



HENKEL ESG STATBOOK 2024



PRELIMINARY NOTES

In this ESG Statbook, we show the progress of our ESG indicators over a five-year period.

The figures in the tables have been rounded up or down. As a result, the rounded figures in some of the rows in the tables may not add up to the totals as indicated.

The production-related data for 2024 were determined at all 161 Henkel production sites in 53 countries. This means the data represent 100 percent of our production volume.

The published employee indicators cover 99 percent of our employees as of December 31.

Updates in data: Where target-relevant or necessary for clarity, changes are highlighted and explained.

Updates of individual or cumulative values are made when greater than 1 percent of the value of the superordinate indicator (for example, total energy consumption), including the subordinate indicators (for example, bought-in energy consumption).

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Further sustainability information

[Henkel Sustainability Report 2024](#)

[Henkel Highlights 2024](#)

<https://www.henkel.com/sustainability>

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Status

March 2025 (v 1.1)

COMPANY PROFILE

BUSINESS MODEL

Henkel's business is organized in two business units: Adhesive Technologies and Consumer Brands. Our **Adhesive Technologies** business unit offers technologies for adhesives, sealants and coatings – for industrial applications and for consumers and craftsmen. Based on our technology portfolio, we provide customercentric solutions in our Mobility & Electronics, Packaging & Consumer Goods, and Craftsmen, Construction & Professional business areas.

In the **Consumer Brands** business unit, we focus on the two global business areas Laundry & Home Care and Hair, and on the Other Consumer Businesses area with its operations in selective markets. Our portfolio features laundry detergents and household cleaners, hair styling, hair colorants and hair care products for both the Consumer and Professional businesses, and body care products.

SUSTAINABILITY APPROACH AT HENKEL

Sustainable business practices have been an integral part of our company culture for decades, and are also a central element of our vision of the future. Together with innovation and digitalization, sustainability forms the core of our corporate strategy, the Purposeful Growth Agenda.

Sustainability is fundamental for creating a competitive edge, enabling business growth and generating value for our business and industry customers, consumers and all of our stakeholders. **Our 2030+ Sustainability Ambition Framework** sets the frame for our global sustainability strategy, with clear ambitions and targets that we want to achieve in this decade. We will build on our particular strengths, such as the innovation of our business units, the comprehensive knowledge of our employees, as well as various contact points of our products and technologies with customers and consumers. We see our company as an important player and partner in society, and we intend to work with others to create fundamental change.



TARGETS AND AMBITIONS

Our 2030+ Sustainability Ambition Framework sets the frame for our global sustainability strategy, with clear ambitions and targets in the three dimensions of Regenerative Planet, Thriving Communities and Trusted Partner.

- **Regenerative Planet:** We strive to achieve a circular economy, a net-zero future and the regeneration of nature.
- **Thriving Communities:** We actively contribute to people being able to lead a better life through our business and brands.
- **Trusted Partner:** We are committed to product quality and safety while ensuring business success with integrity.

The following overview shows a selection of the main ambitions and targets to advance our sustainability transformation. While the ambitions generally embrace a long-term time horizon, we define them in concrete terms by setting medium-term and measurable targets.

			Achieved 2024
REGENERATIVE PLANET	CLIMATE	-42% absolute Scope 1 and 2 GHG emissions (2030; vs. 2021)	-41%
		-30% absolute Scope 3 GHG emissions (2030; vs. 2021)	-19%
		-90% absolute Scope 1, 2, 3 GHG emissions (2045; vs. 2021)	-20%
		-100 million tons of CO ₂ with customers, consumers and suppliers (2016–2025)	>100 million
	CIRCULARITY	No plastic waste into nature	Ambition
		>30% share of recycled plastic (-50 % fossil-based virgin plastics) for all packaging of our consumer goods products (2025)	25%
		100% of packaging designed for recycling or reusability ¹ (2025)	89%
		-50% production waste per ton of product (2025; vs. 2010)	-39%
		Circular use of production waste material (2030)	Ambition
NATURE	Encourage the responsible use of our products to reduce water consumption	Ambition	
	-35% water withdrawal per ton of product (2025; vs. 2010)	-23%	
	Circular water use at key manufacturing sites (2030)	Ambition	
	100% paper and cardboard materials recycled or sourced from sustainable origins (2025)	98%	
	100% palm and palm kernel oil responsibly sourced and certified or externally verified (2025)	97%	
THRIVING COMMUNITIES	EQUITY	Gender parity across all management levels (2025)	Ambition
	EDUCATION	Improve livelihoods of smallholder farmers and protection of nature	~39,700 smallholders
		Expand our community education programs and volunteering	Ambition
		Engage and empower all employees to take action for sustainability	Ambition
	WELLBEING	Improve 30 million lives globally (2010–2030)	Achieved since 2022
		Shape the future of work for our company and employees	Ambition
TRUSTED PARTNER	PERFORMANCE	+60% safer per million hours worked (2025; vs. 2010)	+47%
		Reach >90% of our employees with global health campaigns (each year)	>90%
		Each new product contributes to sustainability	Ambition
	TRANSPARENCY COLLABORATION	Provide our customers and consumers with a comprehensive sustainability profile of our products (2025)	Method under development
		Become three times more efficient (2030; vs. 2010) – Factor 3	186%
		100% transparency and traceability for palm and palm kernel oil (2025)	95%
		100% responsible sourcing together with our partners	Ambition

¹ Excluding products where ingredients or residue may affect recyclability or pollute recycling streams.

REGENERATIVE PLANET

We are on a journey toward an environmental transformation of our business model. To achieve this ambition, we intend to transform our processes, products and use of raw materials in the direction of a resource-efficient, net-zero future. We are focusing on climate change mitigation measures, a functional circular economy, and the protection of nature and biodiversity.

