



**KÄRCHER**

# AN OVERVIEW

Kärcher Sustainability Report: Facts & Figures 2025

# ABOUT THIS REPORT

## From GRI to ESRS reporting

In 2024, Kärcher began preparing to report in accordance with the Corporate Sustainability Reporting Directive (CSRD) and the associated European Sustainability Reporting Standards (ESRS). As a result of these preparations, Kärcher voluntarily published a sustainability report containing data, facts and figures based on the ESRS and – during the transition phase for certain key figures – the standards of the Global Reporting Initiative (GRI). By adopting this approach, Kärcher ensures that the company not only meets future statutory reporting requirements but also continues to guarantee transparency and comparability for all stakeholders.

This report once again provides an overview of developments in sustainability matters within the Kärcher Group for the 2025 financial year. Due to changes in the reporting requirements under the CSRD, the Kärcher Group is not required to report until the 2027 financial year. This gives the company the opportunity to further develop its ESG initiatives and prepare specifically for the upcoming reporting requirements.

The 2025 reporting year marks a decisive turning point: we have launched our new 2030 Sustainability Strategy, which builds on our past successes and sets out the framework for our future efforts and contributions in line with sustainable development. This report is the first to outline our performance under this strategy, marking the start of a new chapter in our approach to corporate responsibility.

## Materiality analysis

In order to identify the sustainability topics most relevant to our company, Kärcher carried out a double materiality analysis in 2024 in accordance with ESRS Set 1. No further materiality analysis was carried out for the 2025 reporting year. During 2026, Kärcher will carry out a new materiality analysis based on the revised ESRS Set 1, Version 2.

The following topics have been identified as material for the Kärcher Group in accordance with ESRS:

- Climate change mitigation and adaptation
- Energy and emissions
- Circular economy
- Workers at the company
- Workers in the value chain
- Corporate management

There are also reports on water and waste in accordance with the GRI Standards.

## Reporting framework

The reporting period covered by this report is the 2025 financial year (1 January to 31 December). The information and key figures presented cover 80 companies within the Kärcher Group and reflect the current consolidated group for sustainability reporting. The report has been approved by the Board of Management of Alfred Kärcher SE & Co. KG. The editorial deadline was 31 March 2026. It was published on 7th May 2026.

# DEAR READERS,

The year 2025 marked a significant milestone for Kärcher: we celebrated our 90th anniversary. Nine decades of innovation, quality and growth demonstrate that sustainability is at the heart of everything we do. However, we are currently operating in a particularly challenging environment, characterised by geopolitical tensions and economic factors over which we have only limited influence. In these volatile times, consistency and responsible behaviour are more important than ever. They form the foundation of our family business.

On that basis, we have taken another decisive step forward with our new 2030 Sustainability Strategy. Building on the milestones we have already achieved – such as our near-term emission reduction targets validated by the Science Based Targets initiative – we are now setting ourselves even more ambitious, clearly measurable targets: we want to further reduce our ecological footprint, drive forward the circular economy and expand our positive impact on society and the environment.

Numerous awards and external evaluations confirm that we are on the right track: the EcoVadis Silver rating, which places us among the top performers, and our CDP scores at management level highlight the success of our strategy.

However, the progress we have made in our sustainability and economic development would not have been possible without the close cooperation of our employees across all areas of the business worldwide. I would therefore like to extend my heartfelt thanks to our entire workforce. It is their daily dedication, their passion and their individual contributions that keep us moving forward even in turbulent times and make us who we are.


I warmly invite you to explore the following pages to gain an insight into our commitment and to join us on our journey towards an even more responsible future.



With best wishes from Kärcher,


A handwritten signature in black ink, which appears to read 'H. Jenner'. The signature is fluid and stylized, with a large loop at the end.

Hartmut Jenner  
Chief Executive Officer and Chairman  
of the Board of Management




**3.483**  
billion euros  
**TURNOVER** in 2025

**17,000**  
**EMPLOYEES** 



**>3,700**  
tonnes of recycled plastic  
were used in products  
worldwide in 2025\*



**29,881**  
tonnes **LESS CO<sub>2</sub>e\*\***  
**EMISSIONS** were generated  
by Kärcher worldwide in 2025 compared  
with the base year of 2020\*\*\*

## THE COMPANY

As a market leader in cleaning technology, Kärcher provides cleaning and maintenance solutions worldwide and in 2025 achieved a turnover of 3.483 billion euros.

At Kärcher, a team of 17,000 people in more than 87 countries and over 170 companies work together in making the world a cleaner place. As a family-run company, we firmly believe that the important things in life need extra care to ensure they stand the test of time and preserve their value in the future. That's as true of our own homes as it is of the wider environment, our community, our workplace, our cultural heritage and our long-standing traditions.

## 90 YEARS OF INNOVATION AND RESPONSIBILITY

Since its founding as a workshop run by Alfred Kärcher in 1935, the company has grown into a global brand. The company's history has always been marked by technical milestones – including the launch of Europe's first hot water high-pressure cleaner in 1950. At the same time, the deliberate focus of the company's activities on sustainable development has never been a coincidence but rather forms a central component of its corporate strategy. The principles of sustainable development continue to play a major role in Kärcher's operations, even in its 91st year, and are increasingly being integrated into the global supply chain.

