869.08	– 20%	625.73	– 28%	Investments are made when they make economic sense. As a result, capital expenditure can fluctuate over a number of years. After years with high levels of investment, slightly fewer investments were made in the 2024 and 2025 financial years – and greater precision in data collection has enabled a more targeted identification of emission factors.
+ Upstream energy– related emissions	896.80	772.38	415.16	317.92	– 17%	340.41	7%	Upstream energy– related emissions, depending on changes in Scope 1 and 2.
+ Transport and distribution (upstream)	3,914.11	12,165.30	8,426.02	9,679.67	15%	7,269.62	– 25%	Upstream transports include inbound and outbound transports paid for by Vitra. Inbound transports are primarily in Europe, as 97% of suppliers are located within Europe. Outbound also concentrated in Europe. Avoidance of air freight. Slight increase in emissions due to the diversity of transport modes.
+ Waste generation	253.06	565.68	578.38	520.15	– 10%	335.39	– 26%	Overall slight decrease in total volume of waste generation. Better recovery of materials through continuous optimisation of waste management.
+ Employees' business trips	172.03	581.08	724.44	420.90	– 42%	954.90	127%	More comprehensive data collection and increased travel activity compared with the previous year. Short– haul flights are prohibited by the company's travel policy, with the goal of switching to lower– emission transport services wherever possible.
+ Employees' commutes	2,187.36	1,658.84	1,259.07	1,326.71	5%	1,217.84	– 8%	Figures are based on information collected from an employee survey. Slight fluctuations are within the normal range. Subsidies for the use of public transport and carpooling initiatives.
+ Leased tangible assets	619.19	1,604.95	1,367.84	1,331.32	83%	1,200.71	– 10%	The data underlying leased tangible assets is continuously being optimised. The decrease is attributable to changes in the leased tangible assets.
+ Transport and distribution (downstream)	0.00	4,460.98	900.41	1,323.74	47%	1,384.76	5%	Downstream transports include worldwide ex– works shipments paid for by Vitra customers. The Vitra customer is responsible for deciding on the means and mode of transport.
+ Disposal of sold products	not recorded	not recorded	3,369.49	2,115.06	– 36%	2,152.06	2%	Increasing activity in the area of product take– back and reuse through the Vitra Circle Store and Vitra Circle for Contract initiatives. Due to an adjustment to the calculation of returned products, a direct comparison with the previous year is only possible to a limited extent.
TOTAL	**110,735.98**	**110,735.98**	**76,161.42**	**62,068.28**	**– 17%**	**59,484.35**	**– 4%**	

Variations in the overall carbon footprint compared to last year's report are due to the adjustment of emission factors to this year's values, ensuring improved consistency and comparability.
In 2023, the system boundary was specified using the operational control approach and confirmed in the 2024 audit; the results for 2021 and 2022 are therefore to be interpreted taking into account a slightly different system boundary.

GRI content index

GRI content index

Use of the Global Reporting Initiative (GRI) Standards helps ensure the transparency and comparability of sustainability information. Vitra has reported the information cited in this GRI content index for the period from 1 January 2025 to 31 December 2025 with reference to the GRI Standards. This report has been prepared using GRI Standard 1: Foundation (2021); no GRI sector-specific standards have been applied. Where relevant, the GRI content index refers to additional public documents. Internal policies and regulations are described in the report and are available on request at vitra.com/sustainability.

Publicly available documents:

Vitra's Code of Conduct
Supplier Code of Conduct

GRI STANDARD	DISCLOSURE	REFERENCE
2 General (2021)		
2-1 Organisational details	The reporting organisation is Vitra Holding AG, headquartered in Birsfelden (Switzerland).·Production sites are located in Germany, Hungary, Finland and Japan.	p. 3
2-2 Entities included in the organisation's sustainability reporting	Vitra's sustainability reporting includes the headquarters and the production sites. The reporting focuses on the sites in Switzerland, Weil am Rhein in Germany and Hungary and corresponds to the defined system boundary of the carbon footprint. The delineation of sites in the carbon footprint is carried out according to the operational control approach by allocating them to Scope 1 and Scope 2 emissions as well as Scope 3 emissions. The underlying system boundary was reviewed and confirmed as part of the external verification of the CO_2 accounting 2024. No significant business units were excluded from the reporting; any discrepancies in the allocation of emissions arise solely from the application of the operational control approach.	p. 3, p. 28
2-3 Reporting period, frequency and contacts	Reporting period: Calendar year 2025 (01/01/2025–31/12/2025)·Reporting frequency: Annual publication·Publication date: May 2026·Contact: vitra.com/sustainability	p. 45
2-4 Adjustments to information	If subsequent findings affect reported data points, necessary corrections are made in the following reporting years and disclosed transparently. This primarily concerns adjustments to the emissions balance. To ensure comparability, prior-year reports remain publicly accessible.	p. 29
2-5 External assurance	The Progress Report was not externally assured. The report was prepared with reference to the GRI Standards. The carbon footprint for the 2025 reporting year will be externally verified.	pp. 28–29, p. 45
2-6 Activities, value chain and other business relationships	Founded in 1950 by Erika and Willi Fehlbaum, Vitra began manufacturing furniture designs by Charles and Ray Eames and George Nelson in 1957 at its production sites in Basel and Weil am Rhein. These furniture classics are still in production today and complement the portfolio of contemporary designs. Vitra remains based in the Basel metropolitan region. Vitra's core activities include product development, manufacturing and the distribution of furniture for the home, for offices and for public spaces. Product development is primarily carried out in Switzerland, with distribution mainly through an international network of trading partners. Based on purchasing volume, the main materials used are plastics, wood, aluminium and steel. Around 98% of direct procurement expenditure is attributable to suppliers based in Europe. The geographic distribution of purchasing volume largely corresponds to the actual production sites: according to suppliers' long-term declarations, 94% of purchasing volume was manufactured in Europe. In 2013 Vitra acquired the company Artek. Artek is a Finnish furniture manufacturer focusing on the production of wooden chairs based on designs by Alvar Aalto.	p. 19–22; https://www.vitra.com/about-vitra/history
2-7 Employees	At the end of the 2025 reporting year, Vitra's employees represented a total of 58 nationalities. The average length of service is 12 years. The proportion of women in leadership positions is 39%. The gender distribution across the total workforce is 50% male, 50% female and 0% diverse genders.	pp. 14–15
2-8 Workers who are not employees	In addition to permanent employees, Vitra occasionally works with external workers, particularly as temporary employment relationships and external service providers. These persons are not part of the company's workforce and are subject to the labour law regulations of the respective contracting parties.	p. 15