TOPIC	TARGETS AND AMBITIONS	2020	2021	2022	2023	2024
CLIMATE	-42% absolute Scope 1 and 2 GHG emissions (2030; vs. 2021)	New targets as of 2024				-41%
	-30% absolute Scope 3 GHG emissions (2030; vs. 2021)	New targets as of 2024				-19%
	-90% absolute Scope 1, 2, 3 GHG emissions (2045; vs. 2021)	New targets as of 2024				-20%
	-100 million tons of CO ₂ with customers, consumers and suppliers (2016–2025)	> 55 million	> 68 million	> 78 million	> 89 million	> 100 million
CIRCULARITY	No plastic waste into nature (Ambition) ¹	-	-	-	-	-
	>30% share of recycled plastic (-50 % fossil-based virgin plastics) for all packaging of our consumer goods products (2025)	15%	16%	16%	20% ²	25%
	100% of packaging designed for recycling or reusability ³ (2025)	89%	86%	87%	87%	89%
	-50% production waste per ton of product (2025; vs. 2010)	-38% ²	-35% ²	-38% ²	-36% ²	-39%
	Circular use of production waste material (Ambition 2030) ¹	-	-	-	-	-
NATURE	Encourage the responsible use of our products to reduce water consumption (Ambition) ¹	-	-	-	-	-
	-35% water consumption per ton of product (2025; vs. 2010)	-26% ²	-26% ²	-23% ²	-23% ²	-23%
	Circular water use at key manufacturing sites (Ambition 2030) ¹	-	-	-	-	-
	100% paper and cardboard materials recycled or sourced from sustainable origins (2025)	Indicator under development			96%	98%
100% palm and palm kernel oil responsibly sourced and certified or externally verified (2025)	75%	93%	89%	96%	97%	

¹ While the ambitions generally embrace a long-term time horizon, we define them in concrete terms by setting medium-term and measurable targets.

² Data has been adjusted as part of our data review. | ³ Excluding products where ingredients or residue may affect recyclability or pollute recycling streams.

CLIMATE	UNIT	2020	2021	2022	2023	2024	REFERENCE
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Our greenhouse gas (GHG) inventory encompasses Scope 1, 2 and 3 emissions. Scope 1 and 2 emissions cover direct and indirect emissions from our operations. Scope 3 covers emissions that originate in our upstream and downstream value chain. We follow the GHG Protocol, the worldwide-guiding accounting framework for GHG emissions, which categorizes Scope 3 emissions into fifteen categories based on the cause of these emissions. Following the guidelines of the SBTi Corporate Net-Zero Standard, our net-zero targets and GHG inventory cover all Scope 3 categories except the category of use phase emissions of sold products.

[Learn more](#)

ENERGY MIX

Energy consumption and mix

Fuel consumption from coal and coal products ^{7,8}	MWh	81,471	76,516	53,922	40,778	10,078	CSRD E1-5_AR 34
	% share	3.4	3.0	2.3	1.9	0.5	CSRD E1-5_AR 34
Fuel consumption from crude oil and petroleum products ^{7,8}	MWh	223,854	231,746	225,825	213,554	196,205	CSRD E1-5_AR 34
	% share	9.4	9.1	9.6	9.9	9.3	CSRD E1-5_AR 34
Fuel consumption from natural gas ^{7,8}	MWh	1,341,746	1,345,096	1,110,323	947,542	769,423	CSRD E1-5_AR 34
	% share	56.5	52.9	47.0	43.9	36.4	CSRD E1-5_AR 34
Fuel consumption from other fossil sources ^{7,8}	MWh	4,352	4,434	1,897	570	152	CSRD E1-5_AR 34
	% share	0.2	0.2	0.1	0.0	0.0	CSRD E1-5_AR 34
Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil sources ^{7,8}	MWh	459,947	369,550	300,800	177,310	139,946	CSRD E1-5_AR 34
	% share	19.4	14.5	12.7	8.2	6.6	CSRD E1-5_AR 34
Total fossil energy consumption	MWh	2,111,371	2,027,343	1,692,766	1,379,753	1,115,803	CSRD E1-5_AR 34
	% share	89.0	79.7	71.7	63.9	52.8	CSRD E1-5_AR 34
Fuel consumption for renewable sources, including biomass (also comprising industrial and municipal waste of biologic origin, biogas, renewable hydrogen, etc.) ^{7,8}	MWh	-	41,060	145,918	171,194	326,720	CSRD E1-5_AR 34
	% share	-	1.6	6.2	7.9	15.5	CSRD E1-5_AR 34
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources ^{7,8}	MWh	366,538	466,614	509,694	596,061	652,802	CSRD E1-5_AR 34
	% share	15.4	18.3	21.6	27.6	30.9	CSRD E1-5_AR 34
Consumption of self-generated non-fuel renewable energy ^{7,8}	MWh	3,988	7,077	10,297	13,836	18,934	CSRD E1-5_AR 34
	% share	0.2	0.3	0.4	0.6	0.9	CSRD E1-5_AR 34
Total renewable energy consumption^{7,8}	MWh	370,526	514,751	665,910	781,090	998,456	CSRD E1-5_AR 34
	% share	15.6	20.2	28.2	36.1	47.2	CSRD E1-5_AR 34
Share of acquired electricity compared to overall acquired electricity							
for virtual agreements	%		Newly reported indicator since 2024			53	CSRD E1-6_AR 45d
for eco tariffs	%		Newly reported indicator since 2024			28	CSRD E1-6_AR 45d
for unbundled energy attribute certificates	%		Newly reported indicator since 2024			6	CSRD E1-6_AR 45d
not assigned an attribute or an attribute relationship cannot be established	%		Newly reported indicator since 2024			13	CSRD E1-6_AR 45d
Own energy production							
Own energy generation total	MWh		Newly reported indicator since 2024			935,711	CSRD E1-5_39
From renewable sources	MWh		Newly reported indicator since 2024			99,107	CSRD E1-5_39
From fossil sources	MWh		Newly reported indicator since 2024			836,604	CSRD E1-5_39
Energy intensity							
Net revenue from activities in high climate impact sectors used to calculate energy intensity	Million Euros		Newly reported indicator since 2024			21,585.9	CSRD E1-5_40, AR 36, AR 37
Energy consumption ^{7,8}	MWh	2,481,896	2,542,094	2,358,676	2,160,843	2,114,259	CSRD E1-5_40, AR 36, AR 37
Energy intensity based on net revenue (manufacturing sector)	MWh/Million Euros		Newly reported indicator since 2024			97.9	CSRD E1-5_40, AR 36, AR 37

