



Häcker
kitchen.germanMade.



Häcker
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Responsible by Tradition

SUSTAINABILITY REPORT 2019/2020

SUSTAINABILITY REPORT

2019/2020



”*Corporate responsibility was a matter of course for Häcker Küchen from the very beginning. Therefore, we voluntarily focus on transparency and commit ourselves to a model of sustainable development.*”

JOCHEN FINKEMEIER

Managing Partner



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ECOLOGY



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Note on linguistic rules:
Since the founding of Häcker Küchen, equal rights for men and women have been common practise. For better comprehensibility, the male form also includes the female form in this report.



Company Management

S. Möller *H. Finkemeier* *J. Finkemeier* *M. Sander* *D. Krupka*
Stefan Möller Horst Finkemeier Jochen Finkemeier Markus Sander Dirk Krupka

Dear Readers

At Häcker, corporate responsibility concerns all areas and topics of the business activity. It covers economic, social and ecological aspects and is reflected in our supreme guidelines. As a sustainably-oriented family business, Häcker has for decades stood for consistent values in times of globalisation. We take our task seriously when it comes to applying responsible business practices to what already exists and at the same time creating the basis for future growth.

With the publication of the first Häcker Sustainability Report 2019/2020, we make our activities, strategies and goals transparent. In this way, we present our previous corporate activities and inform about future strategies and plans. Irrespective if climate protection, resource conservation or employee development - it is our endeavour to position the company for the future and the next generation. With the publication of the first Sustainability Report, Häcker transparently discloses its achievements and the goals set for ecological, economic and social sustainability.

We are aware that it is still a long path to go before we reach our goal, and that we are still on our way to sustainability. This report can thus only be an intermediate step. In the next Sustainability Report, we will present clear guidelines and KPIs and we will display our progress in detailed figures. This first report is a good start.

With this Sustainability Report, we cover the reporting period of 01/01/2018 to 31/03/2019. Furthermore, it contains information on relevant cross-year activities outside this period. This is explicitly designated. (The editorial deadline is 01/06/2019.)

We are firmly convinced that proper sustainability management is the prerequisite for remaining one of the leading kitchen manufacturers in the future.

We would like to thank our employees, customers and partners for their contribution along the way. We wish you interesting reading and look forward to the opportunity for dialogue.



*Father and son –
standing together for sustainable management.
Horst and Jochen Finkemeier*



Häcker produces modern fitted kitchens that meet the highest standards of functionality, durability and design. In the industry, the company with its long-standing tradition enjoys a reputation as a guarantor for reliability, commitment and success. It was founded in 1898 by Herman Häcker, while Friedrich Häcker managed it in the next generation. Horst Finkemeier laid the foundation stone for serial kitchen production in 1965.

Currently, more than 60 countries on all continents are supplied with kitchens “Made in Germany”. Two product lines are available for the specialist trade of the various market segments: the classic and classicART for the entry-level segment and the systemat and systematART for the middle and upper class price segment. The product range is rounded off by a wide range of Blaupunkt brand built-in appliances.

Sustainability and corporate management.

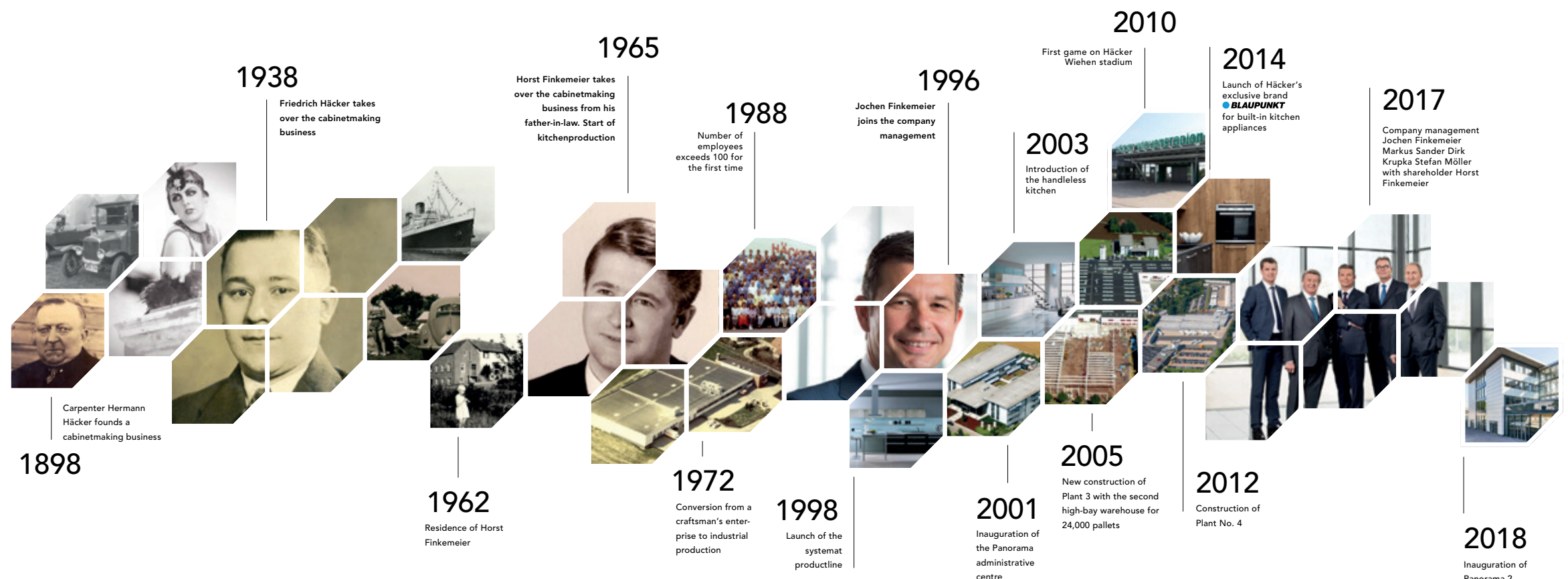
From generation to generation.

Think long-term, act long-term.

Value-based sustainability.

“120 years of inspiration“

Häcker Küchen, an owner-managed family business, has existed since 1898, and since 1965 has been producing modern fitted kitchens at the Rödinghausen site in East Westphalia, the centre of the German kitchen furniture industry. More than 1,738 employees generated a turnover of 602 million euros in 2018, with exports currently accounting for around 39 per cent. The development of the company is characterised by continuous growth and future-oriented investments. Particularly pleasing is the growth of 11 percent on the German market, which increases the sales figures to 368 million euros.





The remarkable **growth**
is also reflected in the **unit sales**.



” We at Häcker Küchen are responsible for sustainably managing what already exists and at the same time creating the basis for future growth. ‘Made in Germany’ is one of Häcker Küchen’s main strategies and will continue to secure jobs here in the region in the future.”

MARKUS SANDER

Sales, Marketing and Controlling Manager



Vision, Strategy and Management



Sustainability

COMPRISES THREE PILLARS



”For Häcker, sustainability means taking responsibility for others and for nature. Therefore, our production activities must also harmonise with the environmental requirements. We are firmly convinced that proper sustainability management is the prerequisite for remaining one of the world’s leading kitchen manufacturers – also in the future.”

DIRK KRUPKA

Technology Manager



The aim is to conserve resources in all three areas. This approach is the guiding principle of Häcker Küchen's core business. Only when these three areas are in balance, can we speak of sustainable action. The values of our family enterprise are characterised by responsibility and family tradition. We strive to bequeath a healthy liveable world to future generations.

The Häcker management bears overall responsibility for the sustainability policy and aligns its corporate strategy with the requirements of ecologically and socially accountable business activities. Management thus adopts both the Häcker sustainability strategy, as well as the annual corporate targets and also monitors the reporting. The basis of the implementation is the Häcker Sustainability Management Guideline.



These basic values include:

- ≈ responsibility,
- ≈ customer orientation,
- ≈ performance orientation,
- ≈ conservation of resources,
- ≈ professional excellence,
- ≈ appreciation,
- ≈ fairness,
- ≈ communication and
- ≈ meaningful goals.

Häcker regards itself as a value-based organisation

Häcker promotes sustainability and corporate responsibility through honest and open communication.

And that's not all. For marketing manager Gisela Rehm, it is of central importance to promote social and ecological measures and to communicate them transparently.

Häcker Küchen's positive attitude towards these issues encourages customers, suppliers and also employees to adopt a value-based approach and to treat the environment responsibly.



Craftsmanship, Digitisation and Industry 4.0



“The entire production will be further networked in the coming years. The switch from plastic to recyclable materials will be particularly interesting.”

DIRK KRUPKA

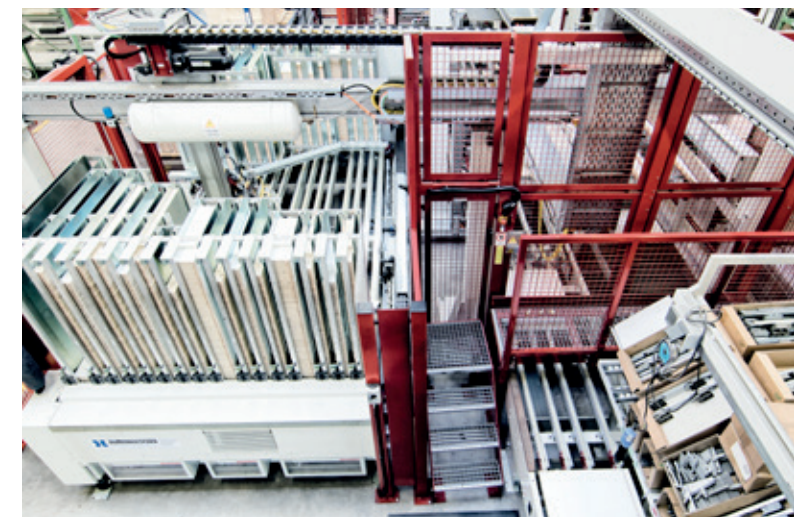
Technology Manager

When designing internal processes, we always follow a people-oriented approach. We relieve our employees through digitised work processes in order to give them room for the essential. Our production is planned and organised from our customers' point of view. The processes are coordinated with high precision. At our Venne location in particular, we have modern machinery and logistics at our disposal. This guarantees considerable energy savings and perfect on-schedule delivery. Consequently, Häcker's kitchen production is particularly sustainable in terms of customer satisfaction, energy savings and material optimisation.

In this respect, high precision, accuracy and reliability guarantee an exceptionally high quality. In order to be able to use the technological potentials just as sustainably, skills and masterly knowledge are required. Digital control systems provide the necessary transparency for intelligent decisions and facilitate germanMade kitchens.