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GRI STANDARD	DISCLOSURE	REFERENCE
2 General (2021)		
2-9 Governance structure and composition	The headquarters of Vitra Holding AG is located in Switzerland. The company operates globally and has subsidiaries and sites in market-relevant countries. Vitra Holding AG has been listed in the commercial register since 22 May 1989. The governance structure consists of the Board of Directors, which serves as the highest management and supervisory body and the senior management, which is responsible for operational management. The Board of Directors comprises members of the owning family as well as external members. The members of the Board of Directors are Nora Fehlbaum (Chairwoman of the Board), Rolf Fehlbaum, Beat Fellmann and Roger Holmes.	p. 3, https://www.vitra.com/about-vitra/facts
2-10 Nomination and selection of the highest governing body	Vitra is a family-owned company. The Board of Directors is appointed taking into account the company's ownership structure and professional expertise. The long-term safeguarding of company values and the intergenerational responsibility play a central role in this.	https://www.vitra.com/about-vitra/facts
2-11 Chair of the highest governing body	Nora Fehlbaum is Chairwoman of the Board of Directors. She represents the third generation of the owning family.	p. 4
2-12 Role of the highest governing body in overseeing the management of impacts	Under the leadership of Nora Fehlbaum, Vitra, as a family-owned company in its third generation, has expanded the commercial and cultural mission of the first two generations to include an ecological mission. This development shapes the company's strategic direction and is actively accompanied by the highest governing body. The Board of Directors is responsible for Vitra's long-term focus and oversees the material environmental impacts throughout the entire value chain. These include in particular the development and design of products, the procurement of materials and the organisation of the supply chain. Greenhouse gas emission reduction and circular economy are embedded as central design principles in the business model. The highest governing body supports the definition and implementation of environmental objectives.	p. 4
2-13 Delegation of responsibility for managing impacts	Operational responsibility for implementing and managing the sustainability strategy has been delegated to a centralised Sustainability Team. This team works in close coordination with the senior management and coordinates the relevant activities across all company divisions. The Sustainability Team supports the senior management in implementing strategic objectives, particularly in the areas of climate protection, circular economy and the supply chain, and reports regularly on progress and relevant developments.	Sustainability and responsibility policy
2-14 Role of the highest governing body in reporting on impacts	The contents of the Progress Report are reviewed and approved by the CEO and the Chairwoman of the Board of Directors. Content is developed in close consultation with the relevant specialist departments and the respective department heads. If necessary, the relevant member of management is also involved in the coordination and approval process.	p. 4
2-15 Conflicts of interest	In all business decisions, Vitra places the interests of the company and its stakeholders above personal interests. Situations in which conflicts of interest or loyalty could arise are avoided. Vitra's Code of Conduct obliges all relevant groups, including members of the Board of Directors, the senior management, employees and the owning family, to disclose potential conflicts of interest and to handle them appropriately. To prevent conflicts of interest, Vitra, for example, does not tolerate direct reporting or supervisory relationships between related persons.	Vitra's Code of Conduct
2-16 Communication of critical concerns	Vitra is committed to fair and responsible conduct towards employees and business partners and places great importance on compliance with legal requirements, internal regulations and ethical principles, in particular the Vitra Code of Conduct. To detect misconduct at an early stage, Vitra provides a protected and, upon request, anonymous reporting channel via a whistleblowing system. This is available to employees of the Vitra Group, external employees, trainees, temporary workers, as well as suppliers, contractors, consultants and other business partners. This reporting channel can be used in particular to report breaches of laws, internal policies or ethical standards, including antitrust, corruption and money-laundering offences, violations of human or environmental rights, breaches of product safety or accounting rules, as well as cases of discrimination, bullying or harassment. Whistleblowing reports and other material matters are forwarded to senior management and, where relevant, brought to the attention of the highest governing body. Personal, work-related individual complaints are not subject to the whistleblowing system and are resolved via the respective managers.	Vitra's Code of Conduct, Supplier Code of Conduct

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GRI STANDARD	DISCLOSURE	REFERENCE
2 General (2021)		
2-22 Statement on the strategy for sustainable development	Environmental concern is expressed in every action of Vitra. It is manifested in the way Vitra develops and manufactures products, in the sourcing of raw materials and in the organisation of the supply chain. Every new insight is regarded as an opportunity for further development. Vitra reduces greenhouse gas emissions and applies circular economy principles in all business areas within its sphere of influence. The goal is to systematically reduce emissions, extend product lifecycles and use resources across multiple cycles. Specific climate targets and progress in reducing greenhouse gas emissions are presented in the chapter on Climate Change (section 102-4).	p. 4–5; https://www.vitra.com/about-vitra/sustainability
2-23 Commitments to policies, principles and codes of conduct	Vitra is committed to responsible, lawful and ethical corporate conduct. These commitments are anchored in binding internal and external policies notably in the Vitra Code of Conduct, the sustainability and responsibility policy and the Supplier Code of Conduct. The frameworks contain principles on integrity, transparency, human rights, working conditions, environmental protection, corruption prevention and compliance with all applicable laws and regulations. The Vitra Code of Conduct applies to the Board of Directors, senior management and employees; other frameworks are aimed at the respective relevant stakeholders such as suppliers, contractors, consultants and other business partners.	p. 19–20; Vitra's Code of Conduct; Sustainability and responsibility policy; Supplier Code of Conduct
2-24 Integration of policy commitments	The commitments enshrined in the policies and codes of conduct are embedded in Vitra's business processes and decision-making structures. The Code of Conduct forms the binding basis for the behaviour of all employees and managers and is part of internal communications, training and regular review. Externally, Vitra ensures compliance with the established standards along the supply chain through the Supplier Code of Conduct, supplementary policies and risk-based audits and dialogue formats. Sustainability and responsibility topics are also embedded in the corporate strategy and implemented through appropriate management systems, reporting processes and continuous improvement measures. To this end, Vitra operates an integrated management system that is, among others, certified to ISO9001 (quality management) and ISO14001 (environmental management).	p. 19–20; Vitra's Code of Conduct; Supplier Code of Conduct
2-25 Processes for remedying negative impacts	Vitra has defined processes for identifying and remedying negative impacts. A core element is the company-wide whistleblowing system, through which employees and external stakeholders, including suppliers and business partners, can report risks, violations or misconduct – even anonymously. Incoming reports are reviewed and, if necessary, remedial measures are initiated. The work is carried out in coordination with the relevant specialist departments and senior management. Material matters are handled in accordance with the internal escalation processes.	Supplier Code of Conduct
2-26 Mechanisms for advice and reporting of concerns	In case of questions regarding legal and ethical behaviour, the Code of Conduct or sustainability topics, Vitra employees can contact their respective managers or the relevant departments (e.g. Group Legal Services) or to central contact points. In addition, the whistleblowing system is available to all relevant internal and external stakeholders as a secure reporting channel for indications of potential misconduct or breaches of rules.	Vitra's Code of Conduct; Supplier Code of Conduct
2-27 Compliance with laws and regulations	Vitra complies with all applicable legal and regulatory requirements, in particular in the areas of environment, product safety, occupational health and safety and chemicals management. Compliance with these requirements is anchored in internal policies and processes. To ensure conformity, Vitra operates integrated management systems that are regularly reviewed internally and through external audits.	p. 10, 21