CLIMATE	UNIT	2020	2021	2022	2023	2024	REFERENCE
EMISSIONS							
GHG emissions							
Scope 1 emissions							
Gross scope 1 emissions excluding biogenic CO₂ emissions	t CO ₂ e	610,736	618,089	542,519	489,255	405,621	CSRD MDR-T_80d, 80e, 80j, E1-4_34a, 34b, E1-6_AR 41, AR 43c, E1-6_44, E1-6_52a, 52b, E1-6_51, E1-6_53
Scope 1 from steam, heat and electricity, and other used by Henkel ^{7, 8, 9}	t CO ₂ e	360,240	360,792	301,851	260,564	220,463	CSRD MDR-T_80d, 80e, 80j, E1-4_34a, 34b, E1-6_AR 41, AR 43c, E1-6_44, E1-6_52a, 52b, E1-6_51, E1-6_53
Scope 1 from steam, heat and electricity, supplied to third parties	t CO ₂ e	250,496	257,298	240,669	228,691	185,158	CSRD MDR-T_80d, 80e, 80j, E1-4_34a, 34b, E1-6_AR 41, AR 43c, E1-6_44, E1-6_52a, 52b, E1-6_51, E1-6_53
Percentage of Scope 1 GHG emissions from regulated emission trading schemes	%	Newly reported indicator since 2024				56	CSRD MDR-T_80d, 80e, 80j, E1-4_34a, 34b, E1-6_AR 41, AR 43c, E1-6_44, E1-6_52a, 52b, E1-6_51, E1-6_53
Scope 2 GHG emissions (t CO₂e)							
Gross location-based Scope 2 GHG emissions ^{7,8}	t CO ₂ e	316,962	330,837	321,516	310,970	320,897	CSRD MDR-T_80d, 80e, 80j, E1-4_34a, 34b, E1-6_AR 41, AR 43c, E1-6_44, E1-6_52a, 52b, E1-6_51, E1-6_53
Gross market-based Scope 2 GHG emissions ^{7,8}	t CO ₂ e	209,470	160,242	121,800	71,074	55,988	CSRD MDR-T_80d, 80e, 80j, E1-4_34a, 34b, E1-6_AR 41, AR 43c, E1-6_44, E1-6_52a, 52b, E1-6_51, E1-6_53
Scope 1 and 2 GHG emissions							
Scope 1 and 2 GHG emissions SBTi target scope ^{7, 8, 9}	t CO ₂ e	820,206	778,331	664,319	560,329	461,609	CSRD MDR-T_80d, 80e, 80j, E1-4_34a, 34b, E1-6_AR 41, AR 43c, E1-6_44, E1-6_52a, 52b, E1-6_51, E1-6_53
Significant Scope 3 GHG emissions							
Total gross indirect (Scope 3) GHG emissions	t CO ₂ e		n/a ¹	n/a ¹	n/a ¹	37,676,071	CSRD MDR-T_80d, 80e, 80j, E1-4_34a, 34b, E1-6_AR 41, AR 43c, E1-6_44, E1-6_52a, 52b, E1-6_51, E1-6_53
Scope 3 GHG emissions SBTi target scope	t CO ₂ e		17,990,055	n/a ²	n/a ²	14,512,249	CSRD MDR-T_80d, 80e, 80j, E1-4_34a, 34b, E1-6_AR 41, AR 43c, E1-6_44, E1-6_52a, 52b, E1-6_51, E1-6_53
1 Purchased goods and services total	t CO ₂ e		14,289,354	n/a ²	n/a ²	11,468,812	CSRD MDR-T_80d, 80e, 80j, E1-4_34a, 34b, E1-6_AR 41, AR 43c, E1-6_44, E1-6_52a, 52b, E1-6_51, E1-6_53
1 Purchased raw materials	t CO ₂ e		8,997,901	n/a ²	n/a ²	6,984,857	CSRD MDR-T_80d, 80e, 80j, E1-4_34a, 34b, E1-6_AR 41, AR 43c, E1-6_44, E1-6_52a, 52b, E1-6_51, E1-6_53
1 Purchased packaging materials	t CO ₂ e		2,383,257	n/a ²	n/a ²	1,750,742	CSRD MDR-T_80d, 80e, 80j, E1-4_34a, 34b, E1-6_AR 41, AR 43c, E1-6_44, E1-6_52a, 52b, E1-6_51, E1-6_53
1 Other 3.1 Emissions ²	t CO ₂ e		2,908,196	n/a ²	n/a ²	2,733,213	CSRD MDR-T_80d, 80e, 80j, E1-4_34a, 34b, E1-6_AR 41, AR 43c, E1-6_44, E1-6_52a, 52b, E1-6_51, E1-6_53
2 Capital goods	t CO ₂ e		207,500	n/a ²	n/a ²	259,335	CSRD MDR-T_80d, 80e, 80j, E1-4_34a, 34b, E1-6_AR 41, AR 43c, E1-6_44, E1-6_52a, 52b, E1-6_51, E1-6_53
3 Fuel and energy-related activities (not included in Scope1 or Scope 2)	t CO ₂ e		315,895	n/a ²	n/a ²	235,407	CSRD MDR-T_80d, 80e, 80j, E1-4_34a, 34b, E1-6_AR 41, AR 43c, E1-6_44, E1-6_52a, 52b, E1-6_51, E1-6_53
4 Upstream transportation and distribution	t CO ₂ e		1,096,389	n/a ²	n/a ²	818,920	CSRD MDR-T_80d, 80e, 80j, E1-4_34a, 34b, E1-6_AR 41, AR 43c, E1-6_44, E1-6_52a, 52b, E1-6_51, E1-6_53
5 Waste generated in operations	t CO ₂ e		72,620	n/a ²	n/a ²	39,111	CSRD MDR-T_80d, 80e, 80j, E1-4_34a, 34b, E1-6_AR 41, AR 43c, E1-6_44, E1-6_52a, 52b, E1-6_51, E1-6_53
6 Business travel	t CO ₂ e		14,044	n/a ²	n/a ²	56,818	CSRD MDR-T_80d, 80e, 80j, E1-4_34a, 34b, E1-6_AR 41, AR 43c, E1-6_44, E1-6_52a, 52b, E1-6_51, E1-6_53
7 Employee commuting	t CO ₂ e		47,221	n/a ²	n/a ²	42,003	CSRD MDR-T_80d, 80e, 80j, E1-4_34a, 34b, E1-6_AR 41, AR 43c, E1-6_44, E1-6_52a, 52b, E1-6_51, E1-6_53
8 Upstream leased assets	t CO ₂ e		n/a	n/a	n/a	n/a	CSRD MDR-T_80d, 80e, 80j, E1-4_34a, 34b, E1-6_AR 41, AR 43c, E1-6_44, E1-6_52a, 52b, E1-6_51, E1-6_53
9 Downstream transportation and distribution	t CO ₂ e		66,708	n/a ²	n/a ²	67,170	CSRD MDR-T_80d, 80e, 80j, E1-4_34a, 34b, E1-6_AR 41, AR 43c, E1-6_44, E1-6_52a, 52b, E1-6_51, E1-6_53
10 Processing of sold products	t CO ₂ e		n/a	n/a	n/a	n/a	CSRD MDR-T_80d, 80e, 80j, E1-4_34a, 34b, E1-6_AR 41, AR 43c, E1-6_44, E1-6_52a, 52b, E1-6_51, E1-6_53