Technology for the people

Technology and digitisation determine our future and our ability to operate sustainably. Whether electronic order processing (eCom), consignment tracking in almost real time (LogistikCockpit), ProductPilot or our Häcker Connect App.



Digitisation in the furniture industry is not only about networked kitchens, household appliances or rapid availability. It is mainly about realigning all business processes and the corporate culture, which is closely linked to the IT sector.

IT departments set the framework conditions for sustainable economic growth.

Identifying potentials for value addition and translating them into modern IT solutions. The use of IT technology as a business driver is constantly increasing. The IT expert, together with company management and all other departments therefore deals comprehensively with the current state of Häcker's corporate culture. This process is closely linked to the overriding goal of sustainable success.

At Häcker, the corporate strategy, sustainability strategy and IT strategy, as well as all processes and infrastructures are inter-linked. Monitors, PCs, printers and paper are standardised company-wide. Employee satisfaction and productivity is increased by the

user-oriented IT service at Häcker Küchen. Internal surveys and training are carried out continuously in order to identify improvement potential and bridge knowledge gaps. This facilitates continuous and individual optimisation of technical working conditions. In the selection of equipment, the principle applies that new acquisitions must be more environmentally friendly than existing equipment and offer technical advantages. This ensures a consistently high standard of equipment in terms of the energy balance. When it comes to IT procurement, Häcker Küchen attaches particular emphasis to the fair manufacture and procurement of IT hardware.

“*IT is not just a tool, but a part of the product, the service or the essential processes.*”

DIRK KRUPKA

Technology Manager





1. Economy

1.1 Products and Processes

Competition for innovative ideas and concepts is in demand today when dealing with global mega-trends. It is important to have a say in the global change. The path from trend recognition to market success requires innovative and creative processes in the company. We push the advancement of existing products and processes and thus play a pivotal role in securing the long-term existence of the company. In view of mega-trends, many opportunities are opening up for innovative companies - in both current and in new future markets. The prerequisite for this is that mega-trends are perceived as opportunities.

Improvement and advancement are permanent processes. Generally, all processes are monitored with defined key figures. From these, approaches for further development and improvement are then derived. Häcker's improvement and complaint management serves as an important instrument for recording and evaluating topics. A WEB documentation system exists for the internal QM processes, to make the relevant information transparent and accessible for the relevant colleagues.



NEW
INNOVATIVE
UNIQUE
SlightLift
T slide 1/3 lift 99 lights on

Häcker combines expert knowledge in the carpentry trade with many years of experience in kitchen planning and production, sound specialist knowledge and the personal passion for cooking. The aspects of longevity and reliability in the entire product range from a focal point in product manufacturing. The high quality of Häcker Küchen's products ensures long-term sustainable use by the end customer. During our production, we reduce the resource and energy requirements as much as possible.

Kitchens are currently produced exclusively at our Rödinghausen location. In the four Rödinghausen plants, around 1,000 employees produce 950 kitchens a day in three-shift operation. Häcker does not store kitchens, but produces a kitchen when it is ordered. The furniture production line, from the design to the delivery to the customer, is conducted in accordance with the environmental laws and standards. In addition, the company demands and promotes strong environmental awareness among its employees.

We take a lot of time for the wishes of our customers: for the ideas and the kitchen planning, to produce kitchen with highest craftsmanship.



reddot award 2018
honourable mention



“Partnership, trust and cooperation lay the foundation for quality. Creativity and inspiration are the basis for innovative products. With all this, we strive for one goal – a satisfied customer!”

STEFAN MÖLLER

Procurement, Human Resources, Quality Assurance and Product Development Manager



Excellent ideas for sustainable product development

Architects, designers, technicians, engineers, etc. work for Häcker Küchen and are involved in extensive development processes for unique kitchen furniture. In addition to Häcker's own high level of creativity, the manufacture of new products is also based on the trusting cooperation with our customers. Through the interaction of the customer, sales and product development, attractive and functional products are created from a multitude of requirements. In addition to practical benefits, these products also meet sustainability criteria. Longevity and recyclability play a key role in this context. Furthermore, Häcker's kitchen furniture meet the high requirements of emission class A. Häcker must regularly prove the durability, safety and environmental compatibility as well as the perfect functioning of its furniture. The entire development process is thus geared to the high requirements of the emission label of The German Association for Quality Furniture (Deutsche Gütegemeinschaft Möbel (DGM)) emission mark. In this context, Häcker currently meets the requirements of Class A, which is the highest emission category.

“For us in product development, it is very important that, in addition to trendsetting topics, we also respond to customer wishes and create sophisticated and innovative products from this pool of ideas.”

MICHAEL DITTBERNER

Head of Product Development and Product Management



Michael Dittberner (Häcker Küchen Product Development) and Jochen Flacke (external designer)

With its own quality seal, PURemission, Häcker also has a unique selling feature for particularly clean indoor air. Through the careful selection of wood-based materials and manufacturing processes, we managed to meet the stricter emission guidelines of the CARB2 (93120) and TSCA Title 6 specifications. The peak values of the European guidelines for emission class E1 are adhered to, or significantly undercut. With the PUResist quality label, Häcker meets the market requirements for outstanding longevity and high material durability in an exemplary manner. Häcker Kitchens is the right partner for those who are health conscious when buying a kitchen.

“We see ourselves as trendsetters when it comes to topics such as sustainability and implementation of ecological aspects. The water and electricity consumption of the appliances is constantly optimised in order to convince not only from a technical but also from an ecological point of view in all respects.”

OLAF THULEWEIT

HKA Company Management



Concerning equipment, Häcker Küchen relies on its own label, Blaupunkt. This well-known brand stands for high-quality electronic appliances.

Irrespective if hob, stove, dishwasher, down-draft ventilator or sound system - every third kitchen of Häcker's classic range is already supplied with a built-in appliance from Blaupunkt. In addition to efficiency and design, the focus is on intelligent systems (multi-control), comprising a hob, extractor hood and lighting. The electrical appliances are designed to match the respective kitchen and correspond to the best possible energy efficiency categories.



The fact that the Blaupunkt brand from Häcker reacts to current trends is demonstrated by the example of the downdraft ventilator. Its special feature: Instead of extracting the vapours generated above the hob during cooking, it extracts them right where they arise. The extractor fan is integrated in the induction hob and extracts the air downwards.

Selected Blaupunkt ovens are also equipped with self-cleaning systems to avoid the use of environmentally harmful cleaning agents.



1.2 Development, Internationalisation and Innovation

Internationalisation and innovation motivate participation in trade fairs.

The EuroCucina is one of the most important fairs in the kitchen sector. The international kitchen fair in Milan provides architects, designers and companies with information on the latest trends in the sector. In April 2018 at EuroCucina, Häcker Küchen demonstrated on its 450-square-metres exhibition stand that emotions and kitchen design go hand in hand with functional highlights.



“Even our customer training courses are now offered in many different languages. In Rödinghausen, we also have many native speakers in the back office, so that customers can feel at home with Häcker, also from a linguistic point of view.”

MARKUS SANDER

Sales, Marketing and Controlling Manager

Time and again there is talk of trends that apparently lead to a downturn of kitchens. For people, who have their food delivered to their homes, a kitchen is still not superfluous, but is gaining a new functional significance. However, the kitchen industry sees a trend towards “delightful cooking”. Numerous TV cooking shows prove this. It is not the kitchen that is disappearing today, but its conventional image. During the last in-house exhibition themed “Home Stories”, this was addressed in detail.

After an expansion of 1,200 square metres, Häcker Küchen exhibited on a total area of 3,800 square meters on this in-house fair. Trend: Residential space is becoming smaller and smaller, living area is limited. Häcker is also responding to this tendency. In living containers, room options “with as much storage space as possible”, were exhibited, says Karsten Bäumer, Head of Communications & PR.

1.3 Quality Management

Quality policy is an integral part of Häcker's corporate culture. The key targets of our quality policy are customer satisfaction and quality optimisation. In order to achieve these ambitious goals in the most efficient way possible, Häcker maintains a certified QM system according to DIN EN ISO 9001:2015. Häcker kitchen employees, who take care of the quality, mostly originally come from the production department. They therefore know what is important, where the development potential lies and which measures must be taken to further improve quality. Master craftsmen and engineers are not only involved in production, but also in new developments. “In case of doubt, go for quality”, is the motto of quality management.

Another very important aspect for our customers is product safety. That is why Häcker regularly undergoes monitoring by TÜV Rheinland (Technical Inspection Association of the Rhineland) which carefully inspects our processes and products. The key to success lies in permanent improvement of products and processes. In addition, all employees of the company are prepared to face the challenges of our quality policy on a daily basis.



“Absolute customer orientation, highest quality and continuous improvement – these are the keys to success and correspond to the quality that makes the difference.”

THOMAS SPILKER

Head of Quality Management



“More than 55% of the suppliers are located within a 50 km radius. This helps us to reduce emissions and increase safety for customers and suppliers.”

STEFAN MÖLLER

Procurement, Human Resources, Quality Assurance and Product Development Manager

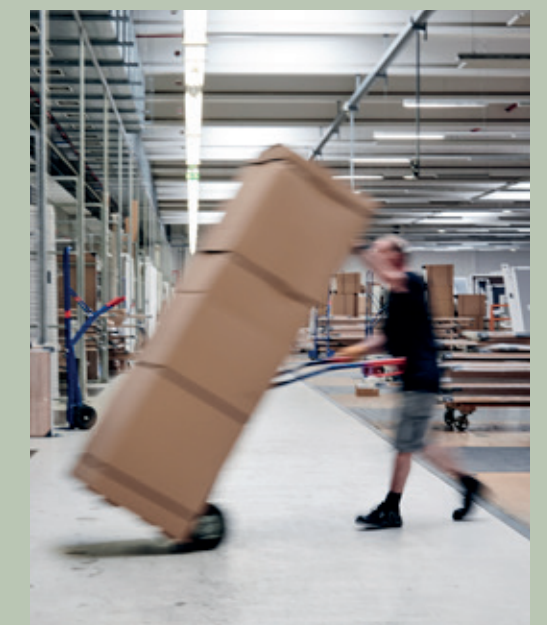


1.5 Supply Chain Management

The sustainability management of Häcker Küchen covers the entire supply chain. All divisions define their annual targets accordingly. For the purchasing department, the sustainable procurement process is an essential component of the business strategy.