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GRI STANDARD	DISCLOSURE	REFERENCE
2 General (2021)		
2-28 Memberships in associations	Vitra is a member of BAUM e. V., a leading network for sustainable business, as well as of the Industrieverband Büro und Arbeitswelt (IBA).	p. 45
2-29 Approach to stakeholder engagement	Vitra involves relevant stakeholders in central decision-making and development processes regularly and on an ad-hoc basis. Engagement takes place in particular through internal expert panels, management workshops and ongoing exchange with specialist departments. Stakeholder dialogues serve, among other things, to further develop the corporate and sustainability strategy, to identify relevant risks and opportunities and to classify material topics. The results feed into strategic decisions and reporting processes, including as part of the materiality analysis.	p. 4
2-30 Collective agreements	Vitra respects the right to freedom of association and collective bargaining and complies with the applicable national labour law regulations. Social dialogue with employee representatives takes place in accordance with legal requirements and local framework conditions at the respective sites, for example with the works council in Germany. Working conditions, remuneration and co-determination rights are governed by the applicable statutory, collective bargaining or company regulations.	Vitra's Code of Conduct

GRI STANDARD	DISCLOSURE	REFERENCE
3 Material topics (2021)		
3-1 Process for determining material topics	In 2023, Vitra underwent a structured process for the identification of material sustainability topics for the first time. The goal was to systematically identify and assess the material actual and potential impacts, risks and opportunities of the business activities on the environment, society and the company. The analysis was carried out in an interdisciplinary project involving the project management and two internal expert panels from the areas of environment and social issues as well as corporate management. As a first step, relevant influencing factors, negative and positive impacts as well as associated opportunities along the value chain were identified and assessed by specialists. The identified topics were prioritised on the basis of the significance and load of the impacts. The strategic relevance of the material topics was then considered and confirmed in a workshop with management. The process was methodologically aligned with the requirements of European sustainability reporting (CSRD/ESRS) and enabled a holistic assessment of the material impacts. Going forward, the materiality assessment will be incorporated into Vitra's annual risk and strategy process in a streamlined form on a regular basis. Topics that were classified as not material within the materiality analysis are monitored systematically, but are not treated in depth in the present report.	p. 4

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GRI STANDARD	DISCLOSURE	REFERENCE
3 Material topics (2021)		
3-2 List of material topics	As part of the materiality analysis, the following topics were identified as key issues: · **Climate protection (including greenhouse gas emissions)** Climate protection is a material topic for Vitra, as the operations of a manufacturing company in the furniture industry are associated with greenhouse gas emissions across the entire value chain. A significant part of these emissions arises in the supply chain, in particular in the production of materials and the further processing of components. The reduction of emissions therefore represents both a central environmental responsibility and a strategic lever for reducing climate-related risks. With this in mind, Vitra's long-term goal is to systematically reduce emissions and embed circular economy principles into the business model. The transformation into a circular organisation is a central part of the climate protection strategy, as it contributes both to the avoidance of emissions and to the company's long-term resilience. · **Adjustment to climate change** Adjustment to climate change is a material topic for Vitra, as the business activities of a manufacturing company in the furniture sector are associated – through both their own production processes and through the demand for components along the supply chain – with greenhouse gas emissions and therefore contribute to the acceleration of climate change. A substantial share of the emissions arises in the upstream value chain. Moreover, adaptation to climate change is associated with increasing regulatory requirements that entail financial and resource-related efforts to ensure compliance. Physical impacts of climate change, such as disruptions to transport routes or constraints in material availability, can impair the company's operational flexibility. Against this background, strategic engagement with materials and procurement structures gains importance. Vitra responds, among other measures, by aligning its sourcing more closely, for example by increasing the use of European woods, to reduce risks and increase the resilience of its supply chains. · **Energy** The issue of energy is of material for Vitra, because a large proportion of the materials used in the products is associated with energy-intensive manufacturing processes and thus has a significant impact on energy consumption and, indirectly, on greenhouse gas emissions. There is a demand for energy both in the company's own production processes and in the upstream value chain. Choice of materials takes on a central role in reducing this impact. Vitra increasingly relies on materials with a higher percentage of recycled content to reduce the energy required for material production and to support local material cycles. Additionally, predominantly European sourcing helps to limit energy-related expenditures along the supply chain and to reduce dependencies and energy-related risks. · **Resource inflow and resource consumption** Resource inflow and resource consumption are key topics for Vitra, as design, material and quality decisions play a significant role in determining the environmental impact of furniture over its entire lifecycle. Long-lasting products are seen as a central part of the company's DNA. A long service life contributes to slowing resource loops and to sufficiency, and reduces the demand for new products. To conserve resources, Vitra strategically focuses on longevity, repairability and reuse. Life-extending services and the sale of refurbished furniture within the framework of Vitra Circle make a direct contribution to reducing resource demand. Additionally, Vitra continuously examines the use of materials with lower environmental impacts throughout the entire life cycle, in particular through a higher percentage of recycled content, without compromising on quality, functionality or design. Circular economy principles are firmly embedded in product design and apply to both new products and the further development of the existing portfolio. · **Working conditions** Working conditions are a material topic for Vitra, as the company, as an employer, bears responsibility for the wellbeing, safety and long-term satisfaction of its employees. Vitra aims to ensure good working conditions beyond legal requirements and to actively involve employees in both operational and non-operational areas in an open corporate culture. The principles of fair working conditions are firmly anchored in the Vitra Code of Conduct and are complemented by a wide range of measures. Programmes under the guiding principle "How to Work Better" enable flexible working hours and locations and are oriented to the diverse needs of employees. In addition, development and training programmes, health initiatives and measures for social dialogue promote a healthy, safe and high-performing work environment.	p. 4