CLIMATE	UNIT	2020	2021	2022	2023	2024	REFERENCE	
11 Use of sold products	t CO ₂ e		29,217,000	n/a ²	n/a ²	23,163,822	CSRD MDR-T_80d, 80e, 80j, E1-4_34a, 34b, E1-6_AR 41, AR 43c, E1-6_44, E1-6_52a, 52b, E1-6_51, E1-6_53	
12 End-of-life treatment of sold products	t CO ₂ e		1,864,474	n/a ²	n/a ²	1,436,546	CSRD MDR-T_80d, 80e, 80j, E1-4_34a, 34b, E1-6_AR 41, AR 43c, E1-6_44, E1-6_52a, 52b, E1-6_51, E1-6_53	
13 Downstream leased assets	t CO ₂ e		n/a	n/a	n/a	n/a	CSRD MDR-T_80d, 80e, 80j, E1-4_34a, 34b, E1-6_AR 41, AR 43c, E1-6_44, E1-6_52a, 52b, E1-6_51, E1-6_53	
14 Franchises	t CO ₂ e		n/a	n/a	n/a	n/a	CSRD MDR-T_80d, 80e, 80j, E1-4_34a, 34b, E1-6_AR 41, AR 43c, E1-6_44, E1-6_52a, 52b, E1-6_51, E1-6_53	
15 Investments ³	t CO ₂ e		15,909	n/a ²	n/a ²	88,127	CSRD MDR-T_80d, 80e, 80j, E1-4_34a, 34b, E1-6_AR 41, AR 43c, E1-6_44, E1-6_52a, 52b, E1-6_51, E1-6_53	
Total GHG emissions								
Total GHG emissions (location-based)	t CO ₂ e		n/a ¹	n/a ²	n/a ²	38,402,589	CSRD MDR-T_80d, 80e, 80j, E1-4_34a, 34b, E1-6_AR 41, AR 43c, E1-6_44, E1-6_52a, 52b, E1-6_51, E1-6_53	
Total GHG emissions (market-based)	t CO ₂ e		n/a ¹	n/a ²	n/a ²	38,137,680	CSRD MDR-T_80d, 80e, 80j, E1-4_34a, 34b, E1-6_AR 41, AR 43c, E1-6_44, E1-6_52a, 52b, E1-6_51, E1-6_53	
Total GHG emissions (SBTi target scope)	t CO ₂ e		18,768,446	n/a ²	n/a ²	14,973,858	CSRD MDR-T_80d, 80e, 80j, E1-4_34a, 34b, E1-6_AR 41, AR 43c, E1-6_44, E1-6_52a, 52b, E1-6_51, E1-6_53	
Biogenic emissions								
Biogenic CO ₂ emissions from stationary and mobile combustion (Scope 1) ^{7, 8, 10, 11}	t CO ₂ e		15,655	24,683	46,473	42,874	73,556	CSRD MDR-T_80d, 80e, 80j, E1-4_34a, 34b, E1-6_AR 41, AR 43c, E1-6_44, E1-6_52a, 52b, E1-6_51, E1-6_53
GHG intensity								
Net revenue from activities in high climate impact sectors ⁴ used to calculate energy intensity	Million Euros		19,250	20,066	22,397	21,514	21,586	CSRD E1-6_53
Location-based GHG emissions	t CO ₂ e		Newly reported indicator since 2024			38,402,589	CSRD E1-6_53	
Location-based GHG intensity based on net revenue	t CO ₂ e/Million Euros		Newly reported indicator since 2024			1,779.1	CSRD E1-6_53	
Market-based GHG emissions	t CO ₂ e		Newly reported indicator since 2024			38,137,680	CSRD E1-6_53	
Market-based GHG intensity based on net revenue	t CO ₂ e/Million Euros		Newly reported indicator since 2024			1,766.8	CSRD E1-6_53	
Henkel's previous intensity climate targets (base year 2017)								
Scope 1 and 2 GHG emissions (t CO ₂ /t production volume) ⁵	2017 base year intensity		n/a ¹²	n/a ¹²	n/a ¹²	84.3	CSRD MDR-T_80d, 80e, 80j, E1-4_34a, 34b, E1-6_AR 41, AR 43c, E1-6_44, E1-6_52a, 52b, E1-6_51, E1-6_53	
	reporting year intensity		n/a ¹²	n/a ¹²	n/a ¹²	30.4	CSRD MDR-T_80d, 80e, 80j, E1-4_34a, 34b, E1-6_AR 41, AR 43c, E1-6_44, E1-6_52a, 52b, E1-6_51, E1-6_53	
Progress compared to the base year	%		n/a ¹²	n/a ¹²	n/a ¹²	-63.9	CSRD MDR-T_80d, 80e, 80j, E1-4_34a, 34b, E1-6_AR 41, AR 43c, E1-6_44, E1-6_52a, 52b, E1-6_51, E1-6_53	
Scope 3.1 GHG emissions (t CO ₂ e/t production volume) ⁶	2017 base year intensity		n/a ¹²	n/a ¹²	n/a ¹²	1.5	CSRD MDR-T_80d, 80e, 80j, E1-4_34a, 34b, E1-6_AR 41, AR 43c, E1-6_44, E1-6_52a, 52b, E1-6_51, E1-6_53	
	reporting year intensity		n/a ¹²	n/a ¹²	n/a ¹²	1.30	CSRD MDR-T_80d, 80e, 80j, E1-4_34a, 34b, E1-6_AR 41, AR 43c, E1-6_44, E1-6_52a, 52b, E1-6_51, E1-6_53	
Progress compared to the base year	%		n/a ¹²	n/a ¹²	n/a ¹²	-15.3	CSRD MDR-T_80d, 80e, 80j, E1-4_34a, 34b, E1-6_AR 41, AR 43c, E1-6_44, E1-6_52a, 52b, E1-6_51, E1-6_53	