Häcker is the ideal partner for the furnishing trade from

Order
Control
to
Delivery





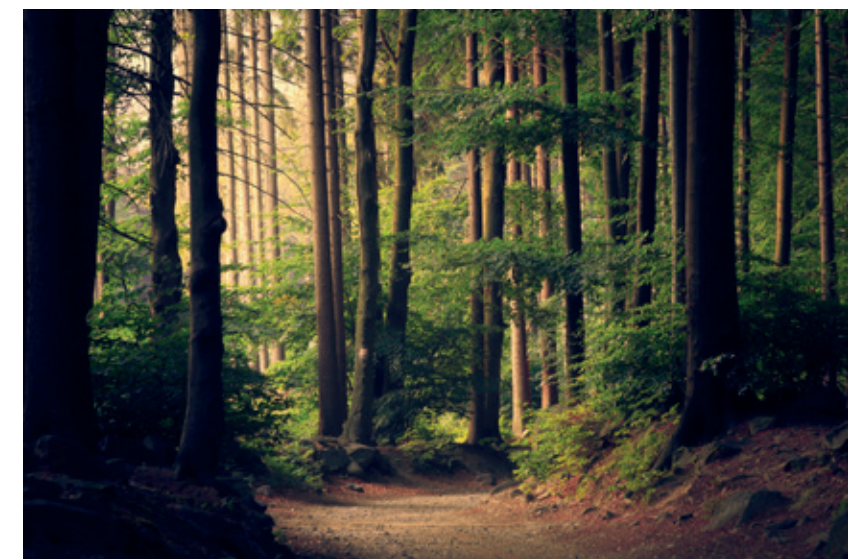
2. Ecology



2.1 Environmental Management

Environmental protection forms an important part of our corporate policy. Since our business activities influence the environment, it is our duty to minimise the impacts within the framework of our economic, organisational and technical possibilities, as well as sustainable processes.

For many years, Häcker has maintained an environmental management system in line with DIN ISO 14001 with clear and binding guidelines. Environmental and energy-related aspects must be considered in all decisions and by all responsible persons. All activities along the value chain are analysed for their ecological impact and harmful environmental influences are reduced to a minimum.





Häcker labels its kitchen range, which has been converted to formaldehyde-reduced wood-based materials, with **PURemission**. This way, Häcker is setting a new exceptional standard in the kitchen furniture industry. By carefully selecting the wood-based materials and their suppliers, Häcker Kitchen has successfully met the emission guidelines according to CARB2 93120 and TSCA Title 6. The peak values of the European guidelines for emission class E1 are not only adhered to, but in some cases significantly undercut. **PUResist** also takes up on a terminology that Häcker introduced when switching to PUR gluing of thick edges.



Häcker applies this modern environmental management system that was first certified in 2009. Employees and suppliers are actively involved in environmental protection. By using low-emission water-based coating systems, Häcker makes a significant contribution to reducing emissions. For more than 10 years, Häcker Küchen has been using a solvent-free water-based varnishing system.

Energy and material flow management systematically monitors business operations for possible ecological risks and weak points. Optimisation potential is identified. The main aim is to create the most sustainable cycles possible, but also to ensure the most efficient use of resources and materials.



”With these coating systems and in connection with the investments in our varnishing lines, we already took a major step towards sustainable products and production – and we are still pioneers in this field today.”

HENDRIK ZAHNERT

Production management and Environmental management

Environmental figures

Energy consumption kWh per cabinet body

2017	8.76 kWh
2018	8.71 kWh

Mixed garbage

2017	344 tons
2018	306 tons

Foil

2017	46 tons
2018	43 tons

Liquid lacquer residues

2017	263 tons
2018	226 tons



Why save 10%, when you can reach **21.3%**?

2.2 Energy Management

Our energy management system pursuant to DIN ISO 50001 contributes significantly to environmental protection. The systematic identification of weak points and above all the implementation of optimisation measures, enables more efficient energy consumption in the company. This is also associated with a reduction in the direct and indirect CO2 emissions of the company.

A certified energy management system is increasingly becoming a prerequisite for obtaining subsidies or legal relief.

As part of the initial certification in 2014, a strategic energy target with a term of 5 years was formulated. The goal was to reduce the energy baseline by 10% between 2014 and 2018. This target was based on the statutory requirement for peak compensation in the form of a bubble solution for the entire industry of at least 1.3% annual reduction in energy consumption.

This involved the main energy consumers (electricity, diesel, heating). A separate key figure (KPI) was created for these three consumers in order to be able to carry out both planning and comparison. From 2014-2018, we managed to significantly undercut our set target of -10% – the savings amounted to

-21.3% in total kWh. This is really a very good achievement. Particularly gratifying savings were achieved in virtually weather-independent electricity and diesel.

In 2018, energy consumption was further reduced in relation to the units produced. The electricity consumption was reduced by -0.54% to 8.71 kWh / body. We hope to be able to continue this positive development in 2019 and have already embarked on a good course in the months January - March.

The vehicle fleet has shown another positive development. In this area, consumption was reduced by a further 2.29%. The acquisition of additional tractors will ensure that Häcker can further expand the state-of-the-art exhaust technology and thus also make a positive contribution to the environment. The realisation of the energy targets is consistently pursued in regular meetings of the energy team. This also safeguards the sustainability in achieving the targets.



”Our sustainability standards form the basis of the business relationship with our suppliers. We are constantly developing the specified requirements and checking that they are being met.”

STEFAN MÖLLER

Procurement, Human Resources, Quality Assurance and Product Development Manager

2.3 Procurement Management

Sustainability, environmental compatibility and degradability are the decisive criteria when it comes to the selection of the materials used. The use of high-quality raw materials and production in Germany and Europe are of course aspects that are also reflected in our prices. Häcker procures all its wood-based materials from major European suppliers. They are all PEFC and FSC certified and mainly obtain their wood from within a radius of 150 km around the German and Austrian production sites. In addition, as is customary in the industry, up to 30% of recycled wood is added in the production of chipboard.

Selection of suppliers and dealers

For us, our suppliers are important and strategically decisive partners. When selecting them, we ensure compliance with the sustainability standards: We prefer suppliers who work to a high standard and observe social and ecological guidelines. We have documented the principles to which we attach importance in our supplier guidelines. Häcker Küchen has a large number of qualified and environmentally certified suppliers worldwide.



2.4 Logistics and Mobility

The logistics department of Häcker Küchen continuously checks the utilisation of the vehicle fleet. Goods flows are controlled in such a way that cross-traffic is avoided. Häcker has its own fleet of 100 trucks. The fleet will be further optimised in the future in order to reduce pollutant emissions. Emissions of service vehicles are compensated through climate certificates. To reduce emissions, Häcker puts great effort into the optimisation of transport, by using environmentally friendly vehicles, electric vehicles and recyclable packaging materials.



Avoidance of additional fuel consumption and tracking of goods.

We foster open and transparent communication with our customers. Since 2017, our customers have access to the “Logistik Cockpit” in the Extranet. This is a tool for fast and easy tracking of consignments (kitchens) in real time. Our trucks are equipped with GPS transmitters that send a signal in regular intervals, which is then imported into the Häcker system. In addition, our driver team can enter any de-

lays, such as traffic jams or other hold-ups. Depending on the linguistic skills of the driver team, the phone number is also displayed. This facilitates short-term arrangements, such as construction sites in the city or transparency and an improved delivery process.

Kitchen furniture from Häcker Küchen GmbH & Co. KG is delivered from the Eastern-Westphalian Rödinghausen to local specialist dealers and kitchen studios. The company has its own fleet of 100 tractor units for this purpose. The company’s internal logistics is supported by a large number of IT systems until the trailers are loaded. The system is mainly used to scan the bar code labels attached to the packages, to document the unloading at the customer’s site and to avoid incorrect unloading.



The telematics system in use now documents the entire tour with information on location and time. This in turn is connected via a standard interface to the Häcker internal ERP system (merchandise management system). The complete tour data and loading lists are then available to the driver on the scanner. The work during the unloading process and in the accounting department has been eased significantly and the traceability for our customer has been greatly improved. Another visible increase in quality for the customer is that damage detected while unloading, can now promptly be reported together with the item number via the telematics system to the plant. This means that the re-production of the component can already begin while the vehicle is still in the customer’s yard.

Häcker Connect

In addition to the driver colleagues, a factory assembly group has now also been included in the Häcker App. In addition to the “digital bulletin board” the App offers various options, such as the transmission of accident reports, sending of user news, as well as photos via the news function and target-group specific information of entire departments.



Environmentally friendly material for load securing

Usually, foam blocks and polystyrene sheets are used during transport to secure high-quality cargo. Häcker has a better way. The company's trailers are equipped with sturdy paper bags filled with cardboard waste to secure the load. A defective bag can easily be disposed of in the paper bin. This ensures perfect protection for the goods and optimal environmental compatibility at the same time.



Re-use of all suitable cardboard boxes for load securing. The correct filling quantity must be taken into account.





Sustainable mobility concepts

Häcker attaches importance to the use of an independently managed car-sharing concept. The vehicles are managed and booked via a mobile Internet service or a mobile phone App. This eliminates the entire administrative effort and individual reservation processes. The vehicle status (availability) is displayed and a vehicle can be booked independently and directly. The advantages of car-sharing are obvious: The company's vehicle fleet is used more efficiently, more comfort is offered, vehicles and costs are saved and cost transparency is improved.

Electric mobility is also one of the key issues for Häcker Küchen in the context of an integrated climate, energy and mobility strategy. A decisive success factor of electric mobility, however, is not only the number of electric vehicles, but the quality of the overall system. Loading infrastructure, an intelligent, intermodal traffic system and convincing vehicle offers must go hand in hand.

Thinking ahead!



Häcker has already installed several charging stations for electric vehicles for company vehicles and employees.

2.5 Site Development

Häcker is aware of its responsibility for a nature-conservation-compliant design, taking into account the local, landscape-specific conditions. This is becoming increasingly important for expansion. The construction of the buildings blends perfectly into the architecture of the landscape.

The building complex of the Panorama (administration) with a total area of about 7,500 m² extends over four floors. The exhibition area of the showroom alone now totals 3,800 m². In addition, there is a state-of-the-art “Häcker Campus” with an area of about 1,000 m².

On three levels there are also friendly and light-flooded office floors with around 300 workstations. On the ground floor there are new, spacious and highly innovative training and seminar rooms with outdoor terraces.

Above the administration building, facing Bündler street, two large parking spaces were established.



3.800 m²
exhibition area

1.000 m²
“Häcker Campus”
Training Centre

300 m²
company-owned
wetland biotope

25.000 m²
company-owned
flowering meadow

7.500 m²
overall administra-
tion area



Self-generated heat via biomass boiler

The central heating system in the administration building is supplied from the boiler house of the kitchen production plant. The heat is generated by 5 biomass boilers with a total capacity of 13 MW, and are fired with wooden waste from the production plant. This use of energy makes it possible to heat the building very economically and in an environmentally friendly way. Two ventilation units were installed for the new building. The air volume can be regulated individually as required. Cooling is provided by a highly efficient absorption chiller downstream of the biomass furnace. Here the cooling is generated from the biomass furnace that is fired with residual materials. This makes it a very environmentally friendly and economic refrigeration technology.