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<table>
<tr><th>GRI STANDARD</th><th>DISCLOSURE</th><th>REFERENCE</th></tr>
<tr><td colspan="3">3 Material topics (2021)</td></tr>
<tr><td>3-2 List of material topics</td><td>· Equality and equal opportunities Equality and equal opportunities are material topics for Vitra, as they form the basis for a fair, inclusive and high-performing work environment. Vitra is committed to pay equity regardless of gender (m/f/x) and regularly reviews it to avoid structural disadvantages. Furthermore, programmes and initiatives in the areas of “Diversity & Inclusion” as well as targeted further training and development formats promote equal opportunities for different employee groups. The aim is to create equal access, fair development prospects and a working environment that recognises and strengthens individual diversity.
· Corporate culture Corporate culture is a material topic for Vitra, as it significantly shapes how collaboration, responsibility and decision-making processes are organised within the company. Vitra promotes an open corporate culture oriented towards participation, transparency and inclusion. Numerous measures to strengthen the sense of community – including employee events, formats for open dialogue and the binding Code of Conduct – support continuous exchange and identification with the company. An actively practiced corporate culture therefore creates the foundation for trust, long-term collaboration and sustainable development.

Other topics were classified as relevant but fell below the defined materiality threshold and are therefore not reported as material topics.
The material topics are mapped to the GRI Standards as follows: (see table below). The mapping is carried out on the basis of the currently applicable or revised GRI Standards. For selected topics, revised GRI Standards that will be mandatory from 2027 are already being applied. All material topics are also reported in accordance with GRI 3-3 Management of material topics (2021).

Material topic | Relevant GRI Standards
Climate protection (including greenhouse gas emissions) | GRI 102 Climate change (2025)
Adjustment to climate change | GRI 102 Climate change (2025)
energy | GRI 103 Energy (2025)
Resource inflow and consumption | GRI 301 Materials (2016)
Employment conditions | GRI 403 Occupational health and safety (2018), GRI 404 Training and education (2016)
Equal rights and equal opportunities | GRI 405 Diversity and equal opportunity (2016), GRI 406 Non-discrimination (2016)
Corporate culture | GRI 2 General disclosures (2021)</td><td>p. 4</td></tr>
<tr><td>3-3 Management of material topics</td><td>The management approach described below applies to all material environmental and social topics identified as part of the materiality analysis, unless otherwise stated. The material environmental topics climate protection, adjustment to climate change, energy and resource inflow and consumption are governed through an integrated sustainability strategy at Vitra. Key areas of focus are the reduction and avoidance of greenhouse gas emissions (expressed in CO_2e) across all three scopes and the consistent implementation of circular economy principles. The management approach begins early in product development. Product development follows clearly defined guidelines that systematically take repairability, longevity and circularity into account. The selection of suitable materials and the consideration of additional use cycles are central management elements in this regard. At Vitra, material social and governance topics – working conditions, equality and equal opportunities, and corporate culture – are managed through clear behavioural principles, internal policies and the Vitra Code of Conduct. The management approach aims to ensure fair working conditions, equal opportunities and an inclusive working environment. The topics are integrated into HR processes, leadership principles and compliance structures and are regularly reviewed.</td><td>pp. 4, 6, 11</td></tr>
</table>

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GRI STANDARD	DISCLOSURE	REFERENCE
102 Climate change (2025)		
3-3 Management of material topics	The implementation of the roadmap to reduce environmental impacts at Vitra is carried out in close collaboration between a central Sustainability Team and the responsible specialist departments. The focus is particularly on reducing greenhouse gas emissions and further developing circular economy approaches along the value chain. The Sustainability Team coordinates the measures, provides technical support for their implementation and systematically monitors progress. It is in regular communication with the relevant departments and brings relevant issues to the attention of management or the CEO when necessary. In this way, priorities, goal conflicts and strategic developments are continuously reviewed and adjusted. For structured management and assessment of progress, a KPI framework was introduced in 2025 that enables a comparable and transparent measurement of key performance indicators in the areas of climate protection and circularity. The results form the basis for the ongoing development of the roadmap and for internal decision-making.	Sustainability and responsibility policy
102-1 Transition plan to mitigate climate change	The climate strategy is implemented within the framework of Vitra's overarching sustainability strategy and follows the control and governance structures described in section 3-3. Vitra regards climate protection as an integral part of its business model. The reduction of greenhouse gas emissions takes place across all three scopes and targets the largest emission drivers, namely materials, logistics and end-of-life for products. The climate protection strategy is based on the consistent embedding of circular economy principles, the reduction of material and energy use and the extension of product lifetimes. Measures such as repairable products, the use of recycled materials, take-back programmes and the Vitra Circle model help to avoid emissions across the entire life cycle. In the spirit of sufficiency, Vitra consciously focuses on developing sustainable products that are not aimed at short-term consumption and thus make a structural contribution to reducing emissions.	p. 3; Sustainability and responsibility policy
102-1 Transition plan to mitigate climate change	In addition to reducing emissions, Vitra is also taking steps to adapt to the effects of climate change. These include in particular the resilience of supply chains, the long-term availability of materials and the climatic quality of its own sites. Measures to promote biodiversity, the de-sealing of surfaces and species diversity in green areas contribute to the promotion of local climate resilience. In particular, the Vitra Campus, as the largest site, plays a central role in dealing with heat, water and ecological quality.	pp. 19–20, pp. 26–27; Sustainability and responsibility policy
102-3 Just transition	At Vitra, the climate strategy is implemented within the framework of a company-wide roadmap to reduce greenhouse gas emissions and to strengthen the circular economy. A central Sustainability Team coordinates the measures, supports the specialist departments in implementation and systematically monitors progress. Responsibility for implementing the individual measures lies with the respective specialist departments along the value chain. Progress is regularly reviewed and addressed in management bodies as required. Strategically relevant issues or goal conflicts are submitted to top management and – if required – to the Board of Directors. In this way, Vitra ensures that the climate transformation is implemented gradually, integrated into existing processes and in harmony with the long-term corporate development.	p. 3; Sustainability and responsibility policy