1 Data is not meaningful as the base year representation refers only to the scope of our SBTi targets and does not include the category (3.11) for emissions from the indirect use phase. Details of our SBTi targets can be found in the section "Targets related to climate change mitigation and adaptation". | 2 We published our new SBTi targets in 2024 with the base year 2021. Due to methodological/scope changes, we don't have Scope 3 data comparable/available for 2022 and 2023. | 3 The investments taken into account for calculating the emissions for the year 2024 relate to the previous year. In the base year 2021, the investments from the same year were used. | 4 The reported net revenue is disclosed under the high climate impact sector of the processing industry. | 5 The emissions metrics used to calculate the metric are net values that were determined by giving consideration to the following assumptions. Emissions from the generation of energy to be sold to third parties, from vehicle fleets, from refrigerant and process emissions, and from non-production locations are not included in these numbers. Emissions are calculated using the market-based method in accordance with the GHG Protocol. The reporting on the intensity targets with base year 2017 considers all Scope 1 and Scope 2 related business activities from 2019, excluding business activities in Russia. This excludes emission sources that were reported in separate lines (vehicle fleets that are reported under business travel, biogenic emissions that are reported in addition to the Scopes) and various emission factors (CO₂, current targets for Scope 1 and 2 use CO₂e). | 6 Reporting on the 2017 base year intensity target takes into account all Scope 3.1-relevant business activities in 2021, excluding those in Russia, and was extrapolated based on the activities in 2021. This only includes sources of emissions from raw materials and packaging materials purchased in this specific year. This corresponds to the definition of the Sustainable Finance Framework (October 2021). | 7 Recalculated to use updated emission or conversion factors, including CO₂e instead of CO₂. | 8 Updated to include data for the vehicle fleet and non-production locations. | 9 Updated to include refrigerant and process emissions. | 10 Adjusted as part of our data review. | 11 Updated to include emissions from external sale. | 12 Target has been replaced by new SBTi target, we only disclose 2024 values for full transparency during the shift.

CLIMATE	UNIT	BASE YEAR 2021	N-1 = 2023	N = 2024	ANNUAL % TARGET/ PREVIOUS YEAR	REDUCTION COMPARED TO BASE YEAR (%/BASE YEAR)	2030 TARGET	2045 TARGET	ANNUAL % REFERENCE TARGET/ BASE YEAR
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Setting a science-based target for this transformation is only the first step of our net-zero roadmap. Our Climate Transition Plan serves as a key element of our climate change mitigation approach. It outlines our corporate near-term, and net-zero targets and emission reduction activities to achieve these targets, as well as our governance and delivery mechanisms to implement our net-zero transformation.