Saving intelligent energy

For office lighting, we have installed LED downlights in the ceiling, which are controlled by a motion detector. In addition, lighting control was integrated via EIB bus technology that accesses and controls recessed and free-standing luminaires, as well as blinds.

Heat from Waste

State-of-the-art production processes at the new Venne site

Häcker Küchen has acquired an area of 215,000 square metres in the Venne industrial estate, and is building the 5th kitchen factory. It is the largest investment in the company's history. Commissioning of the plant is planned for 2020. Already at the time of commissioning, around 270 new jobs will be created, which will be gradually expanded to 450. Häcker Küchen will then employ more than 2,000 people. The new location also ensures perfect integration of existing supplier structures. At the same time, the necessary logistical prerequisites such as storage capacity and material flow will be given to ensure future growth.





2.6 Conservation of Biological Diversity

Häcker Küchen's Rödinghausen location is surrounded by a green landscape. The preservation of biological diversity plays an important role in the integration of the entire plant. So-called "roof terraces" between the Panorama buildings are greened. Häcker employs three qualified horticulturists. Since the site is nestled in nature, it can be assumed that 70 different tree and plant species grow and are cultivated here. In addition to the varied flora, it is also home to some bird species, such as the rare goldfinch. On the company premises, adjoining the main building, there is also a wetland biotope in the form of a pond.

Waste management

Häcker produces only small quantities of waste, as the company acts in accordance with its philosophy of conserving resources. In order to avoid the generation of waste in the long term, different systematic measures are taken.

GENERAL PAPER WASTE

Through regular trainings and information events, as well as in the daily office routine, Häcker employees are motivated to use the precious raw material paper sparingly. In addition, organisational and IT-technical measures are implemented to significantly reduce internal paper consumption.

SURPLUS OF CATALOGUES

Through systematic customer segmentation and the corresponding circulation planning, negative environmental impact in catalogue production is minimised as far as possible. The biggest challenge here is the planning of the "in-house edition". These are catalogues that are in stock for customer enquiries during their period of validity and must be available in sufficient quantity until the successor catalogue is published. The number is estimated mathematically on the basis of the available data and new figures are re-calculated annually depending on customer requirements.

PACKAGING WASTE

We close material cycles wherever possible. Häcker Küchen licences packaging materials through management companies. This ensures that packaging is collected by disposal partners, collected packaging is recycled and all requirements of the Packaging Ordinance are met. Häcker disposes of packaging in an environmentally friendly manner via Recycling-Kontor Transportverpackungen GmbH & Co. KG (RKT). RKT is a competent partner with regard to the EU Regulation (EC No. 850/2004), which became legally effective on 30 September 2016, for the disposal of polystyrene packaging, and the HBCD threshold value of 1000 mg/kg specified therein.

PLASTIC WASTE

At Häcker, plastic waste is generated primarily during the delivery of goods. Pallets are usually wrapped in plastic film to secure them during transport. Plastic straps are sometimes used for additional security. Plastic packaging is used for electrical appliances (polystyrene and foil), furniture cabinets (strapping), worktops (plastic corners), fronts with handle bars (polystyrene protection), cut-to-size parts (plastic edge protection and sealed in foil), high refrigerator doors (plastic corners as security), as well as in individual parts in the hardware set (screws/bases are packed in a foil sleeve). Here, too, solutions for the economic use of packaging material are negotiated with the suppliers. Many of the questions posed by waste disposal companies relate exclusively to polystyrene materials used in the renovation/disassembly of buildings. This does not include packaging materials made of polystyrene.

Furniture dealers must thus only ensure that polystyrene from packaging is not mixed with other polystyrene waste (e.g. from demolitions). There are numerous ways in which "cleanly" collected polystyrene packaging can be used and there is a demand for it on the recycling market. In case of queries, RKT will contact the disposal company or commission another disposal company to pick up the transport packaging.

In order to further reduce plastic waste, a study was conducted in 2018 establishing that in the future only cardboard and paper (without compromising productivity and economy) will be used in our cut-size packaging, which currently uses polystyrene and shrink film. This measure will be implemented as part of the construction of the new plant in Venne. Another rollout is subsequently planned at the Rödinghausen site.

Workwear

Häcker Küchen purchases its workwear regionally from the company Pionier in Herford, polo and sweatshirts from Hakro and shirts from Seidensticker. All are renowned and well-known companies from the East Westphalian region.

Pionier workwear is DIN ISO 9001 certified. It is mainly produced in Europe. All companies are supervised by technicians and engineers. Pionier only uses high-quality materials in its production, which have to undergo strict quality controls beforehand. In addition, Pionier Workwear is predominantly certified according to Oeko-Tex-100, which guarantees that textiles do not pose a health hazard. Seidensticker also has excellent sustainability management. Production takes place in Asia, but in Seidensticker's own companies. The company has its own Code of Conduct, namely SA 8000-Standard, Oeko-Tex-100-Certificate, BSCI, socially fair, ILO. In addition, the company is a member in the Alliance for Sustainable Textiles.

All Hakro textiles meet the Oeko-Tex-Standard 100. The safety of tested components is particularly important in workwear, which comes into contact with the skin for many hours every day. Here, too, quality management has undergone an extensive certification process and is certified according to the international standard ISO 9001. As one of the largest German suppliers of corporate fashion, HARKO stands for durable clothing in premium quality. Company objectives are linked to the demand for ecologically and socially compatible action. All business areas are structured accordingly.

Office supplies and paper

In terms of office supplies, we pay attention to sustainable and ecological selection of products. Häcker uses 100% environmentally friendly FSC paper. A large part consists of waste paper. The printing partners are also all environmentally certified and the coatings used are food-safe. Ballpoint pen refills are replaceable, and pens can be refilled as far as possible.

By using materials of European origin, short transport distances also benefit the life cycle assessment. The ultimate objective is the well-considered placement of orders. Unnecessary new purchases are avoided wherever possible. All files, storage boxes, and other office supplies that are not currently in use can be ordered and re-used by colleagues once, twice or more times.

Empty pens are collected in-house for recycling. The proceeds are used to promote social projects.



Compressed air and energy efficiency

Compressed air, which plays an important role in automated production processes, is one of the most expensive energies. The quality of compressed air is highly dependent on ambient conditions. Even in normally polluted zones, the hydrocarbon content can be between 4 and 14 mg/m³ air due to industrial and traffic emissions. In industrial areas, where oils are used as lubrication, cooling and process media, the mineral oil content alone can be well above 10 mg/m³. Other pollutants such as sulphur dioxide, soot, metals and dust are also present.

Häcker Kitchens mainly converts the energy of compressed air into mechanical work and uses it as working air for linear movements (e.g. clamping, swivelling and feeding). It also uses compressed air to generate vacuum as control air in systems.

Our target is to check the generation of compressed air and improve it if required. Compressed air generation accounts for a 10% of the total energy consumption of Häcker's Küchen.

In 2016, a total of 11,511,079 m³ of compressed air was generated which corresponds to approximately six m³ per cabinet produced. Reason enough to concentrate intensively on optimising compressed air. This is generated here for four plants in three independent compressed air stations that are operated by a super-ordinate control system. In total, there are ten compressors with a total output of 525 kW and seven refrigeration dryers (for drying the compressed air) with a total output of 20 kW.

Savings in operating costs approx.

-30%

Pneumatics used efficiently!



The energy consumption of all seven refrigeration dryers amounted to 171,170,4 kWh in 2016, which corresponds to about 1/9 of the compressor consumption. In 2016, the average supply volume generated by the compressors was 41.2 m³/min. In peak times the supply volume is currently 60 m³/min., for a short-term period even up to 70 m³/min. In general, 70 to 80% of the leaks occur in the last five metres of the compressed air system.

As a sustainable company, Häcker Küchen reviewed the existing compressed air generation and processing system in 2017. The target was to save energy and generate compressed air more efficiently. Consequently, a new, ultra-modern compressed air system was designed. This effected savings in operating costs of approx. 30%. In addition, Häcker relies on innovative pneumatic components that guarantee high savings in compressed air.

The compressed air systems in the production plants were therefore extensively renewed in 2018.

Business trips

We attach great importance to the personal dialogue with our customers - therefore business trips are a must for us. By efficiently planning and combining appointments that are located close to each other, we strive to keep the environmental pollution as low as possible.

For business trips, the preferred means of transport is always the train. In addition, Häcker and OWL-Verkehr have an agreement on a company fare. This gives employees the possibility to get monthly tickets up to 21% cheaper.

Business flights for Häcker employees mainly take place within Europe. This means about 200 destinations / flights each year.



Transport

55% of our suppliers are within a radius of less than 50 km. This proximity to our partners not only ensures fast delivery and response, but also has a positive effect on the life cycle assessment.

- CO²e emissions business trips
- Use of car sharing
- Expansion of the vehicle pool to include more electric cars
- Train as preferred means of transport for business trips
- Minimisation of air travel
- Several wall sockets installed for electric vehicles

Through the use of 100% of green electricity, we travel climate-neutrally with Deutsche Bahn.

Water supply

Häcker's water management principle is to consume only the required amount of water and to keep consumption to an absolute minimum. Through circulation systems and multiple use in certain areas, Häcker uses this precious resource most efficiently.

There are water dispensers for free supply in the entire Häcker Küchen operation. Employees can obtain hot or cold water free of charge at numerous permanently installed stations. In these dispensers, tap water is treated by a high-quality filter system and thus guarantees very high drinking water quality. Each employee also received two high-quality drinking bottles free of BPA (bisphenol A) that do not release any harmful substances.

This gift also helps reducing plastic bottles.



The new Osterncappeln-Venne site

The new production facility thus guarantees perfect integration of the existing supplier structures and at the same time creates the necessary logistical prerequisites such as storage capacities and material flow to ensure future growth from the supply side as well.

The new production plant in Venne features many elements that together lead to particular sustainable use. For example, chip waste generated during the manufacture of kitchens is collected in two local chip silos and used in winter to heat the production halls. The roof of the shipping department is designed in such a way that a photovoltaic system can be retrofitted.

In addition, the entire building is particularly energy efficient, since it can reach and even fall below the KfW-55 standard. Trees and flowering plants are planted on the site to actively support insect rescue. In addition, there are extensive noise protection measures to protect the residents.

Generous batten luminaires, an integrated training workshop and attractively designed, decentralised recreational areas with health-oriented catering offer employees particularly pleasant conditions.



3.1 The Focus on People

The Häcker success story is actively shaped by our employees, day after day. Only through their personal commitment, their attention to detail, their courage and creativity, can we look back proudly on what we have achieved.