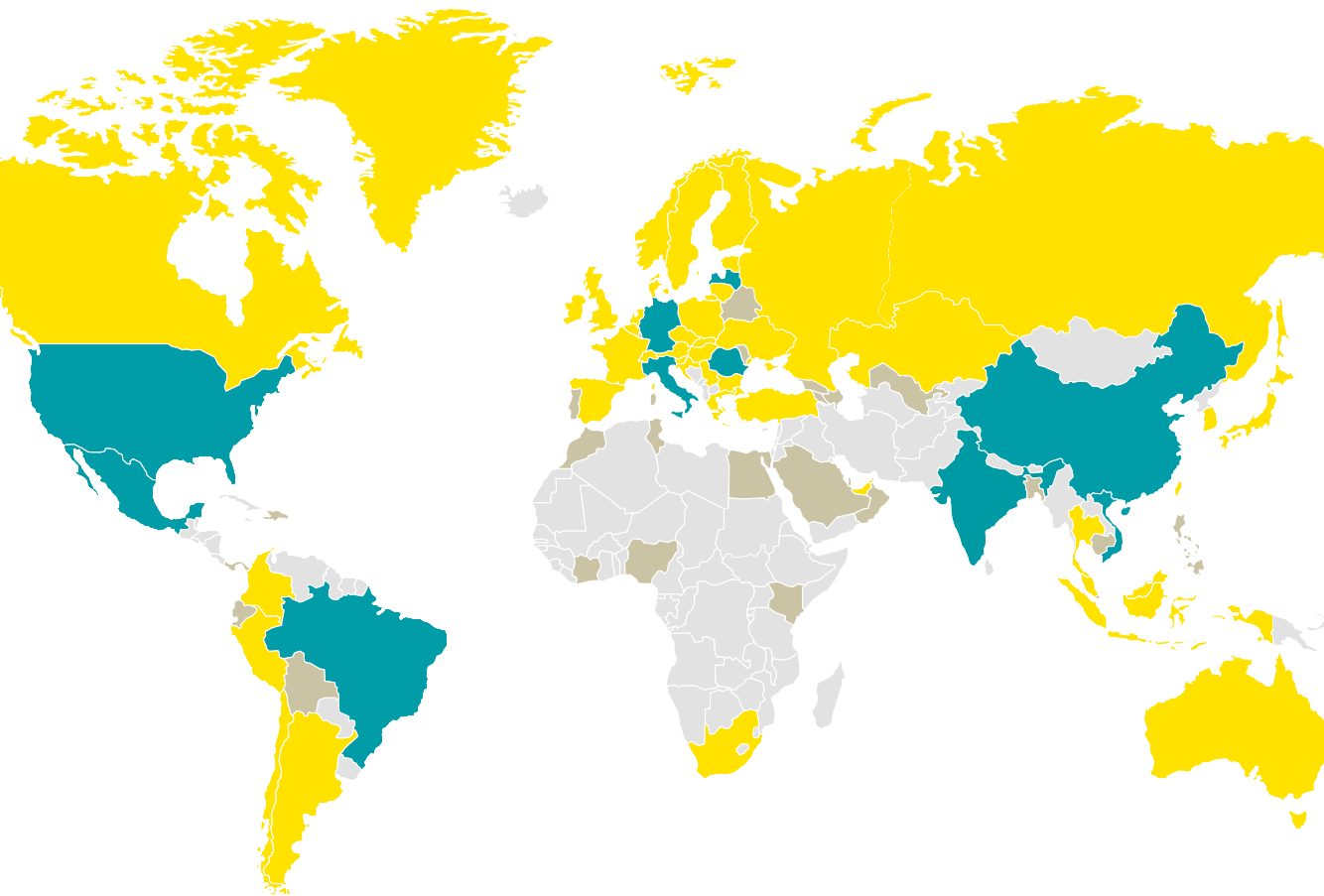
\* This represents 6.7% of total plastic usage and a 41% increase compared with the previous year.

\*\* CO<sub>2</sub>e = CO<sub>2</sub> equivalent, a unit of measurement used to standardise the climate impact of various greenhouse gases (GHGs).

\*\*\* Scope 1 and 2.

# KÄRCHER WORLDWIDE

Under the guiding principle “Rooted in Germany – active all over the world”, Kärcher operates as a global family-run business. Our products are manufactured and distributed around the world, supported by a global network of production, logistics, sales and service sites in more than 87 countries.