[Learn more](#)

SCIENCE-BASED TARGETS AND EMISSIONS

SBTi

Reduction of absolute Scope 1 and Scope 2 GHG emissions (vs. 2021)	%						-42			CSRD E1-4_32, MDR-T_80b, AR 24, AR 25, AR 26
Reduction of absolute Scope 3 GHG emissions (vs. 2021)	%						-30			CSRD E1-4_32, MDR-T_80b, AR 24, AR 25, AR 26
Reduce of absolute Scope 1, 2 and 3 GHG emissions (vs. 2021) - net-zero target	%							-90		CSRD E1-4_32, MDR-T_80b, AR 24, AR 25, AR 26

GHG emissions

Scope 1 and 2 GHG emissions

Scope 1 and 2 GHG emissions SBTi target scope	t CO ₂ e	778,331	n/a	461,609	n/a	40.7%	451,432	n/a	4.7%	CSRD MDR-T_80d, 80e, 80j, E1-4_34a, 34b, E1-6_AR 41, AR 43c, E1-6_44, E1-6_52a, 52b, E1-6_51, E1-6_53
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Significant Scope 3 GHG emissions

Scope 3 GHG emissions SBTi target scope	t CO ₂ e	17,990,115	n/a	14,512,249	n/a	19.3%	12,593,080	n/a	3.3%	CSRD MDR-T_80d, 80e, 80j, E1-4_34a, 34b, E1-6_AR 41, AR 43c, E1-6_44, E1-6_52a, 52b, E1-6_51, E1-6_53
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Total GHG emissions

Total GHG emissions SBTi target scope	t CO ₂ e	18,768,446	n/a	14,973,858	n/a	20.2%	n/a	1,876,845	3.8%	CSRD MDR-T_80d, 80e, 80j, E1-4_34a, 34b, E1-6_AR 41, AR 43c, E1-6_44, E1-6_52a, 52b, E1-6_51, E1-6_53
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EMISSION REDUCTION TARGETS/LEVERS

		BASE YEAR 2021		2030 TARGET	
Contributions of the Scope 1 and 2 levers to achieving emission reduction targets					
GHG emissions	%	100		58	CSRD E1-3_29b, AR 19
Energy use/Energy efficiency	%			-9.1	CSRD E1-3_29b, AR 19
Energy use/Purchasing renewable energies and fuels	%			-32.2	CSRD E1-3_29b, AR 19
Use of energy/Use of renewable energies	%			-0.6	CSRD E1-3_29b, AR 19
Contributions of the Scope 3 levers to achieving emission reduction targets					
GHG emissions	%	100		70	CSRD E1-3_29b, AR 19
Ecodesign/Format design	%			-1.5	CSRD E1-3_29b, AR 19
Ecodesign/Packaging design	%			-0.5	CSRD E1-3_29b, AR 19
Low-carbon materials/Packaging	%			-0.5	CSRD E1-3_29b, AR 19
Low-carbon materials/Raw materials	%			-15.6	CSRD E1-3_29b, AR 19
Low-carbon materials/Supplier commitment	%			-9.8	CSRD E1-3_29b, AR 19
Efficient logistics/Logistics optimization	%			-0.5	CSRD E1-3_29b, AR 19
Efficient logistics/Low-carbon transportation	%			-1.5	CSRD E1-3_29b, AR 19

RESOURCES RELATING TO THE CLIMATE TRANSITION PLAN

		2025 (SHORT-TERM)	2026-2029 (MEDIUM-TERM)	2030 (LONG-TERM)	
Additional operating expenditures (OpEx) vs. 2024 p.a.	Million Euros	80-100	140-400	400-500	CSRD E1-3_28, MDR-A_69c

BIODIVERSITY AND ECOSYSTEMS
UNIT 2020 2021 2022 2023 2024 REFERENCE

Henkel acknowledges the importance of biodiversity and is committed to protecting and restoring biodiversity as part of its strategic orientation, with a particular focus on forests, land and water. In addition to applying these principles to the activities at our own sites, we also promote the responsible management of raw materials and the use of ingredients based on renewable raw materials. The focus is particularly on the responsible sourcing of palm (kernel) oil and timber products, which have been identified as critical raw materials in relation to deforestation.

[Learn more](#)

BIODIVERSITY AND ECOSYSTEMS METRICS

Number of sites that have an impact on biodiversity	Number	Newly reported indicator since 2024	18	CSRD E4-5_35
Area of sites that have an impact on biodiversity	Hectares	Newly reported indicator since 2024	15,857	CSRD E4-5_35
Total volume of purchased palm oil / palm kernel oil and its derivatives	Metric tons	Newly reported indicator since 2024	79,002	CSRD E4-4_31, MDR-T_80j, AR 24, AR 25, AR 26
Volume of the above used to determine target achievement	Metric tons	Newly reported indicator since 2024	78,143	CSRD E4-4_31, MDR-T_80j, AR 24, AR 25, AR 26
Covered through RSPO-Mass balance (MB)-certificates	Metric tons	Newly reported indicator since 2024	75,958	CSRD E4-3_27, MDR-A_68e
Covered through RSPO-Segregated (SG)-certificates	Metric tons	Newly reported indicator since 2024	17	CSRD E4-3_27, MDR-A_68e
Share of palm and palm kernel oil responsibly sourced and certified or externally verified	%		93 89 96	97 Other
Share of paper and cardboard materials recycled or sourced from sustainable origins	%	Newly reported indicator since 2023	96	98 Other

WATER	UNIT	2020	2021	2022	2023	2024	REFERENCE
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Water plays a crucial role along our value chain. We use water as a part of our production processes and as an ingredient in our products. Many of our products also require water during their use phase. Water consumption and water withdrawal throughout the value chain represent material environmental impacts for Henkel.