We attach great importance to active participation in the shaping of our operational processes. Cooperation at Häcker Küchen is characterised by humanity, respect, fairness, trust and openness. Besides self-responsible action, we promote individual training and advancement for our employees, a healthy lifestyle and occupational well-being through various offers and services.



3. Social Matters



”*At Häcker Küchen, we live the principle of values and change’. As a fast-growing enterprise, we want to and must reconcile both. At the same time, we mediate stability and esteem to our employees. They are the foundation of our success.”*

JOCHEN FINKEMEIER

Managing Partner

3.2 Projects

Häcker Küchen forms part of society and contributes to its added value and thus to the achievement of the Sustainable Development Goals of the United Nations (UN).

"Drinking water and basic sanitation for everyone by 2030" is the UN's sixth sustainability goal of 17 goals formulated in September 2015 in its "Agenda 2030 for Sustainable Development", which the international community is to achieve by 2030: the "Global Goals" (Sustainable Development Goals). With its sustainability strategy, Häcker Küchen contributes to the achievement of these goals.

The resource water must be used sustainably. Especially in drought-stricken countries of Africa or Asia, where 90% of the world population lives, the basic supply of drinking water and sanitation facilities is certainly not guaranteed.

Häcker has been supplying the seminar rooms and events with Viva con Agua mineral water since 2017. The beverage vending machines in the employees' recreation zones are also equipped with this water. "It is our aim that as many companies as possible switch to Viva con Agua so that not only large companies maximise profits, but also non-profit organisations such as VcA are supported in their activities", says Gisela Rehm, Marketing Manager at Häcker Küchen.



Häcker supports
VIVA CON AGUA
Water for **ALL**,
all for **WATER**



The modern kitchen in this facility is a *donation from Häcker* and was designed for this purpose.

Häcker promotes youth housing community in Rödinghausen

Girls and boys aged between 9 and 17 years, who cannot live with their previous families for various reasons, found a new home in a modern two-family house in Rödinghausen-Bruchmühlen - the "Rödinghausen" residen-

tial group. The institution is run by Evangelische Stiftung Ludwig-Steil-Hof. The youth welfare service takes care of the needs of children and adolescents, and offers in particular support with education.



Häcker promotes sport

With our commitment to football, we support the region and promote youth work. Our commitment to the region is also reflected in the sponsorship of **SV Rödinghausen**.

Youth work is one of its main concerns - thus numerous cooperations have been established with partner companies in the education sector, in order to promote the young people appropriately and accompany them on their journey through life. Häcker offers U19 and U23 players the opportunity of a good career start. Especially when it comes to vocational training and dual studies, many players gladly accept this offer.

The regional commitment is also reflected in sport. SV Rödinghausen has already played several exciting games in the DFB Cup.

“*The proximity to sport and entrepreneurial action take this commitment into account. Only if we invest sustainably in the people of our region, can we create a successful future for all of us.*”

HORST FINKEMEIER

Associate

Donation projects

Häcker promotes and supports the **Youth Development Project (YDP)** in Sierra Leone, Africa, where 185 children receive excellent education. The level of knowledge of these committed 2nd grade pupils often exceeds that of grade 6 pupils in public schools. More than 5,200 kilometres separate Germany from Sierra Leone in Africa. In terms of their standard of living, however, the countries are worlds apart.

Many children from poor families only attend school irregularly or not at all. Most of the inhabitants live in poverty and more than 60% of the adults are illiterate.

In order to break the impoverishment cycle, the Youth Development Project (YDP) was founded some 30 years ago. It offers young people vocational training in various trades and runs a primary school for children.



Häcker Küchen intensively supported this purposeful project in the Kissi Town branch for more than 10 years.



Youth Development Project





Nationally

Häcker provides considerable support to the project for the rescue of bees and insects in Melle (insektenrettung.de) by its comprehensive provision of high-quality seeds and some machines. Häcker itself has laid out a flowering meadow on well over 25,000 m² at the head office in Rödinghausen. The Bethel children's and youth hospice in Bielefeld, which opened in 2012, received a substantial amount of handicraft material from Häcker employees in Rödinghausen.

Education

Open Day at Bünde-Nord Realschule (intermediate school): "The place where we learn - the things we accomplish". The Partners are Miele and Häcker Küchen.

Christmas campaign

For the tenth time already, the newspaper publisher Neue Westfälische 2018 organised the campaign "Paket mit Herz" in cooperation with charitable organisations throughout East Westphalia. Thousands of Christmas parcels are delivered to needy people throughout the region.

André Baer, works council of Häcker-Küchen, and his wife packed 30 parcels in December 2018 and delivered them to the youth welfare office in Löhne, the Tafel (food bank) and other places. A few years ago, a trainee came up with the idea to, instead of distributing chocolate Santa Clauses on St. Nicholas Day, use the money for a good cause. "Since then, money has been donated regularly to needy people at Christmas time."

Employees donate

The kitchen furniture manufacturer's approximately 1,700 employees donated a high three-digit amount to charity during the Advent season. In addition to children in Löhne, the company supports the Bethel children's and youth hospice in Bielefeld, the Meller Tafel (food bank) and Verein Karlsson in Herford.

Grants

Häcker also provides financial support to the Johannes Falk Haus special school in Hiddenhausen, the Schulkramkiste for needy primary school children and the Meller and Lübbecke Tafel (food banks).

Other institutions that are supported

Youth fire brigade Rödinghausen, DRK (German Red Cross), animal protection associations, child cancer aid, rescue dog squadron, Berufsakademie Melle (Melle vocational academy).

Regional news

Häcker Küchen prefers to buy goods from its immediate vicinity, e.g. from the Erdbrügger bakery in Bünde, a family business that has been preserving the baking tradition since 1901 and only bakes with high-quality and fine ingredients. Also beverages, fruit and vegetables, catering supplies and printing materials are ordered from the closer region. Local and regional concerns are very close to our hearts. We also support local craftsmanship - true to the motto: Quality before quantity.



Häcker tree sponsorships

Trees and plants can store the greenhouse gas carbon dioxide (CO₂) as biomass, release oxygen (O₂) as the green lung of our earth and thus make a double contribution to climate protection.

Together with our customers and business partners, a small forest is currently being established between the Wiehen Stadium and the parking lot of the Gesamtschule Rödinghausen (Rödinghausen Integrated Comprehensive School). Together with forest district manager Anna Rosenland and forester Paul Fubel, 450 new saplings and shrubs were planted.

Especially cypress oaks, cherry trees, hazelnut bushes, hawthorn and blackthorn, etc. were planted in the past as typical species that form part of a healthy forest structure.

Exterior façades, roofs and company premises surprisingly often turn out to be little biotope sanctuaries for birds and insects. Häcker Küchen takes special measures to promote nature at the company location - also against the background of climate change and the gradual decline of biodiversity. With ecological compensation measures and an environmentally friendly company site, Häcker Küchen wants to give something back to nature.

Forest District Manager Anna Rosenland, Karsten Bäumer (Head of Communications and PR), Forester Paul Fubel, Häcker Senior Managing Director Horst Finkemeier and Marketing Manager Gisela Rehm planted the first cypress oak in the soil of the green area in spring 2018.





Häcker supports the “Blumiger Landkreis Osnabrück”

The “Blumiger Landkreis Osnabrück” project is actively involved in the efforts to rescue bees and insects in the Osnabrück region. Häcker Küchen supports this project comprehensively with high-quality seeds and machines. In order to also establish beautiful flower areas at the new production site in Venne, a big insect protection day was held on 6 May 2019. On this day, over 5,000 m² of flowering meadows were created with the support of Häcker Küchen. **“Blumiges Venne“ (Flowering Venne)** was awarded the **3rd place in the “communal areas” category of the nationwide “Deutschland summt” (Germany is humming) competition.** The cooperation for the rescue of bees and insects will be further intensified in the coming years, as this is part of our ecological responsibility.

www.insektenrettung.de

Voluntary service

More than 23 million people hold voluntary positions in Germany. They take on social tasks on a voluntary basis. They help, give, move things, protect, save and much more. Voluntary commitment is an important basis for a viable society.

We from Häcker Küchen are aware of the stabilising value of socially responsible action. The professional social commitment in the company promotes a community of values made up of people with convictions and creates a solid foundation for a sustainable and open corporate culture. The commitment of our employees is multifaceted: Irrespective of whether it concerns voluntary work in various social institutions, church organisations, youth sports or fire brigades.

The personal commitment with a view beyond the professional horizon gives valuable impulses, which represent an enrichment for each individual, but also for us as a company.

3.3 Employees: Human resources management / occupational and health management / promotion of junior staff

We live in a fast-paced, changeable and volatile age. That is why the human resources sector in particular is facing difficult challenges. In addition, the requirement profiles for employees and managers are constantly changing. Qualification offers, targeted training, as well as performance-related assessments and remuneration are central instruments of Häcker Küchen's personnel policy.

Important right from the start: "With his or her contract, every new employee receives our sustainability goals and a detailed explanation.", says Simon Hartwich, Human Resources Manager at Häcker Küchen. The goal is to communicate ecological and social sustainability to employees for both their professional and private lives.

The Häcker personnel structure:



* German average is 27 days/year)

Work-Life Balance

The fact that Häcker Küchen's employees are satisfied with their work is reflected in their comparatively long periods of service in the company. In order to achieve the best possible balance between career, family and personal interests, we support our employees with flexible working time models, home office, flexitime arrangements and part-time offers. We thus do not work in rigid and limited working time models, but offer all our employees the opportunity to design their work schedule in cooperation with the company. 75% of the employees live within a radius of 30 km.

Häcker employees can use the offer of life working time accounts to take advantage of the early retirement option.



Health management

Häcker's company health management (betriebliches Gesundheitsmanagement - BGM) is developing preventive measures. Häcker Küchen offers health days once a year. All employees have the opportunity to have a medical examination carried out during working hours. The maintenance and promotion of the employees' health is a decisive factor for the long-term success of the company. Company health management benefits the employees. The positive results are a reduction in health hazards, increased mental and physical well-being, an improved working atmosphere, more job satisfaction and a more positive attitude to work.

Health at work

We spend a significant part of our life time at our work place. That is why we provide ergonomic, healthy workstations that can be individually designed. Desks with different height adjustments, ergonomically shaped office chairs and computer workstations that meet the legal requirements with regard to safety and health protection.



Company Health management:

Health rate

In addition to optimising the entire working environment and the quality of the workstations, we continuously identify opportunities to promote the health and satisfaction of our employees. This is done in close cooperation with health insurance companies, our company doctor and experts. Based on the results of this analysis, we define suitable promotion measures every year.

- + Employees receive a discounted fitness programme (Wiehenpark).
- + Job-bike leasing: Employees can lease their bicycle or e-bike through the employer.