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GRI STANDARD	DISCLOSURE	REFERENCE
102 Climate change (2025)		
102-4 Targets for the reduction of greenhouse gas emissions and progress	Vitra has defined concrete targets to reduce its greenhouse gas emissions that relate to all three scopes according to the Greenhouse Gas Protocol. By 2030, Vitra's Scope 1 and Scope 2 emissions per unit of revenue will be reduced by 65% compared with 2021. Scope 3 emissions per unit of revenue are reduced by 55%. Emissions intensity is estimated on the basis of 2024 revenue volume. By 2030, all newly introduced Vitra products should be 100% recyclable and designed for repair, reuse and refurbishment. A significant, year-on-year increasing share of Vitra's revenue is generated with Vitra Circle products* – resource-saving and CO_2-low furniture. (* Accessories excluded) In the same way, Vitra aims for net-zero emissions by 2050 and has embedded the circular economy into all areas of the value chain – from material choice through product design and production to the offering of used and refurbished furniture. The progress in achieving these targets is reviewed annually within the company's own carbon footprint. In the progress report, the absolute greenhouse gas emissions are presented transparently; further analyses on target achievement are carried out internally based on the underlying data.	p. 3; Sustainability and responsibility policy
102-5 Scope 1 greenhouse gas emissions	Vitra's Scope 1 emissions are recorded in accordance with the Greenhouse Gas Protocol and include direct emissions from own sources, in particular from the use of fuels in buildings and the company's vehicle fleet. The absolute Scope 1 emissions are reported in the progress report in the section on carbon footprint.	pp. 28–29
102-6 Scope 2 greenhouse gas emissions	Vitra's Scope 2 emissions arise from the sourcing of purchased energy. Data collection is carried out in accordance with the Greenhouse Gas Protocol. The absolute Scope 2 emissions are presented in the progress report within the framework of the carbon footprint.	pp. 28–29
102-7 Scope 3 greenhouse gas emissions	Scope 3 emissions include indirect emissions along the value chain, in particular from purchased materials, logistics and end-of-life phases of products. Due to their significance, they constitute the largest share of Vitra's greenhouse gas emissions. The absolute Scope 3 emissions are reported in the progress report in the section on carbon footprint.	pp. 28–29
102-8 Greenhouse gas emissions intensity	Vitra calculates emissions-intensity metrics for internal management and analysis, which have shown a continuous decline over recent years. In the reporting year, an additional metric to track the development of emissions per unit produced compared with the previous year was included. External reporting currently focuses on absolute greenhouse gas emissions; further intensity metrics are not published in contemporary reporting.	pp. 28–29
102-9 Greenhouse gas removals along the value chain	Vitra currently does not actively include greenhouse gas removals along the value chain in the greenhouse gas balance. The focus is on avoiding and reducing emissions across all three scopes. Measures to promote biodiversity at own sites make a positive ecological contribution but are not accounted for as formal emission removals.	pp. 28–29
102-10 CO_2 certificates	Vitra's climate strategy focuses on avoiding and reducing greenhouse gas emissions throughout the value chain. The use of carbon credits or compensation mechanisms is being examined in light of current technical and regulatory discussions and is not currently part of external reporting.	pp. 3; pp. 28–29; Sustainability and responsibility policy