WATER METRICS

Total water consumption ¹	m ³	4,633,624	4,814,511	4,623,457	4,180,480	3,858,063	CSRD E3-4_AR 32
Total water withdrawal ^{1,2}	m ³	7,987,093	7,985,025	7,771,290	6,783,473	6,727,625	CSRD E3-4_AR 32
Total blue water withdrawal intensity ³ per ton of product	m ³ /tons	0.92	0.92	0.96	0.95	0.96	CSRD E3-4_AR 32
Total water consumption intensity per million euros net revenue	m ³ / Million Euros	241	240	206	194	179	CSRD E3-4_AR 32
Total water recycled and reused	m ³	Newly reported indicator since 2024				778,210	CSRD E3-4_AR 32
Total water stored	m ³	Newly reported indicator since 2024				131,779	CSRD E3-4_AR 32
Water consumption in areas of water stress	m ³					1,762,678	CSRD E3-4_AR 32
Water consumption in areas at water risk, including areas of water stress	m ³					1,810,369	CSRD E3-4_AR 32
Water consumption in areas at water risk	m ³					856,073	CSRD E3-4_AR 32
Water consumption in areas at water risk, thereof in areas of water stress	m ³					808,381	CSRD E3-4_AR 32
Water consumption in areas of water stress, but no increased overall water risk	m ³					954,297	CSRD E3-4_AR 32
Volume of wastewater ¹	m ³	3,353,469	3,170,514	3,147,833	2,602,993	2,869,562	Other
River basins, where company's operational sites are located in	Number	Newly reported indicator since 2024				111	CSRD E3-4_28e

1 Data has been adjusted as part of our data review. Non-production sites have been included. | 2 The metric reported as "water consumption" in past sustainability reports is now reported as "water withdrawal".

3 Water withdrawal from surface waters, groundwater and water from third parties for own production.

RESOURCE IN- & OUTFLOWS	UNIT	2020	2021	2022	2023	2024	REFERENCE
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Effective protection of natural resources requires decoupling economic growth from the consumption of finite, natural and fossil resources and development to a circular economy. Henkel is working on the transition to a circular economy, aiming to align resource inflows and outflows with circular principles. Reporting resource inflow and outflow indicators include resource use and waste.

METRICS FOR RESOURCE INFLOWS

Total weight of products and technical and biological materials used during the reporting period

Total weight of products and technical and biological materials used during the reporting period	Metric tons					12,700,562	CSRD E5-4_31a
Percentage of biological materials and biofuels used for non-energy purposes	%					3	CSRD E5-4_31b
Absolute weight of secondary reused or recycled components, secondary intermediary products and secondary materials used in the production of the Company's products and services (including packaging)	Metric tons					226,179	CSRD E5-4_31b
Percentage of secondary reused or recycled components, secondary intermediary products and secondary materials used in the production of the Company's products and services (including packaging)	%					2	CSRD E5-4_31c

METRICS FOR RESOURCE OUTFLOWS

Total amount of waste generated	Metric tons	126,789	137,883	146,492	151,255	131,708	CSRD E5-5_37a
Thereof, construction and demolition waste		17,670	22,923	35,118	46,710	35,040	Other
Waste diverted from disposal, with a breakdown between hazardous waste and non-hazardous waste and a breakdown by recovery operation types							
Non-hazardous waste diverted from disposal	Metric tons	46,191	54,314	58,276	63,148	50,406	CSRD E5-5_37b
Non-hazardous waste diverted from disposal due to preparation for reuse	Metric tons	n.a.	n.a.	n.a.	n.a.	n/a	CSRD E5-5_37b i
Non-hazardous waste diverted from disposal due to recycling	Metric tons	42,244	49,726	54,863	60,384	43,942	CSRD E5-5_37b ii
Non-hazardous waste diverted from disposal due to other recovery operations	Metric tons	3,947	4,588	3,413	2,763	6,464	CSRD E5-5_37b iii
Hazardous waste diverted from disposal	Metric tons	4,925	6,156	5,764	9,784	7,987	CSRD E5-5_37b
Hazardous waste diverted from disposal due to preparation for reuse	Metric tons	n.a.	n.a.	n.a.	n.a.	n/a	CSRD E5-5_37b i
Hazardous waste diverted from disposal due to recycling	Metric tons	3,223	4,242	3,632	7,879	2,588	CSRD E5-5_37b ii
Hazardous waste diverted from disposal due to other recovery operations	Metric tons	1,703	1,913	2,132	1,905	5,398	CSRD E5-5_37b iii
Waste directed to disposal by waste treatment type and the total amount summing all three types, with a breakdown between hazardous waste and non-hazardous waste	Metric tons						
Non-hazardous waste directed for disposal	Metric tons	51,641	55,229	55,184	57,230	50,526	CSRD E5-5_37c
Non-hazardous waste directed for disposal through incineration	Metric tons	17,174	21,897	21,421	23,440	30,970	CSRD E5-5_37c i
Non-hazardous waste directed for disposal through landfill	Metric tons	30,189	28,830	26,482	20,671	15,571	CSRD E5-5_37c ii
Non-hazardous waste directed for disposal through other types of disposal	Metric tons	4,278	4,502	7,281	13,120	3,984	CSRD E5-5_37c iii
Hazardous waste directed for disposal	Metric tons	24,032	22,184	27,245	21,094	22,789	CSRD E5-5_37c
Hazardous waste directed for disposal through incineration	Metric tons	19,620	19,489	19,275	18,372	19,864	CSRD E5-5_37c i
Hazardous waste directed for disposal through landfill	Metric tons	2,407	1,287	793	1,271	1,128	CSRD E5-5_37c ii
Hazardous waste directed for disposal through other types of disposal	Metric tons	2,005	1,409	7,177	1,451	1,797	CSRD E5-5_37c iii
Non-recycled waste							
Non-recycled waste	Metric tons	81,322	83,914	87,973	81,261	85,177	CSRD E5-5_37d
Percentage of non-recycled waste	%	64	61	60	54	65	CSRD E5-5_37d
Hazardous waste							
Total amount of hazardous waste	Metric tons	28,957	28,340	33,008	30,878	30,776	CSRD E5-5_39
Total amount of radioactive waste	Metric tons	n/a	n/a	n/a	n/a	n/a	CSRD E5-5_39

PACKAGING	UNIT	2020	2021	2022	2023	2024 REFERENCE
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Eliminating, reducing and – where this is not possible – recovering and recycling packaging materials, especially for our consumer goods related to our business unit Consumer Brands, is the best way to minimize waste and the related negative environmental effects. Our goal is to reduce the amount of packaging material we use to a minimum without compromising the quality, performance or safety of our products. Our mission is to include materials from sustainable sources and to design packaging so that it can be reused as raw materials for new products in order to close the material loop. In our Adhesive Technologies business unit, we also pursue the approach of using our high-quality, innovative packaging adhesives to support other companies in their implementation of a circular economy. To accomplish this, we are focusing on innovative solutions that facilitate the recycling of materials and also the separation of materials, so that products and product parts can be repaired, reused and refurbished.