Company restaurant:

EVERYTHING FRESHLY PREPARED ON SITE.

Häcker Küchen's new catering concept is completely free of additives, preservatives and convenience ingredients. Products from the region are predominantly used and freshly prepared on a daily basis. Fruit, vegetables and also meat is purchased directly in the Rödinghausen area.

With this high demand on the culinary offer, as well as the seasonal and regional orientation, Häcker Küchen guarantees a very high food quality and thus promotes a healthy diet for its employees.

The canteen facilities have been renovated and expanded in line with sustainability. A fresh, bright and cosy atmosphere was emphasised and different seating areas were created for different requirements. This guarantees a high level of well-being.

Workplace ambience

A pleasant working environment makes a decisive contribution to the sustainable performance of our employees. That is why company buildings, outdoor facilities and the quality of the workstations are crucial aspects for sustainable economic activities. Staff-friendly and environmentally conscious outdoor spaces are regarded as part of our corporate philosophy.

Promotion of junior staff and training at Häcker Küchen

Since 1980, Häcker has been training young people in various professions in order to promote the sustainable advancement of its workforce. 100% of the trainees are subsequently hired. In the long history of the company, more than 260 young people have been promoted to a successful career start. The majority is still employed at Häcker Küchen.



“*Qualified junior staff is absolutely crucial. This award encourages us to continue investing in good training in order to remain an attractive employer and training company in the future.*”

SIMON HARTWICH

Human Resources Manager



67 young people are currently being trained at Häcker Küchen.



Human Resources Management

In a family-owned business like Häcker, the company's performance is primarily reached by the people involved. Our corporate culture is characterised by mutual trust, respect and participation in economic success. We foster an open information policy and conduct anonymous employee satisfaction surveys at regular intervals. In addition, we offer comprehensive, voluntary company social benefits, e.g. discounted rail tickets, job-bike leasing or subsidised meals in our own canteen.

The following trades are trained at Häcker:



WOODWORKING TECHNICIAN
Furniture construction and interior fitting



ELECTRONICS TECHNICIAN
Plant technology



WOODWORKING ENGINEER (BA)
Furniture construction and interior fitting



INDUSTRIAL BUSINESS PERSON



DUAL STUDIES
Bachelor of Business Management



IT SPECIALIST
Application development & system integration



Human resources development

Häcker is envisaging additional recruitment. Approximately 450 employees will be successively employed in Venne: 360 in kitchen production and 80 in logistics. Work will be conducted in two shifts from Monday to Friday.



Employee orientation

At Häcker Küchen, “equal opportunities” means: Employees and managers are supported in their professional development in the best possible way according to their respective abilities and regardless of gender or origin. The demographic development and the resulting shortage of skilled workers poses a major challenge for Häcker Küchen. It is about the employability of older staff members. The aim is to employ them until they reach the statutory retirement age while maintaining their health. Employees

under particular pressure have the option of a smooth transition to retirement.

Häcker employees regularly receive holiday and Christmas bonuses. In addition, Häcker organises family celebrations for employees and their relatives (summer festival, Christmas staff party with Christmas market, Employee Day in September after the in-house exhibition).

Advanced Training

New colleagues in sales and/or customer service receive three months of exclusive training and an intensive introduction period.

Our extremely **large exhibition area** for interactive, hands-on and exceptionally varied training of participants is also of particular importance. Furthermore, the separate technical area represents the entire technological diversity of Häcker and facilitates the understanding of product features. The programme is appropriately rounded off by factory tours.



In the near future, there will be an online campus for support via webinars. Modern e-learning offers a training programme that is tailored to the individual participants and their needs, independent of time. In addition, Häcker offers assembly training courses, which are conducted both by an experienced in-house technician as well as by the head of the design department.



” *By the way, our training is not only conducted in German. Häcker Küchen’s in-house expertise facilitates training sessions in English, French, Italian, Spanish, Polish, Portuguese, Dutch, Croatian and even Russian. This makes us quite proud.*“

YVONNE VOGLER

Head of the Training Department



4. Culture



” *With us, no-one is a number,
all are human beings.*“

JOCHEN FINKEMEIER

Managing Partner

A company striving for a sustainable and successful economy, needs an internal framework. This internal framework is the corporate culture with its values. Values that unite all employees.

It is about developing a common internal attitude as the basis of the actions.

As a family business, Häcker has been a particularly value-oriented company for decades. In the following, we briefly describe the values which Häcker stands for and which are actively practised in the company.

Of course, this is
always about the **people**,
who live these **values**.



4.1 Corporate values for a rewarding collaboration

As a family business, our thoughts, actions and opinions are very value-oriented. The following values are the DNA that makes us what we are.



SOCIAL & ECOLOGICAL RESPONSIBILITY

” *We strive to leave a healthy world worth living for future generations“*

HORST FINKEMEIER

Associate

SUPERIOR FLEXIBILITY

” *Well, if we ever wanted to reveal the secret of our success, we would have to say that our employees are a real "pound" that we can place onto the scale.“*

DIRK KRUPKA

Technology Manager

RESPECT AND TRUST

” *I am convinced that our customer feels the special vibe in our company and the importance we attach to each individual retailer.“*

JOCHEN FINKEMEIER

Managing Partner

QUALITY IN ALL SERVICES

” *Ultimately, there were many employees, who contributed their creative ideas, to be even more efficient in this area.“*

STEFAN MÖLLER

Procurement, Human Resources, Quality Assurance and Product Development Manager

EXCELLENT SERVICE & CUSTOMER PROXIMITY

” *It has always been our ambition to make good things a little better.“*

MARKUS SANDER

Sales, Marketing and Controlling Manager

HIGH IDENTIFICATION

” *I have enjoyed being here every day for over 30 years. This is my second home.“*

THOMAS MÜLLER

Logistics

PROMOTION OF JUNIOR STAFF

” *We have become an excellent training company again. We want our trainees to feel comfortable here. They take on diverse tasks, work on projects with others and form an important part of our Häcker team.“*

SIMON HARTWICH

Human Resources Manager

FRIENDLY AND FAIR COOPERATION

” *Häcker, this is a community where people feel comfortable, where everyone stands for the other.“*

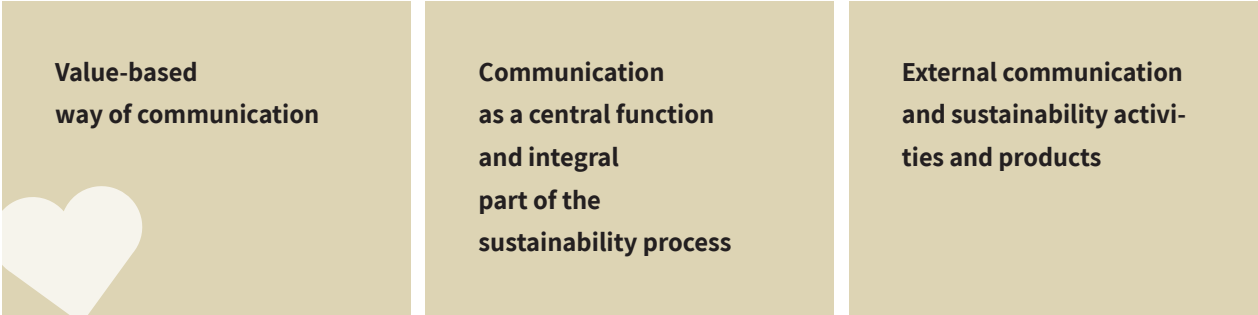
KARSTEN BÄUMER

Communications & PR Manager




Häcker is currently working on a major corporate culture project. In workshops, employees are actively involved in shaping the own corporate culture. From the analysis of the current situation to concrete suggestions for improvement.

4.2 Marketing and sustainability communication

Sustainability communication at Häcker is based on the following three areas



Primary communication measures:

-  **Events:**
Fairs, conferences, forums, seminars, lectures
-  **General media work:**
Press releases, distribution of photos, film material, etc.
-  **Individual media work:**
Exclusive reports and interviews, individual interviews, trade fairs, visits to the editorial offices

Employees are informed about the company activities in the in-house newspaper “Intern”. The managing directors and executives are publicly involved by means of articles on sustainability, environmental protection, nature conservation and social issues.

Nowadays, companies are particularly challenged to provide information not only about the costs and benefits of their actions, but also about their sustainable commitment.



Interview
Gisela Rehm

Marketing Manager at Häcker Küchen

“Correctly communicated from a sustainability perspective”

What do you mean by sustainability at Häcker Küchen?

As a family enterprise in the fourth generation, Häcker Küchen considers sustainability as a management and leadership task. Due to the positive economic situation of the company, all jobs at Häcker Küchen were always secured. For example, there have never been any dismissals for operational reasons since the company was founded. The company grew steadily and remained solid for decades. “Made in Germany” is one of our main strategies - production takes place and will remain in Germany. Germany is envied worldwide for its tradition-conscious family entrepreneurs, who are firmly anchored in their region of origin - and are closely linked to the local population.

Do you experience this at Häcker Küchen in the same way?

I can confirm that. The old model of the reputable entrepreneur, which revolves around trust, handshake, seriousness and responsibility, plays an important role especially in a family business and is really lived at Häcker. In addition, customers often trust owner-managed companies rather than large corporations, because for the former, not only quarterly figures play a role and they are not obliged to investors. They allow time for the sustainable development of business relationships.

Ms Rehm, to what extent can sincerity also set accents in advertising?