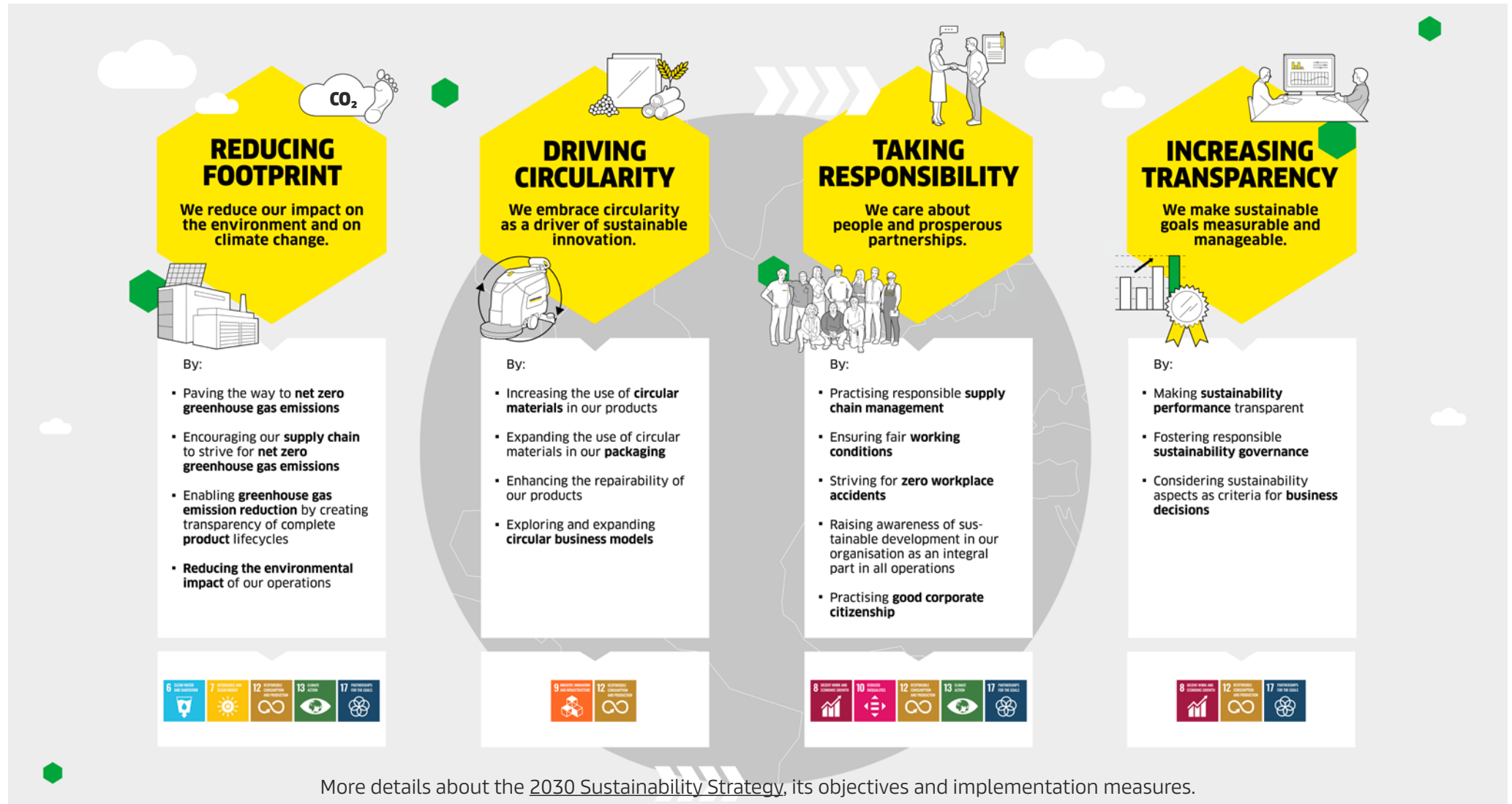
- Countries with Kärcher sales and service sites.
- Countries with Kärcher production and logistics sites as well as sales and service sites.
- Countries with Kärcher sales and service sites that are not part of this report.

## Our production and logistics sites and their certifications

Production and logistics sites	9001:2015 (Quality)	14001:2015 (Environment)	50001:2018 (Energy)	45001:2018 (Occupational safety)
<b>Germany</b>				
Winnenden (Headquarters)	■	■	■	
Winnenden (Factory)	■	■	■	
Ahorn	■	■	■	
Obersontheim (Factory)	■	■	■	
Obersontheim (Logistic Centre)	■	■	■	
Bühlertal	■	■	■	
Schwaikheim	■	■	■	
Waldstetten	■	■	■	
Duisburg	■	■	■	
Reutlingen	■	■		
Stadthagen	■			
<b>Italy</b>				
Correggio/Reggio Emilia	■	■	■	■
Quistello	■	■	■	■
Reggio Emilia	■	■	■	■
<b>Romania</b>				
Curtea de Argeş	■	■	■	■
<b>USA</b>				
Aurora	■	■		
Blackwood				
Fayetteville				
<b>Mexico</b>				
Monterrey	■	■		
<b>Brazil</b>				
Vinhedo	■	■		
<b>China</b>				
Changshu	■	■	■	■
<b>Latvia</b>				
Jelgavas Novads	■	■	■	
<b>Vietnam</b>				
Quang Nam	■	■	■	■
<b>India</b>				
Coimbatore	■			

# AN OVERVIEW OF OUR 2030 SUSTAINABILITY STRATEGY

The new 2030 Sustainability Strategy marks an important milestone for Kärcher. Through this initiative, the company combines environmental, social and governance matters into a holistic approach. With this strategy, we are not only addressing the reduction of emissions and resource consumption but also the comprehensive transformation of our supply chain, promoting a closed-loop circular economy and greater transparency.



# 01

## ENVIRONMENT

**- 44.5%**

### SCOPE 1 AND SCOPE 2 EMISSIONS\*

achieved compared with the base year of 2020 (2025 target: - 21%)



**100% ELECTRICITY FROM RENEWABLE SOURCES\*\***  
at all production and logistics sites

For **47% OF OUR PRODUCT GROUPS** at least one product carbon footprint\*\*\* was calculated



\* CO<sub>2</sub>e.

\*\* From photovoltaics (on- and off-site), hydropower and wind power.

\*\*\* Cradle to grave in accordance with ISO 14067.