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GRI STANDARD	DISCLOSURE	REFERENCE
103 Energy (2025)		
3-3 Management of material topics	Responsibility for energy management at Vitra lies with the respective specialist departments for operations, production, infrastructure and mobility. A central Sustainability Team supports the integration of energy-related measures into the overarching environmental and climate strategy, provides technical guidance for implementation and ensures consistency with the system boundary of the greenhouse gas balance. Strategically relevant questions or cross-site decisions are addressed at management level when necessary. Vitra's energy consumption mainly arises from the operation of production sites and the global company fleet. Energy management focuses on the reduction of fossil fuels and the gradual transition to renewable energy sources. Since 2024, the power required for production in the European production sites has been 100% green electricity. This also includes sites located in rented premises, provided the switch to appropriate power tariffs was initiated by Vitra itself or implemented in coordination with the respective landlords. With regards to the heat supply, Vitra aims to improve heating systems where there is operational control over the production sites and where this is technically and economically sensible. A significant advance was achieved from 2023 through the gradual connection of the main production site at the Vitra Campus to a district heating network. As a result of this change, heating oil as an energy source could be completely eliminated and natural gas consumption reduced. The expansion of the district heating network is being continuously advanced. In parallel, the company-wide business fleet is being progressively converted to electric mobility. This leads to a reduction in fossil fuels and an increasing share of electrically generated energy in fleet operations. In addition, photovoltaic capacities at the sites are continually being expanded, which continuously increases the share of self-generated and self-consumed power.	pp. 23–24
103-1 Energy-related policies and commitments	Vitra aims to continuously reduce energy demand in its own activities and, where this is technically and economically sensible, to bring it to a stable level. In parallel, the share of renewable energy is being gradually increased. When it comes to sourcing power, Vitra commits to sourcing green power for the European production sites on an ongoing basis. Since 2024, power for production at these sites has been sourced entirely from renewable sources. For suppling production sites over which Vitra exercises operational control with heat, existing heating systems are regularly reviewed and – where possible – replaced by renewable or low-CO_2 solutions. Energy policy is part of Vitra's overarching environmental and climate strategy and is implemented in close coordination between the relevant departments and the central Sustainability Team.	pp. 23–24
103-2 Energy consumption and self-generation within the organisation	Vitra's energy consumption results from the operation of production sites and the company-wide business fleet and relates exclusively to direct energy consumption within the organisation. Power consumption at the European production sites is covered by sourcing green power. This also includes sites located in rented premises, provided the corresponding power procurement was initiated by Vitra itself or implemented in coordination with the respective landlords. Additionally, Vitra generates power at selected sites through photovoltaic systems. A small share of the self-generated power is used directly on site; the majority is fed into the public power grid. Self-generation of power complements external power procurement and contributes to stabilising the energy supply.	pp. 23–24
103-3 Energy consumption in upstream and downstream stages of the value chain	Energy consumption in upstream and downstream stages of the value chain is not separately collected as part of energy reporting. Energy-related impacts along the supply chain indirectly flow into the greenhouse gas balance, in particular via Scope-3 emissions. The focus of energy reporting therefore lies on Vitra's own activities and on the areas where the company can exert direct influence on energy consumption and energy sources.	p. 29
103-4 Energy intensity	Energy-intensity metrics at Vitra are primarily used for internal analysis. These analyses show a continuous improvement over the past years, independent of relative company size or different reference measures. At a higher level, no specific energy-intensity metric is currently reported externally. As a qualitative indicator, the development of the share of renewable energy is used in particular.	pp. 23–24
103-5 Reduction of energy consumption	Vitra aims to reduce energy demand in its own activities where this is technically and economically sensible, and then to maintain it at a stable level. The replacement of fossil fuels with renewable energy sources is a key strategy. A significant advance was achieved from 2023 through the gradual connection of the main production site at the Vitra Campus to a district heating network. As a result of this change, heating oil as an energy source could be completely eliminated and natural gas consumption reduced. The expansion of the district heating network is being continuously advanced. Parallel to this, the gradual conversion of the company fleet to electric mobility contributes to the reduction of fossil fuel consumption.	pp. 23–24

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GRI STANDARD	DISCLOSURE	REFERENCE
301 Materials (2016)		
3-3 Management of material topics	Management of material-related impacts takes place within the framework of the overarching sustainability strategy and the guidelines for product development and material use described in section 3-3. Materials are of central importance to Vitra because their selection, processing and use have a significant impact on environmental effects, resource use and greenhouse gas emissions across the entire product life cycle. In particular, the manufacture and further processing of materials represents one of the greatest levers for reducing environmental burdens. Handling materials is an integral part of product development at Vitra. Even in early phases of development, the environmental impact of materials over the entire life cycle is assessed. Alternatives that have lower ecological impacts, allow a higher proportion of recycled raw materials and at the same time improve recyclability at the end of life are continuously sought. A central focus is on the further development of the material portfolio. Where technically and functionally and qualitatively possible, Vitra relies on increased use of recycled materials and continuously reviews the substitution of primary raw materials with recycled or alternative materials. This particularly concerns material-intensive product groups such as plastics, metals and textiles. The development of materials proceeds step by step and is product-specific, as sustainability, quality, safety and design remain central requirements. New materials are therefore comprehensively tested and integrated into the portfolio only if they meet Vitra's high quality requirements and offer a clear ecological added value. Material-related measures are closely linked to Vitra's climate strategy, as materials contribute significantly to Scope 3 emissions. Management of material topics is carried out in close coordination between product development, purchasing, sustainability and other relevant departments.	p. 6
301-1 Materials used by weight or volume	Vitra uses a wide range of materials for its products, which vary by product type, function and field of application. Key material groups include plastics, aluminium, steel, wood, textiles and leather. Additionally, in smaller proportions other materials such as paper and cardboard, glass, ceramics, zinc or cork are used. The progress report discloses the materials used by weight and shows their relative importance in total material use. This overview also clarifies which material groups offer the greatest leverage for ecological improvements. Material-related environmental impacts are not considered in isolation but are assessed in the context of sustainability, reparability and recyclability of the products.	p. 6
301-2 Use of recycled input materials	Vitra aims to continuously increase the share of recycled materials in the product portfolio. The use of recycled materials is a central approach to reduce the demand for primary raw materials and close material cycles. The share of recycled materials in total material use is systematically evaluated internally and serves as a control variable for the further development of the product portfolio. Particular emphasis is placed on material groups with high ecological impact, in particular plastics, aluminium, steel and textiles. In these areas, Vitra specifically drives the transition to recycled materials, provided the requirements for quality, safety and functionality can be met. The use of recycled materials is differentiated and material-dependent. For plastics, for example, a distinction is made between post-consumer and post-industrial recycled materials. For metals such as aluminium and steel, the focus is on achieving the highest possible recycling rate while maintaining consistent material properties. For textiles, the proportion of recycled fibres is gradually increased, taking into account aspects such as sustainability and intensity of use.	pp. 6, 8
301-3 Recovered products and their packaging materials	A key element of Vitra's materials strategy is returning products and materials to the circular use cycle. As part of Vitra Circle and supplementary repair and service offerings, products are purposefully repaired, refurbished and put back into use to extend their service life and reduce the use of virgin materials. By taking back and reprocessing used furniture, materials are kept in circulation longer and the need for new materials is reduced. Product design supports these approaches specifically by making products as repairable as possible, modular in construction and designed to be disassemblable at the end of their lifecycle. Packaging materials are also considered in terms of the circular economy. The aim is to design packaging so that it is material-efficient, recyclable and – where possible – made from recycled or renewable materials.	p. 11–12, p. 22