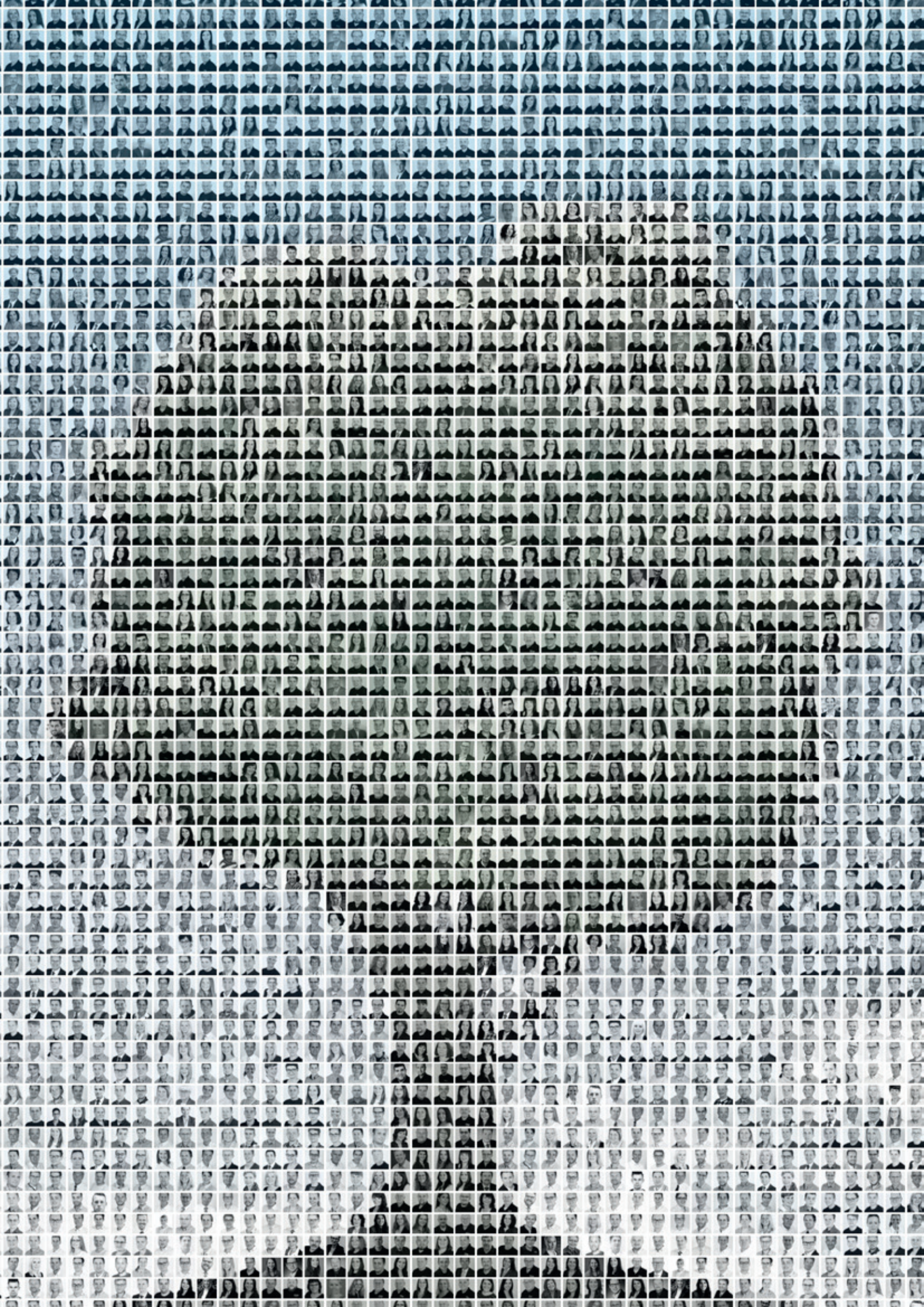
The intention of commercial advertising is not really to inform the customer. It is about emotional messages, with the aim of persuading the customer to buy. For many, the old advertising motto that profits take precedence over truth, often still applies. For Häcker, the decisive criterion is relevance. This is primarily reflected in the quality products themselves. Nevertheless, it is important to consolidate a good market position through advertising on the world market. Sincerity and authenticity

set important accents in this context, for example by not clumsily mixing products with a green conscience or social feelings, but by connecting and communicating them in an understandable way.

Can you give an example?

Häcker designates its kitchen range, which has been converted to formaldehyde-reduced wood-based materials since September 2017, with PURemission. All wood products have been converted to formaldehyde-reduced. A new standard has been set that is exceptional in the kitchen furniture industry. The peak values of the European guidelines for class E1 emissions are adhered to, or significantly undercut. We refer to the label not only in our publications, flyers or on the Internet, but also in business correspondence, where it is linked to further information.

All in all, it is important to always communicate transparently and honestly. Because then the company remains credible and trustworthy.



Customer advice and customer service

Customer service is an important functional area of the company and has a decisive influence on its image and consequently on customer satisfaction - which is one of the main objectives of our quality policy. The Häcker Küchen customer service team consists of 45 employees. An important part of the tasks of the customer service representatives is the assessment of complaints that we receive. Each complaint to be recorded is evaluated with one of the numerous complaint reasons, which are selected in order to evaluate the quality statistically, identify focal points at an early stage and, if necessary, derive suitable measures. If photos or videos are not sufficient for the evaluation, the quality assurance colleagues arrange that the customer returns the goods for internal evaluation.

Since the introduction of the Blaupunkt brand in 2014 until today, a three-member team has also been established that deals exclusively with processes relating to electrical appliances. The department also has a technical customer service section. It travels through Germany and the neighbouring countries throughout the year, inspects the rejected components at the end consumer by means of a status report, conducts an evaluation and determines suitable measures.

In addition to the 900 telephone calls with customers every day, the section also supports the field service.

Employee communication

The respectful and trusting interaction between management and employees is an important component of our direct and open communication culture, which is also anchored in the management guidelines. Employees have numerous opportunities to voice their concerns and use transparent communication and information channels. The marketing department is responsible for coordinating the issue of sustainability. For mutual information and internal exchange, working structures and coordination methods for formal, content-related and time-related sustainability instruments and processes between the company's departments must be defined.

Customer communication

In addition to classic channels, Häcker uses new contact possibilities for customer communication. Apps, video chats and social media channels serve not only to provide customers with uncomplicated and fast information, but also for interaction. Of course, personal contact is still important for long-term customer loyalty.

At www.haecker-kuechen.de and our Extranet access, we offer the opportunity for online communication with us and conducting business transactions.



“As a family enterprise, Häcker is deeply rooted in the regions around its headquarters in Rödinghausen. This localisation is associated with a special sense of responsibility for our stakeholders and the direct environment.”

JOCHEN FINKEMEIER
Managing Partner

4.3 Stakeholder dialogues

We take the interests and perspectives of our stakeholders into account in all business areas. Dialogue with all stakeholders is very important at Häcker Küchen, because transparency is part of responsible action and mutual esteem. We are open for exchange with employees, consumers, non-governmental organisations (NGOs), science and politics, as well as other interest groups. Häcker Küchen's credo is to seek direct dialogue. We respond adequately to impulses from the public and the company's internal suggestion scheme. The company has often received valuable suggestions for positive further development from these processes. The company therefore invites its stakeholders to engage in dialogue to support Häcker on its way to sustainable actions.



The involvement of stakeholder groups is an essential component of a Häcker sustainability management system that is based on transparency and credibility.

With a systematic
stakeholder relationship management
Häcker succeeds in:



The significance of stakeholders for Häcker

Politicians and legislators are placing increasingly higher demands on society and companies to deal with the possible consequences of their own entrepreneurial actions.



Häcker Lounge



The serving counter and seating area of the new Häcker Lounge have a modern and cosy ambience.



A healthy diet is a mega-trend of our time. Healthy nutrition is also part of the value-based family enterprise Häcker Küchen. Because the well-being of each individual is a central concern of the owners, the Finkemeier family. Consequently, some changes have been introduced in terms of in-house catering.

The complete catering and canteen area were revamped. A particularly pleasant ambience, as well as noise-reducing measures ensure a real well-being experience during exhibition and/or break times. Barrier-free access enables all people to join in - with or without movement restrictions.

The appointment of a new regional catering company has now enabled the processing of regional and seasonal products. Furthermore, these are freshly prepared, so that one can rightfully speak of healthy and sustainable food. The associated short delivery and procurement channels effect a significant reduction in CO² emissions. This is an aspect that must certainly be taken into account in the connection with company meals.

The employee meals are just as diverse as the cultures of the world and a reflection of the Häcker culture. From vegans to barbecue lovers, everyone will find a culinary home in the new Häcker lounge - in a particularly sustainable way.



GLOSSARY

ARBEITSGEMEINSCHAFT DIE MODERNE KÜCHE E. V. (AMK) (MODERN KITCHEN WORKING GROUP)

The AMK is a trade and service association for the entire kitchen industry. The member companies include renowned manufacturers of kitchen furniture, electrical/built-in appliances, sinks, accessories, as well as their suppliers, the kitchen trade cooperatives and service companies in the kitchen sector. The AMK is active in the fields of technology & standardisation, marketing & public relations, internationalisation and trade fairs.

Further information: www.amk.de

CALIFORNIA AIR RESOURCES BOARD (CARB)

The California Air Resources Board is a government commission of the State of California, United States. Founded in 1967, the advisory board is internationally renowned for its particularly stringent proposals on air pollution control legislation. The California Air Resources Board (emission protection authorities). The committee of experts drafts legislative proposals on air pollution control. Since December 2018, the limits for formaldehyde emissions specified in CARB2 have been in force under Title VI of the US Toxic Substance Control Act (TSCA) throughout the USA.

Additional Information:
www.arb.ca.gov

CARB2

In 2007, the California Air Resources Board (CARB) introduced an Airborne Toxic Control Measure: ATCM), which contains guidelines for the release of formaldehyde from wood-based materials. These regulations are mandatory for all manufacturers, importers, processors, distributors and certification bodies working with engineered wood. CARB2 was introduced in California in 2010 under Arnold Schwarzenegger. At that time, not only formaldehyde emission limits were set, but also companies' own quality control and external control by third-party certifiers. These regulations are mandatory for all manufacturers, importers, processors, distributors and certification bodies working with engineered wood.



COMMITMENT

Commitment means “dedication towards something” or a “genuine engagement for” and “devotion to a particular cause”. Commitment is thus defined as the willingness to assign an important role to corporate social responsibility. Without the commitment of key individuals, all considerations are doomed to failure from the outset.

COMPLIANCE

Compliance refers to adherence to rules by a company. Violations of rules can lead to risks that can jeopardise the continued existence of the company.

THE “GOLDENE M” (GOLDEN M)

The “Goldene M” is one of the RAL - (National Committee for Delivery Conditions) quality marks secured under commercial law and is used by the Deutsche Gütegemeinschaft Möbel e.V. (German Association for Quality Furniture, DGM) for furniture, that passes independent tests in terms of durability, material quality, longevity, safety and health compatibility. It is Germany's only officially recognised quality brand for furniture relates primarily to product quality. However, the tests also include pollutant content, environmental awareness and the contribution of the furniture to healthy living. Yet, the origin of the resources is irrelevant.

DER DEUTSCHE NACHHALTIGKEITSKODEX (GERMAN SUSTAINABILITY CODE)

This is a standard for more transparency in sustainability management and is intended to make it easier for analysts to assess non-financial risks. It is essentially based on the criteria of the Global Reporting Initiative, as well as the ESG indicators of the EFFAS (European Federation of Financial Analyst Societies). The council believes that the companies that sign it are very committed to making their sustainability performance transparent and comparable.