## CLIMATE CHANGE MITIGATION AND ADAPTION

### Strategy, targets and key figures

One of the key objectives of our 2030 Sustainability Strategy is “Reducing Footprint”. With this objective, we intend to take steps towards further decarbonising our business operations in line with the Paris Agreement. Our near-term emission reduction targets were officially validated by the Science Based Targets initiative in autumn 2024. These include a 42 per cent reduction in absolute Scope 1 and Scope 2 emissions by 2030 compared with the base year of 2020, alongside continuous company growth. Our target for the upstream and downstream value chain (Scope 3) is as follows: by 2030, emissions are to be reduced by 51.6 per cent per thousand euros of value added (base year 2022).<sup>1</sup>

To present our progress on climate protection in a credible and transparent manner, we published our first comprehensive Greenhouse Gas (GHG) Emissions Verification Report for the year 2024 in 2025. This report complies with the requirements of the GHG Protocol and has been externally verified.

In addition to this transparent reporting, Kärcher is implementing concrete measures to achieve its goals. They will result in a significantly reduced impact on the environment and climate, such as through greenhouse gas emissions and resource consumption.

We encourage our supply chain to strive for net zero greenhouse gas emissions, promote transparency throughout the entire product life cycle and reduce the overall environmental impact of our own operations, for example by using electricity from renewable sources across the entire Kärcher Group.<sup>1</sup>

### Total energy consumption in MWh

	2024	2025
From fossil sources	148,281	146,246
From nuclear sources	3,661	2,893
From renewable sources	105,363	111,800
Renewable fuels	3,159	4,017
Electricity purchased from renewable sources	91,678	95,668
District heating purchased from renewable sources	5,258	5,241
In-house photovoltaic systems + combined heat and power plant	5,269	6,873
Energy intensity (in MWh per million € turnover)	74.67	74.92

### Greenhouse gas emissions in tonnes of CO<sub>2</sub>e<sup>2</sup>

	2024	2025
Scope 1	29,989	30,304
Scope 2	9,175	6,919
Scope 3	3,893,415	3,713,972
Total GHG emissions	3,932,579	3,751,195
Greenhouse gas intensity in tonnes of CO <sub>2</sub> e per million € turnover <sup>3</sup>	11.02	10.7

<sup>1</sup> More details about the [objectives and implementation measures](#).

<sup>2</sup> The emission figures have been recalculated retrospectively up to the base year following a change in the calculation methodology and improved data availability.

<sup>3</sup> Scope 1 and 2.

We also want to create greater transparency regarding the greenhouse gas emissions of our products. To this end, we calculate the carbon footprint of our products in accordance with ISO 14067. We have already calculated a carbon footprint for at least one product in 47 per cent of our product groups. Through a detailed analysis of the climate impact, we can precisely quantify the positive effects of targeted measures – such as the use of recycled materials or renewable energy in the manufacture of the devices. For example, in the case of the SE 4 Go!Further spray extraction cleaner, the use of recycled materials reduced the carbon footprint by 6.64 kg CO<sub>2</sub>e or 16.7 per cent, compared with the model that does not contain recycled materials. We also highlight potential savings during the use phase: for machines with Eco!Mode, such as the B 110 R Bp Pack scrubber dryer, reduced energy, water and detergent consumption per operating hour can result in savings of up to 0.28 kg CO<sub>2</sub>e or 18.2 per cent compared with standard mode.<sup>1</sup>

Across our entire product portfolio, the use of various recycled plastics in our products is expected to reduce CO<sub>2</sub>e emissions by 3,833 tonnes of CO<sub>2</sub>e<sup>2</sup> in 2025.<sup>3</sup> This reduction in emissions is possible because the use of recycled plastic instead of virgin plastic results in a lower CO<sub>2</sub>e footprint when considering material-specific emission factors.

Measures adopted during the reporting year to reduce CO<sub>2</sub>e emissions have also received international recognition. Products from our plants in Quistello (Italy) and Curtea de Argeş (Romania) – including high-pressure cleaners, window vacuum cleaners and scrubber dryers – have been certified with the “GreenCircle Certified Environmental Facts” (CEF) label.<sup>4</sup>

Climate protection is a shared responsibility. To harness the awareness and innovative spirit of our workforce, we ran an internal awareness campaign at our German sites in autumn 2025. A total of 97 proposals for reducing emissions were received via a central ideas platform. The ideas ranged from product improvements

to optimisations in IT and mobility. This response demonstrates our employees’ strong commitment to our climate targets. The winning projects were a “Sustainable Mobility Week” aimed at promoting low-emission commuting options, and a technical optimisation of the powder coating process. Both approaches highlight how we can improve our resource efficiency through behavioural changes and process innovations.



The SE 4 Go!Further spray extraction cleaner

<sup>1</sup> Eco!Mode: 9.6% lower power consumption (1.6 kWh/h), 22.2% lower water consumption (63 l/h), 61% lower detergent consumption (0.16 l/h) (may vary depending on application; calculations are based on the official LCA database).  
<sup>2</sup> This represents an increase of 17% compared with 2024.  
<sup>3</sup> Compared with production using 100% virgin plastic. Based on the total volume of recycled plastic purchased (material flow analysis). The emissions calculation is based on ecoinvent (version 3.12) and takes into account material-specific emission factors (market-based). For material groups without specific data records, the relevant reference factors are applied.  
<sup>4</sup> You can find information about the certification and our certificates on the official [website](#) and in the GreenCircle Certified [database](#).