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GRI STANDARD	DISCLOSURE	REFERENCE
403 Occupational safety and health (2018)		
3-3 Management of material topics	Occupational safety and health are firmly anchored in Vitra's corporate culture and are an integral part of operational and strategic management. The goal is to ensure safe, healthy and legally compliant working conditions at all sites and to systematically minimise work-related risks. To ensure and continuously improve product and process quality, environmental aspects and health and safety at work, Vitra has a certified integrated management system that is centrally managed and implemented across sites. Vitra's quality management system has been certified according to ISO 9001 since 1993. The environmental management system was first validated under EMAS in 1997 and has been certified to ISO 14001 since 2000. In addition to the internationally established company-level certifications for quality and environmental management, Vitra also undergoes audits for responsible corporate conduct. Through internal processes, regular audits and employee training, Vitra ensures that all legal requirements – in particular regarding safety, integrity, corruption and data protection – are complied with. The effectiveness of the processes is regularly reviewed and continuously improved. Since 2011 the Vitra Campus has held the quality label "Sicher mit System", which confirms the systematic embedding of occupational safety.	pp. 15, 21; Vitra's Code of Conduct
403-1 Management system for occupational safety and health	The integrated management system provides the organisational framework for occupational safety and health management at Vitra. It includes clearly defined responsibilities, documented processes and standardised procedures for the prevention of occupational accidents and health risks. All sites implement these requirements on a site-specific basis. Training, ergonomically designed workstations, the use of personal protective equipment (PPE), health-related offerings and regular internal audits contribute to ensuring a high level of protection for all employees.	p. 21; Vitra's Code of Conduct
403-2 Hazard identification, risk assessment and investigation of incidents	Work-related hazards and risks are systematically identified and assessed at Vitra. The risk assessment takes into account different activities, workplaces and working environments and forms the basis for preventive measures in occupational safety and health. To manage and further develop occupational safety, Vitra pursues internal targets, particularly in connection with the prevention of occupational accidents and safety-related incidents. These targets serve continuous improvement, the prioritisation of measures and raising awareness of safe behaviour in everyday work. Occupational accidents and safety-related events are documented, analysed and tracked in accordance with internal processes. The aim is to systematically identify causes, derive appropriate corrective and preventive measures and verify their effectiveness. Findings feed into the further development of processes, training and protective measures.	p. 21; Vitra's Code of Conduct
403-3 Occupational medical and health-related services	Vitra ensures that employees have access to occupational medical and health-related support focused on prevention, early detection and the protection of health in the workplace. Occupational medical services and health-related services are provided on a site-specific basis and are guided by the respective legal requirements, operational conditions and identified risks. The goal is to detect work-related health burdens at an early stage, support appropriate preventive measures and preserve employees' ability to work in the long term. Use of these services is confidential. The services offered complement existing measures for occupational safety, health promotion and prevention, without replacing them.	p. 21; Vitra's Code of Conduct
403-4 Employee participation, consultation and communication on occupational safety and health	Employee involvement in matters of occupational safety and health is an essential part of Vitra's occupational safety organisation. Employees and managers share responsibility for identifying risks and implementing safety-related measures. Exchange on occupational safety and health topics takes place via existing communication and leadership structures at site and team level. Feedback from everyday work is used to identify risks early and to implement improvements in processes, workflows and protective measures. Safety-relevant information, changes and findings from incidents or audits are communicated accordingly and incorporated into the continuous development of occupational safety.	p. 21; Vitra's Code of Conduct

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GRI STANDARD	DISCLOSURE	REFERENCE
404 Education and training (2016)		
403-5 Training of employees in occupational safety and health	Training and instruction on occupational safety and health are an integral part of Vitra's prevention and protection measures. The aim is to specifically raise employees' awareness of safety-related topics and to promote safe behaviour in everyday work. Occupational safety-related training is conducted specific to role, workplace and site. They take place in particular on entry, when there are changes to work processes or equipment, when risks have been identified in risk assessments, and following safety-related incidents or audits. The content of the training is based on the respective hazards and includes, among other things, the safe use of work equipment, the application of personal protective equipment (PPE) and relevant behavioural and emergency measures. The execution and documentation of the training is embedded in the existing processes of the integrated management system.	pp. 17, 21; Vitra's Code of Conduct
403-6 Promotion of employees' health	Vitra promotes employees' health and well-being through a combination of preventive measures, health-promoting working conditions and deliberate design of the working environment. In addition to classic aspects of occupational safety, ergonomic, spatial and organisational factors are also taken into account. The design of attractive, functional and ergonomic work and office spaces is an integral part of this approach. Workplaces are designed to support health, concentration, movement and collaboration. These include, among other things, the quality of the working environment, ergonomic equipment and a deliberate spatial design of production, office and communal areas. In addition, Vitra supports employees' health through offers to promote movement and physical well-being, such as site-specific fitness or movement programmes. These offerings are intended to complement ergonomic measures and contribute to prevention and the long-term preservation of the ability to work. The design of health-promoting measures is site-specific and is guided by the respective working conditions, operational requirements and legal frameworks.	pp. 14, 17; Vitra's Code of Conduct
403-7 Prevention and mitigation of impacts on occupational safety and health directly related to business relationships	Vitra also considers occupational safety and health aspects in collaboration with external partners and suppliers. Supply chain risks are addressed within the framework of supplier evaluation, particularly with regard to working conditions, fairness, integrity and compliance with labour-law standards. No increased labour-law or occupational safety-related risks have been identified for the company's own sites. Relevant suppliers are obliged to comply with social and labour-law minimum standards and are audited where necessary. The aim is to avoid or address negative impacts on health and safety along the value chain at an early stage.	p. 21; Vitra's Code of Conduct
403-8 Employees covered by the occupational safety and health management system	All employees at Vitra's own sites are covered by the integrated management system, which systematically considers aspects of occupational safety and health. The management system is centrally managed and implemented across sites. External workers operating at the sites are subject to the applicable safety and access regulations as well as site-specific requirements for occupational safety and health.	p. 21; Vitra's Code of Conduct
403-9 Work-related injuries	At Vitra, occupational accidents are documented, analysed and tracked in accordance with internal processes. The aim is to systematically identify causes, derive preventive and corrective measures and verify their effectiveness. Aggregated information on the type, frequency or severity of work-related injuries is not published in this report, as the focus is on internal management, prevention and continuous improvement.	p. 21; Vitra's Code of Conduct
403-10 Work-related illnesses	Work-related health risks are taken into account in risk assessments and addressed through preventive measures. Health-related incidents are treated confidentially. There is no evidence of increased risks of work-related illnesses at the company's own sites that would require separate external reporting. Corresponding preventive and support measures are integrated into the existing occupational safety and health processes.	p. 21; Vitra's Code of Conduct