Further information: www.nachhaltigkeitsrat.de and www.deutscher-nachhaltigkeitskodex.de

FOREST STEWARDSHIP COUNCIL® (FSC®)

The international non-profit organisation is committed to sustainable forest management by means of a certification system of the same name. It was founded in 1993 after the environmental conference in Rio de Janeiro (1992) in Canada with the aim of an environmentally friendly, socially acceptable and economically sustainable forest management. FSC® combines economic, ecological and social interests through its membership in non-governmental organisations, companies and associations. FSC® has defined ten principles for environmentally friendly and socially responsible forestry. FSC® checks the compliance with these principles by means of its certification system.

Additional information: www.fsc.org, www.fsc-deutschland.de

FORMALDEHYDE

Formaldehyde is a colourless gas with a pungent odour. If present in high concentrations in the ambient air, it can cause allergies, irritations of the skin, respiratory channels or eyes in humans. In the USA, formaldehyde has been classified as a carcinogen since 2011 and its use was greatly restricted.

FORESTRY

“Forstwirtschaft” (Forestry) is the term used in forestry historiography only since the systematic regulation of the forest, which was proclaimed by the princely forest administrations since the 16th century, but was mostly only implemented around 1800. However, with the advent of its own machine industry in the 19th century, the “wood age” in toolmaking came to an end. The forestry regulations of the 16th century mainly regulated logging. They hardly dealt with reforestation. A long boom of timber started in the late 17th century and lasted well into the 19th century. At the end of the 18th century, Germany began to convert firewood forests into high forests, “although it took a hundred years or longer for the yield”. Since the 18th century, “sustainability” has been emphasised as a central goal of educated forestry.



The fear for wood-shortage and technical wood-saving measures culminated in the period around 1800. During this time (initially in Germany), the reforestation trend achieved a breakthrough. The forestry administration no longer only monitored logging, but also strived to control the growth of the forest.

LGA INTERCERT GMBH

Die LGA InterCert GmbH is part of the TÜV Rheinland Group and a certification company with many years of international expertise. It is one of the oldest and most experienced German certification companies, engaging in domestic and foreign activities. LGA InterCert GmbH considers itself as a service company and offers a wide range of coordinated certification services, which are continuously adapted to the needs of its customers. The certificates of the management systems (QM 9001, UM 14001, EM 50001) are generally valid for three years. The certifier at Häcker is LGA InterCert.

SUSTAINABILITY

The term sustainability originally comes from forestry and was first used in 1713 by Oberberghauptmann (Mining Administrator) Hannß Carl von Carlowitz in Freiberg, Saxony, in his book “Sylvicultura Oeconomica”. The book contains the principle that only as much wood may be felled per period, as will grow back. Anyone who manages a forest, may fell and sell trees, but must also plant new ones for future generations. The term refers to the use of a regenerative system in such a way that its essential properties are preserved and can be naturally renewed. In the broader sense of a condition of global equilibrium, the English term “sustainability” appeared in the 70s in connection with the discussion about exhaustible resources. The concept of sustainable development was defined in 1987 in the Brundtland report as a development that meets the needs of the present without compromising the livelihoods of future generations. Agenda 21 extends this original focus on the conservation of ecological resources through a commitment to the responsible use of social resources. From

these three dimensions, namely economy, ecology and social matters, the “three pillar model” of sustainability is derived i.e. three equally rated dimensions as a solid basis for sustainable, long-term development.

NON-GOVERNMENTAL ORGANISATION (NGO)

Non-governmental organisations are non-state-owned organisation that act independently and without the intention of making profit. This term is often used particularly for groups involved in socio-political activities. Typical fields of activity are development policy, environmental policy and human rights policy. What all NGOs have in common is that they want to draw attention to their concerns through their association.

LIFE CYCLE ASSESSMENT

The life cycle of a product as well as the material and energy turnover during this life cycle and the resulting environmental impacts are assessed as comprehensively as possible. The ecological life cycle analysis is a method that enables all potential environmental impacts of a product or process to be identified and assessed over its entire life cycle. This assessment can then be used to optimise the choice of materials or design.

PROGRAMME FOR THE ENDORSEMENT OF FOREST CERTIFICATION SCHEMES (PEFC)

PEFC guarantees that raw materials for wooden furniture comes from sustainably managed forests. The seal is a global “forest inspection certificate” with the aim of developing strict environmental standards throughout the forest industry. PEFC is the largest independent institution in Germany for ensuring sustainable forest management - and at the same time it is the most important forest protection organisation. In addition, PEFC has successfully developed into a global organisation. The PEFC certificate (the certifier at Häcker is DIN CERTCO) is valid for five years.

Additional information: www.pefc.de

RAL QUALITY LABEL

RAL QUALITY LABELS signal to the consumer a particularly high quality of products and services. At the same time, they stand for a clear value orientation: Companies that use this quality mark, promise decent, honest and exemplary behaviour.

Further information: www.ral-guetezeichen.de

RECYCLING-KONTOR TRANSPORT-VERPACKUNGEN GMBH & CO. KG (RKT)

Since 2015, the Recycling-Kontor Transportverpackungen GmbH & Co. KG (RKT) of the Recycling-Kontor group has been responsible for the operational recycling of used transport packaging. Already in its first year, RKT established itself as an exclusive recycling partner for transport packaging for the kitchen and electric white goods sector. In the meantime, RKT takes over used transport packaging of all kinds from several thousand customer locations throughout Germany via its nationwide network of service providers. With its nation-wide waste disposal network, RKT meets one of the most important requirements for the disposal of transport packaging. RKT pools the disposal tasks of a number of manufacturers, who all supply the same retail customers. This provides every manufacturer with a cost-optimised disposal solution for its customers.

Further information: www.recycling-kontor.koeln

STAKEHOLDERS

Stakeholders are defined as persons, groups, interest groups or institutions within and outside a company that contribute (stake) to the operational value creation (e.g. employees, customers, local communities, associations, shareholders). From this fact, the stakeholders derive certain demands on the company which they seek to assert. These requirements can be both material and immaterial.

VERBAND DER DEUTSCHEN HOLZWERKSTOFFINDUSTRIE (VHI) (ASSOCIATION OF THE GERMAN WOOD PRODUCT INDUSTRY)

The VHI is an industrial association which represents the professional, economic and technical interests of manufacturers of chipboard, fibreboard and oriented strand board, wood-polymer materials, plywood, as well as interior doors, on a national and international level.

Further information: www.vhi.de

VERBAND DER DEUTSCHEN KÜCHENMÖBELINDUSTRIE (VDDK) (ASSOCIATION OF THE GERMAN KITCHEN FURNITURE INDUSTRY)

The Verband der Deutschen Küchenmöbelindustrie (VdDK) represents around 50 kitchen furniture manufacturers throughout Germany. This includes the vast majority of innovation drivers of the sector, who occupy leading positions on the international markets. The association represents the interests of its members at regional and national level. Increasingly, the focus is on topics at European level that are solved jointly with the main association, the HDH. The work concentrates on the collection and communication of sector-specific and association-internal statistics on incoming orders in the kitchen furniture industry, as well as technical, ecological and waste-management issues.

Additional information: www.vhk-herford.de

Information about reporting

The purpose of this report is to give all interested parties and stakeholders the opportunity to understand and assess the sustainable development of our company over the period from 01/01/2018 - 31/03/2019. Furthermore, it also serves as a means of self-monitoring: The best possible, comprehensive and clear compilation of all facts relevant to sustainability helps us to verify whether we take sufficient account of the key issues in our daily business. A report like this can always only reflect the interim status in a longer-term process.

This report is based on the recommendations of the “Global Reporting Initiative” (hereinafter: “GRI criteria”). The publication interval is every two years. Data is collected using standardised questionnaires, which are clustered according to the respective areas of activity. The data is centrally evaluated and checked for plausibility. The Communication/Marketing department evaluates the questionnaires annually with regard to current developments, requirements and objectives. The topics of the report were selected according to relevance and significance and are intended to provide a compact reflection of the development of sustainability goals and impact of the company. The reporting period for the key figures is 01/01/2018 - 31/03/2019. Information on the individual topics was included up to the editorial deadline of 01/06/2019.

Häcker Küchen has committed to a sustainable design of its business processes, which takes an integrative view of the economic, social and ecological aspects of its own economic activities. As part of the reporting process, the status of the measures, progress achieved and new challenges in the area of corporate sustainability are continuously reported on.

The company's legal representatives are responsible for drafting the report in accordance with the principles of the Sustainability Reporting Standards of the GRI. This responsibility of the legal representatives includes the selection and application of appropriate methods for sustainability reporting, making assumptions and taking estimates on individual sustainability data, which are adequate under the given circumstances. They are also responsible for the internal controls which they have deemed necessary to be able to prepare a report that is free from material misstatement, whether intentional or unintentional.

In reporting, the international connectivity to common sustainability indicator systems is ensured by the comprehensive application of the Sustainability Reporting Guidelines of the Global Reporting Initiative (GRI). We have compiled this sustainability report in accordance with the latest version of the internationally recognised GRI standards.

Outlook

Climate change and scarcity of resources, deforestation and loss of biological diversity, steadily rising raw material prices and intensified competition for the declining number of highly qualified junior staff already illustrate these challenges today. Companies that do not just wait and see, but instead recognise the risks associated with these developments and at the same time seize the opportunities that present themselves, are particularly wise in the assumption of their social responsibility. It is therefore important to have a say in global change, rather than being overrun by it. In addition, we want to further strengthen our reputation as an excellent employer and business partner who bears responsibility for society and the environment.



Outlook for the next report

The next report is planned for 2021. We want to reduce the scope of the print version even further and expand the information on our website in return. Our second report will probably focus on the progress made in implementing our sustainability strategy, and we also want to introduce new aspects into our reporting. We intend to draft this report pursuant to GRI standards.

As an international kitchen manufacturer, we will continue to link the concept of sustainability with the following three areas of activity:

- **Global value chains**
- **Efficient use of natural and limited resources**
- **Commitment to transparent social dialogue.**



”*I hope that the generations to come – my son and my grandson – will continue to run Häcker Küchen successfully.*“

HORST FINKEMEIER
Associate



IMPRINT

The current sustainability report covers the period from 01/2019 to 12/2020 and the present measures and goals from the sustainability management of Häcker Küchen. These were prepared in cooperation with the various departments of the company. The most important intended measures were successfully implemented during the reporting period.

Publisher

Häcker Küchen GmbH & Co. KG
Werk St. 3
32289 Rödinghausen
Germany

Layout

Quoc Le Duong,
Häcker Küchen Graphic Design

Printing & Production

Drake Media GmbH
Carl Zeiss St. 4
32549 Bad Oeynhausen
www.drake-media.de

Photos

Häcker Küchen, Rödinghausen

Additional photos
www.unsplash.com

Paper

The paper of this sustainability report is premium recycling paper made from 100% recycled FSC®-certified paper.

Text & Konzept

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Printed in Germany
09/2019
VE-A-20