# WATER

## Strategy, targets and key figures

Water as a resource plays a significant role both in our manufacturing processes and in the application of our products. By 2030, Kärcher aims to improve its water efficiency by 5 per cent compared with 2024. This objective is to be achieved through a group-wide water efficiency initiative and by raising our employees' awareness of the responsible use of water.<sup>1</sup>

Our strategy also aims to further minimise the use of fresh water at our plants and to increase the recycling of this resource within the production process. This applies to water from both groundwater sources and public water suppliers. In this way, it is intended to further reduce the withdrawal volume. In the 2025 reporting year, fresh water consumption at our plants fell compared with the previous year. This is due in particular to optimised processes, the increased use of recycled water in product testing and, for example at our plant in China, improved monitoring systems that enable the early identification and faster repair of leaks. At the same time, water consumption in our sales companies rose slightly. This increase can be attributed to improved data availability.

In our product range, we are increasingly focusing on more water-efficient solutions, such as the Eco!Booster accessory for our pressure washers, designed for both commercial and domestic use. With this nozzle, our pressure washers achieve a 50 per cent increase in water and energy efficiency.<sup>2</sup>

We also focus on the topic of water pollution. One example of this is the newly launched Re!Fibe universal cloth with CiCLO® technology for our steam cleaners in the consumer market. The use and washing of textiles releases microplastic particles into water bodies and landfills. The cloth is made from 100 per cent recycled fibres. Thanks to its ability to break down microplastics 19 times more effectively than conventional polyester, it results in a lower long-term impact of microplastics on the oceans. The degradation rate of polyester fibres incorporating CiCLO® technology is 94.3 per cent over 3.7 years, whereas the degradation rate of conventional polyester fibres over the same period is only 4.9 per cent (in accordance with ASTM D6691). This helps to reduce the long-term microplastic pollution of our oceans caused by use and washing processes.<sup>3</sup>

## Water withdrawal in m<sup>3</sup>

	2024 <sup>7</sup>		2025	
Water withdrawal in m <sup>3</sup>	Plants <sup>4</sup>	Remaining consol. cos <sup>5</sup>	Plants <sup>4</sup>	Remaining consol. cos <sup>5</sup>
<b>Total water withdrawal (GRI 303-3)</b>	<b>396,445</b>	<b>118,656</b>	<b>372,574</b>	<b>131,720</b>
Water withdrawal (no water stress)	77,280	75,866	75,588	87,639
Water withdrawal (water stress)	319,165	42,790	296,986	44,081
Groundwater and surface water	81,185	0	81,194	0
Municipal water supply	315,260	118,656	291,380	131,720
<b>Water intensity (m<sup>3</sup> per million € turnover<sup>8</sup>)</b>	<b>115.03</b>	<b>34.43</b>	<b>106.96</b>	<b>37.82</b>

## Water discharge and consumption<sup>4</sup> in m<sup>3</sup>

	2024 <sup>7</sup>		2025	
<b>Total water discharge (GRI 303-4)</b>		<b>380,149</b>		<b>360,953</b>
Water discharge (no water stress)		73,847		75,588
Water discharge (water stress)		306,302		285,365
<b>Water consumption (GRI 303-5)</b>		<b>16,296</b>		<b>11,621</b>
<b>Recycled water<sup>8</sup></b>		<b>97,039</b>		<b>96,316</b>

<sup>4</sup> This information includes the Kärcher headquarters as well as the production and logistics sites of the Kärcher Group in Germany, Brazil, China, Italy, Mexico, Romania, Latvia, Vietnam and the USA, as well as India for the first time in 2025.

<sup>5</sup> This information includes all consolidated units in the respective business year (consolidated companies, in short: "consol. cos") excluding the Kärcher headquarters as well as production and logistics sites; this figure includes partial extrapolations.

<sup>6</sup> Turnover in 2024: €3.446 billion; turnover in 2025: €3.483 billion.

<sup>7</sup> The water-related key figures reported for 2024 were extrapolations in the previous year. These were adjusted in the reporting year on the basis of the real values.

<sup>8</sup> By "recycled water" we mean used or contaminated water that is treated and reused.

<sup>1</sup> More details about the [objectives and implementation measures](#).

<sup>2</sup> With the Kärcher Eco!Booster, based on a 50% increase in the area cleaned whilst maintaining the same energy and water consumption compared with the standard Kärcher flat jet nozzle. Verified by an independent testing institute.

<sup>3</sup> This fabric is not compostable. Disposal is to be carried out in accordance with local waste disposal regulations.

# WASTE

## Strategy, targets and key figures

Minimising waste and using resources sparingly are key priorities at Kärcher. By 2030, the company aims to increase the recycling rate of its global production waste to over 90 per cent compared with 2024. This objective is to be achieved through optimised production processes and the introduction of a zero-waste initiative. A central component of our sustainability strategy is the gradual transition to a circular economy in which waste is regarded as a potential raw material. The aim is to continuously increase the proportion of recycled waste whilst further reducing the proportion of hazardous waste, in order to make an effective contribution to environmental and resource protection.<sup>1</sup>

In the reporting year 2025, the volume of waste increased compared with the previous year. The slight increase in waste volume compared with 2024 is primarily due to the integration of the new site in India and construction-related waste arising from the expansion of our plant in Romania, supplemented by one-off effects relating to the clearance of hazardous material stocks and more accurate data collection at our international sites. Despite a slight increase in

total waste, the recycling rate<sup>2</sup> at our production and logistics sites increased from approximately 80 per cent to 86 per cent through the targeted recruitment of new waste management service providers.