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GRI STANDARD	DISCLOSURE	REFERENCE
404 Education and training (2016)		
3-3 Management of material topics	The continuous development of employees is a key part of Vitra's personnel and corporate culture. Qualification, knowledge transfer as well as professional and personal development are understood as central prerequisites for long-term quality, innovative capability and responsible business conduct. Responsibility for continuing education and qualification lies with the Vitra Academy, the central department for education and training. The Vitra Academy develops, coordinates and manages further training offerings across sites and functions. In close consultation with management, training content is regularly reviewed, further developed and specifically adapted to current requirements. Compliance training is an integral part of our professional development offering, designed to ensure that relevant legal, regulatory and internal requirements and understood and complied with. Moreover, the training portfolio includes professional, personal and development-related learning formats. Sustainability-related topics – for example in the areas of materials, product development, processes or leadership – are an integral part of the approach to further training and are being gradually integrated into existing offerings.	p. 17
404-1 Average training hours per employee and year	Vitra systematically collects and documents continuing education and qualification activities within the framework of personnel and development processes. The average training hours per employee are reported in the progress report and enable transparent classification of the training activities. The design of the training offerings is highly role-, function- and site-specific. In addition to formal training, continuing education also includes practical learning formats, compliance training and development-related offerings coordinated by the Vitra Academy. The focus is therefore not exclusively on the number of training hours, but on the quality, relevance and effectiveness of the continuing education measures for the respective activity and the long-term development of employees.	p. 17
404-2 Programmes for the further development of skills and for support during transitions	The Vitra Academy offers a broad range of training and qualification formats for the targeted development of professional, methodological and leadership competences. The offerings are designed according to needs and continuously further developed in close coordination with the specialist departments and managers. New requirements – for example from technological developments, changed processes, compliance requirements or strategic priorities – are systematically integrated into the training offering. Situations of development or change are supported within the framework of existing HR and leadership processes.	p. 17
404-3 Proportion of employees with regular performance and development discussions	Regular dialogue on performance, development and prospects is part of Vitra's leadership and HR processes. Employees receive feedback on their work and on individual development as part of structured discussions. The format of the discussions is site- and function-specific. The aim is to identify development needs at an early stage, derive appropriate training measures and support long-term development prospects. An aggregated external indicator covering development or performance dialogues is not currently reported.	p. 17

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GRI STANDARD	DISCLOSURE	REFERENCE
405 Diversity and equal opportunities (2016)		
3-3 Management of material topics	Diversity, equal opportunities and a discrimination-free working environment are an integral part of Vitra's corporate culture and HR processes. The company operates internationally and brings together employees with different cultural backgrounds, experiences and qualifications. This diversity is seen as a strength and is actively promoted. The commitment to equal treatment and fair opportunities is embedded in the fundamental HR processes. This includes in particular recruitment, career development, further training, collaboration and leadership. Decisions are made irrespective of personal characteristics and are based on professional qualification, experience and suitability for the respective role. At Vitra, diversity and equal opportunity are not managed in isolation through individual programmes, but are an integral part of existing leadership and HR processes. Responsibility lies with the respective managers and HR units, who are supported by central guidelines, processes and values.	p. 15; Vitra's Code of Conduct
405-1 Diversity in the governing bodies and workforce	Vitra promotes diversity within the workforce as well as at leadership and management level. Aspects such as international origin, different career paths, age groups and varied experience backgrounds contribute to the organisation's diversity. The composition of the workforce reflects the international orientation of the company. Diversity aspects are taken into account in personnel decisions without setting formal quotas or targets. The focus is on equal opportunities, an open corporate culture and a respectful working environment.	p. 15; Vitra's Code of Conduct
405-2 Ratio of base salary and remuneration of women to men	Compensation structures at Vitra are based on function, responsibility, qualification and experience. The aim is fair, comprehensible and market-appropriate remuneration. Pay differences result from the respective role and its associated requirements, not from personal characteristics. The review and further development of remuneration models takes place within the framework of existing HR processes.	p. 15; Vitra's Code of Conduct

GRI STANDARD	DISCLOSURE	REFERENCE
406 Non-discrimination (2016)		
3-3 Management of material topics	Vitra does not tolerate any form of discrimination. Respectful, appreciative and fair interaction forms a central basis for collaboration in the company. Discriminatory behaviour contradicts the company's values and will not be accepted. Reports of possible violations are taken seriously and handled in accordance with internal processes. The aim is to create a working environment in which all employees feel respected, safe and treated equally, regardless of individual characteristics.	p. 15; Vitra's Code of Conduct
406-1 Discrimination incidents and remedial measures taken	In the reporting year, no discrimination-related incidents were reported that would have required external reporting.	p. 15; Vitra's Code of Conduct

Additions to the report

This report contains the material topics according to Vitra's understanding of sustainability. It is published annually; the present issue is dated May 2026. The report is voluntary and has not been externally audited.

The Sustainable Development Goals (SDGs) adopted by the United Nations in 2015 form the core of the 2030 Agenda for Sustainable Development. With their 17 global sustainability objectives, they aim to achieve socially, economically and environmentally sustainable development. These goals serve worldwide as a guide – not only for the public sector and universities, but also for companies across various industries – including our own. Since 2024 we have integrated the SDGs as points of reference into our planning and targets. Serving as clear guidelines, they show how we can consistently drive our sustainable development forward.

The Global Reporting Initiative (GRI) has developed widely recognised standards as an independent international organisation for transparent, comparable sustainability reporting. Its modular standards, consisting of universal, topic-specific and sector-specific modules, create a clear framework that supports organisations in the textured disclosure of their environmental, social and economic impacts. In the Progress Report 2025 a GRI content index will be published for the first time to promote more comparable, verifiable reporting.

BAUM e.V. is a leading network for sustainable business that supports companies in assuming ecological and social responsibility. With around 860 members, BAUM promotes the exchange of knowledge and experience in order to develop and implement sustainable strategies. Vitra is proud to be part of this initiative and to actively contribute together with the other members to the promotion of a sustainable future.

A company's sustainable development relies on dialogue with an interested public. Please feel free to contact us at sustainability@vitra.com.

Vitra is represented worldwide. Your local Vitra can be found at www.vitra.com/handel.

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