## Waste and recycling

	2024		2025	
	Plants <sup>3,4</sup>	Remaining consol. cos <sup>4,5</sup>	Plants <sup>3</sup>	Remaining consol. cos <sup>5</sup>
<b>Total waste (t)</b>	<b>17,371.29</b>	<b>6,680.30</b>	<b>17,896.31</b>	<b>7,208.79</b>
Non-hazardous waste (t)	16,972.49	6,208.50	17,332.73	6,804.71
Hazardous waste (t)	398.8	471.8	563.58	404.08
<b>Share of non-recycled waste (%)</b>	<b>19.28</b>	<b>32.1</b>	<b>13.18</b>	<b>30.14</b>
<b>Share of recycled waste (%)</b>	<b>80.72</b>	<b>67.9</b>	<b>86.82</b>	<b>69.86</b>

<sup>3</sup> This information includes the Kärcher headquarters as well as the production and logistics sites of the Kärcher Group in Germany, Brazil, China, Italy, Mexico, Romania, Latvia, Vietnam and the USA, as well as India for the first time in 2025.

<sup>4</sup> The waste-related key figures reported for 2024 were extrapolations in the previous year. These were adjusted in the reporting year on the basis of the real values.

<sup>5</sup> This information includes all consolidated units in the respective business year (consolidated companies, in short: "consol. cos") excluding the Kärcher headquarters as well as production and logistics sites; this figure includes partial extrapolations.

Internally, we promote environmental innovation by recognising outstanding best-practice projects at the annual global Kärcher Environmental Conference. In 2025, the following initiatives received awards:

- **Obersontheim plant** (Germany): development of a new test procedure that uses air instead of water in leak testing. This saves around 1,500 litres of fresh and waste water respectively each month and reduces processing times.
- **CEM plant** (Italy): introduction of reusable packaging, saving 200 tonnes of cardboard waste and 29 tonnes of plastic waste annually, whilst also making internal material transport more efficient.
- **Changshu plant** (China): implementation of a software solution for real-time analysis of energy use to identify potential savings in the areas of cooling, compressed air, lighting and technology. Thanks to improved maintenance of the cooling system and reduced load control during the night shift, total annual energy savings of 360,000 kWh are being achieved.

<sup>1</sup> More details about the [objectives and implementation measures](#).

<sup>2</sup> The recycling rate refers to all production waste that is recycled.

# RESOURCE USE AND THE CIRCULAR ECONOMY

## Strategy, targets and key figures

Kärcher regards the circular economy as a key driver of sustainable innovation. A key objective of our sustainability strategy is therefore “Driving Circularity”. To this end, in the future we will continue to increase the proportion of recyclable materials in our products and packaging, enhance the repairability of our products and establish new circular business models.<sup>1</sup>

In our product design, we aim to go beyond the legal requirements of the circular economy. Our aim is to keep resources in circulation for as long as possible, prevent waste and preserve the value of products and materials. To incorporate this change into our day-to-day operations, we are integrating these circular economy indicators into our central databases and core processes, particularly in product development and procurement.

Our goals for 2030 are clearly defined:<sup>1</sup>

- Increase the proportion of recycled plastic in Kärcher’s total plastic volume to 15 per cent
- A 90 per cent increase in the range of circular business models (e.g. rental or remanufacturing) compared with 2025
- Achieve an average of at least 80 per cent<sup>2</sup> recycled raw materials and at least 90 per cent<sup>3</sup> recyclability for our entire<sup>4</sup> primary and secondary packaging portfolio

We have been working continuously since 2018 to increase our use of recycled materials and already use them in 50 per cent of our product groups. Whenever Kärcher develops a new product, the use of recycled plastic is now technically evaluated and actively promoted. Kärcher aims to incorporate recycled plastics into its mainstream production rather than creating isolated flagship projects. In 2025, we used 3,765 tonnes of recycled plastic. This represents 6.7 per cent of the total volume of plastic purchased and a 41 per cent increase compared with the previous year.

## Resource inflows in t<sup>5</sup>

	2024	2025
<b>Metals</b>	<b>56,507</b>	<b>55,262</b>
<b>Plastic granulate</b>	<b>55,791</b>	<b>56,406</b>
Of which recycled plastic <sup>6</sup>	2,670	3,765
<b>Chemical raw materials</b>	<b>3,180</b>	<b>3,087</b>
Of which biological materials	44	65

<sup>5</sup> This information includes the Kärcher headquarters as well as the production and logistics sites of the Kärcher Group in Germany, Brazil, China, Italy, Mexico, Romania, Latvia, Vietnam and the USA.

<sup>6</sup> The proportion of 100% recycled material in all plastic granulates is defined in accordance with DIN SPEC 91446 or DIN EN 18065:2025-11.

Whilst the absolute material inflows have increased in line with our business growth, our strategic focus<sup>1</sup> is on the growing use of circular materials, in particular recycled plastics for our devices and detergent containers, as well as renewable raw materials for our detergents.

<sup>1</sup> More details about the [objectives and implementation measures](#).

<sup>2</sup> PPWR (Packaging and Packaging Waste Regulation – Regulation [EU] 2025/40).

<sup>3</sup> > Grade B (PPWR).

<sup>4</sup> Excl. the Americas/American plants, affiliated companies; based on total mass calculation.

Through cross-departmental collaboration, we are driving forward company-wide transformation, focusing on design concepts that enable easy disassembly and optimised spare parts strategies. For this purpose, we are already using an internal system to assess repairability across 25 per cent of our product categories, in order to provide transparency regarding the repairability<sup>1</sup> of our products, and are gradually integrating this into product development.

An example from the reporting year illustrates how we are already putting the circular economy into practice today: the new T-Range product line, a series of Professional vacuum cleaners, is characterised by a high proportion of recycled materials and good repairability, thanks to the quick and easy replacement of faulty parts in just a few steps<sup>2</sup> and improved energy efficiency compared with previous models: the products in this line are made from 45 per cent post-industrial recycled material<sup>3</sup> and, based on this, have been flustix-certified<sup>4</sup> since June 2025 and thus save at least 1.9 kg of virgin plastic per machine. Compared with predecessor models, the new T-Range can save up to 0.43 kWh/h, or 53 per cent, in energy thanks to Eco!Mode<sup>5</sup> and efficient motors<sup>6</sup>.



Dry vacuum cleaners from the new Kärcher T-Range

<sup>1</sup> For product categories where a repairability index is not yet a legal requirement, such as the Repair Index in France and Belgium.

<sup>2</sup> Based on an internal system for assessing repairability, modelled on the statutory French Repair Index.

<sup>3</sup> This applies to all plastic parts, excluding accessories.

<sup>4</sup> The flustix certification is an independent labelling scheme recognised across Europe that assesses products and packaging for the absence of plastic and microplastics or for the use of recycled plastics.

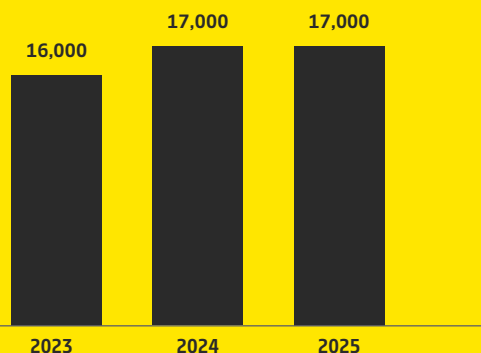
<sup>5</sup> Lower energy use than in standard mode during the use phase.

<sup>6</sup> For the battery version, this may vary depending on the application and battery type.

# 02

## SOCIAL

Total employees  
in the Kärcher Group



## COMPANY WORKFORCE

### Strategy, targets and key figures

In order to ensure consistently high standards in human resources management worldwide, we introduced global HR standards during the reporting year. This central set of guidelines brings together existing HR processes and principles and incorporates relevant requirements from the areas of governance and social sustainability. It provides clear guidance for our subsidiaries and ensures that issues such as human rights, fair working conditions and equal opportunities are implemented to consistently high standards for all employees worldwide.

### Key figures on our workforce

The following key figures provide an overview of the structure of our workforce, as well as staff turnover, further training and health and safety.

### Number of employees (headcount)

	2024		2025 <sup>1</sup>	
	Proportion		Proportion	
Report-relevant Kärcher companies	15,614	100%	15,646	100%
Of which female	4,948	31.7%	5,076	32.4%
Of which male	10,666	68.3%	10,570	67.6%
Of which in Europe	10,894	69.8%	11,094	70.9%
Of which in Asia, Africa and Oceania	3,268	20.9%	3,127	20.0%
Of which in the Americas	1,452	9.3%	1,425	9.1%

### Staff turnover

	2024		2025 <sup>1</sup>	
	Total <sup>2</sup>	Of which resignations	Total <sup>2</sup>	Of which resignations
Number of departures	2,200	1,143	2,275	1,103
Staff turnover rate	14.1 %	7.3 %	14.5 %	7.0 %

### Further training

	2024 <sup>3</sup>	2025 <sup>4</sup>
Average training hours per employee	25.21	21.62

### Work-related injuries

	2024 <sup>3</sup>	2025 <sup>4</sup>
Reportable accidents	297	191
Number of deaths due to work-related injuries and health-related incidents	0	0
Number of work-related sick days or injury days among employees (days lost)	3,689	2,330

<sup>1</sup> Reporting date: 31 December 2025, with the exception of three subsidiaries with a reporting date of 30 November 2025.

<sup>2</sup> The total number includes resignations as well as employees leaving the company due to dismissal, retirement or death.

<sup>3</sup> The figures reported for 2024 corresponded to data from 01-09/2024 in the previous year. These have been adjusted here on the basis of the actual figures.

<sup>4</sup> Figures for 01-09/2025 due to earlier reporting date for data collection.

### Engagement and feedback: insights from the 2025 Global Employee Survey

The 2025 Global Employee Survey was once again a key tool for us in gaining valuable insights and identifying areas for improvement. The high participation rate of 90 per cent provides a solid basis for analysis. The results assure us that we are on the right track:

- 91 per cent of our employees enjoy working at Kärcher.
- 87 per cent believe that Kärcher fulfils its social and corporate responsibilities.
- 89 per cent say that they work well together in their teams to find innovative solutions.

We have also identified specific areas for action at global, local and team level. The global focus areas – cross-hierarchical and cross-departmental communication, internal processes and opportunities for personal development – are being driven forward by dedicated project teams. At the same time, managers and teams address their specific concerns in a targeted manner during structured follow-up workshops. All measures resulting from this should be successfully implemented by the time of the next employee survey. Progress in this area is monitored and tracked centrally by the Talent Management & Culture department.

### Health and well-being in the workplace

We take our responsibility for the health of our employees very seriously. During the reporting year, we further improved the process for assessing psychological stress (GBU Psych) at our German sites: the topic was integrated directly into the team workshop concept, managers were required to ensure internal team communication and guidelines were implemented for the system-based documentation of risks and measures. This proactive approach is a key component of our “Safety Vision 2030” and highlights the importance of mental well-being as an integral part of a high-performing and resilient workforce. “Safety Vision 2030” establishes a global safety culture that, through clear standards and a strong network, prevents accidents and ill health and safeguards the long-term health of all employees.

### Raising awareness: sustainability in further training

Our employees are the cornerstone of Kärcher’s success. As part of our 2030 Sustainability Strategy, we aim to raise our employees’ awareness of the environmental, social and economic aspects of their work. This enables them to continue to play an active role in the company’s success and in achieving its goals. Kärcher aims to raise awareness of sustainability and ensure it is maintained in the long term through targeted measures such as training, awards and events.

To incorporate our sustainability strategy within the organisation on a long-term basis, the commitment of our employees is crucial. A key element of further training is the “Climate Fresk” workshop. During the reporting year, the workshop was introduced at the head office in Winnenden. This interactive format clearly illustrates the interconnections of climate change and helps people understand the role each of us plays in achieving our sustainability goals. By the end of 2025, over 250 staff members had taken part in this workshop.

# 03

## GOVERNANCE

**>151**  
AUDITS  
were conducted  
in 2025



## CORPORATE RESPONSIBILITY – STRATEGY, TARGETS AND KEY FIGURES

### Responsibility in practice

Strong corporate governance, transparency in our processes and the active management of our supply chain are, for us, key elements of our commitment to corporate responsibility. We are convinced that sustainable success can only be built on a solid foundation of ethics and transparency. Against this backdrop, we have set ourselves the goal of ensuring that our progress is fully and transparently documented by 2030.

### Supply chain management and transparency

To improve transparency regarding our environmental impact, Kärcher has been using specialist software solutions for digital carbon accounting since the end of 2024. Using these applications, we are working towards the gradual digitalisation of emissions data across the value chain at both the corporate and product levels, in accordance with international standards. In doing so, we are gradually improving data quality in our procurement processes by making greater use of primary data from our suppliers. This enables us to identify hotspots more accurately, allowing us to use data-driven insights to coordinate decarbonisation measures in a targeted manner.

### External validation of our performance

Assessments by independent ESG rating agencies provide us with an objective evaluation of our sustainability performance and show how we compare with other companies. In the 2025 reporting year, we once again achieved strong results:

- **EcoVadis<sup>1</sup> Silver rating:** with this result, we rank among the top 15 per cent of all companies assessed by EcoVadis. This confirms our strong commitment to sustainability in business practices.
- **CDP<sup>2</sup> Rating 2025:** we achieved a “B” rating in both the Climate Change and Water Security categories. This corresponds to the “Management” level and reflects our systematic approach and the implementation of coordinated measures in these key environmental areas.



[Click here for further details and information on the methodology behind our EcoVadis award.](#)

<sup>1</sup> EcoVadis assesses companies' sustainability performance in the areas of the environment, labour and human rights, ethics, and sustainable procurement. The rating compares our performance with that of other companies and recognises our commitment to responsible business practices.

<sup>2</sup> CDP is an international organisation that assesses companies on their transparency and management of environmental issues, particularly climate change, water and forests. The results provide insight into how environmental risks and opportunities are managed, as well as into the disclosure of relevant information.

## SOCIAL COMMITMENT

### Preserving value, shaping the future

We see ourselves as part of society and aim to be a good corporate citizen and take responsibility by getting involved in the community. In 2025, our companies and employees around the world once again demonstrated impressive dedication:

- **17 tonnes of waste** were collected by our employees during the global Kärcher Clean-up Days 2025.
- **> 450 donations and charitable sponsorships** have been carried out worldwide to support local communities.
- **124 historic buildings, squares, parks, riverbanks and beaches in 49 countries** have been professionally cleaned free of charge as part of our cultural sponsorship programme.

Behind these figures lie moving stories and strong partnerships. A particular highlight of the reporting year was the twenty-fifth anniversary of our partnership with the Global Nature Fund (GNF), through which we have been able to implement plant-based purification systems and drinking water projects in twelve countries in the Global South<sup>1</sup>, amongst other things. We also continued our commitment to clean water and, in partnership with the environmental organisation One Earth – One Ocean, funded a permanent eight-person clean-up team that has

been removing waste from the Mekong, Tonle Sap and Bassac rivers in Cambodia since 2022. In 2025, over 35 tonnes of waste was collected, 21 tonnes of which was plastic waste.

With our 2030 Sustainability Strategy, we are strategically advancing our social commitment. In future, we will place even greater emphasis on the quality and impact of our projects and make targeted use of our core competencies in the areas of cleaning, hygiene and disaster relief. Through robust governance and targeted environmental and social initiatives, we are actively shaping our future in line with our 2030 Sustainability Strategy.

**124**   
**MONUMENTS AND BUILDINGS**  
 cleaned in 49 countries as part of our cultural sponsorship programme and the challenge **“90 YEARS – 90 CLEANING PROJECTS”**

<sup>1</sup> Bangladesh, Burundi, Côte d'Ivoire, Jordan, Kenya, Colombia, Mexico, Namibia, Nicaragua, Paraguay, the Philippines, South Africa.



> 450 donations and sponsorships worldwide



17 tonnes of waste collected around the world as part of our Kärcher Clean-up Days

# KÄRCHER

makes a difference

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