[Learn more](#)

PACKAGING INDICATORS OF OUR PRODUCTS						
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Total amount of purchased wood-based packaging	1,000 metric tons	Newly reported indicator since 2024				222.4	CSRD E4-4_31, MDR-T_80j, AR 24, AR 25, AR 26
Share of recycled wood-based packaging	%	Newly reported indicator since 2024				64	CSRD E4-4_31, MDR-T_80j, AR 24, AR 25, AR 26
Share of certified non-recycled wood-based packaging	%	Newly reported indicator since 2024				34	CSRD E4-4_31, MDR-T_80j, AR 24, AR 25, AR 26
Share of recycled plastic in the packaging of our consumer goods products	%	15	16	16	20*	25	CSRD E5-3_23, MDR-T_80j, AR 24, AR 25, AR 26
Packaging designed for recyclability or reusability ¹	%	89	86	87	87	89	CSRD E5-3_23, MDR-T_80j, AR 24, AR 25, AR 26

Packaging Shares ²							
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Plastic	Metric tons	347,758	341,025	308,191	287,566	269,078	Other
	%	47	48	46	46*	46	
Paper	Metric tons	325,036	304,937	286,028	244,894	231,683	Other
	%	44	43	43	40	40	
Metal	Metric tons	58,283	56,200	66,639	81,059	79,180	Other
	%	8	8	10	13*	14	
Glass	Metric tons	4,563	4,386	4,640	6,293	5,376	Other
	%	1	1	1	1	1	

*Data has been adjusted as part of our data review.

¹ Excluding products where ingredients or residue may affect recyclability or pollute recycling streams. | ² This calculation is based on a detailed evaluation of packaging materials placed on the market. In 2023, there was a change in methodology from using purchased data to sales data, among other things. In doing so, the previous year's data remain comparable with this year's footprint data. Additionally, we use an approximation based on product quantities sold, where required.

FURTHER ENVIRONMENTAL INDICATORS	UNIT	2020	2021	2022	2023	2024 REFERENCE
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Henkel recognizes its impact on air pollution, resulting e.g. from its energy demand. To ensure that relevant environmental impacts associated with Henkel business processes are analyzed and reported, and that measures for optimization are initiated, each of our facilities must monitor and record a defined set of environmental data concerning air emissions.

DUST EMISSIONS						
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Dust emissions ^{1,2}	Metric tons	242	231	232	206	160 Other
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SULFUR DIOXIDE EMISSIONS						
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Sulfur dioxide emissions ²	Metric tons	52	45	76	55	91 Other
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NITROGEN OXIDE EMISSIONS						
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Nitrogen oxide emissions ²	Metric tons	352	325	338	317	430 Other
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1 The values include aerosols, since these are difficult to distinguish from dust during measurements. | 2 New methodology: All values calculated through emission factors, based only on energy consumption.

OPERATIONAL INCIDENTS AND ENVIRONMENTAL VIOLATIONS

Henkel openly reports operational incidents when the consequences include at least one of the following:

- Endangerment of the neighborhood or the environment.
- Tangible losses of more than 500,000 Euros.
- A high level of public reaction.

Furthermore, Henkel transparently reports on environmental violations where the resulting fine exceeds 10,000 Euros.

The measures and corrective actions initiated as a result are also disclosed.

OPERATIONAL INCIDENTS

	<p>In December 2024, a third party contractor suffered a fatal electric shock while using a high-pressure water device during cleaning activities. The incident occurred at a HCB production site. Immediate actions were taken, including the blocking of all jet washers and initiating a safety stand-down.</p> <p>Measures initiated: Henkel was in close contact with the family of the employee and with the authorities to support the investigation of the case. Subsequent measures involved conducting a comprehensive risk assessment and management of change training for the site. Preventive actions were implemented, including the addition of engineering controls to enhance safety.</p>
2024	<p>In August 2024 at our Adhesive production plant in Salisbury, USA, a neighbouring company's 500,000 gallon fire water storage tank collapsed, releasing a surge of water and debris that caused significant property damage across the Henkel site. No Henkel employees were injured, though several contractors sustained minor injuries. The force of the water pushed an articulating boom lift into a nearby natural gas main, resulting in a gas leak and prompting a site-wide evacuation. Extensive damage occurred in multiple areas of the plant, resulting in contamination of a local creek with a water/diesel mixture. All production was ceased, damage assessments were carried out, and a clean-up contractor was engaged to contain and clean the contaminated area.</p> <p>Measures initiated: An investigation team and crisis management team were assembled to determine the cause of the rupture and oversee the resumption of production. Repairs and replacements of the damaged facilities are underway, with enhanced measures implemented to ensure routine tank inspections and prevent future incidents.</p>
2023	<p>In May 2023, a fatal accident involving a temporary employee occurred at our detergent factory in Beirut, Lebanon. The employee was fatally injured while attempting to use a freight elevator for raw materials. The family and authorities were notified promptly.</p> <p>Measures initiated: Henkel was in close contact with the family of the victim and cooperated with the local authorities in the accident investigation. All elevators at the site were checked for safety before resuming operation. Safety inspections of the elevators were carried out at all Henkel production sites.</p>
	<p>In June 2023, a sales employee in Poland had a fatal accident while driving to a customer by car. No other vehicles or people were involved in the accident.</p> <p>Measures initiated: Henkel was in close contact with the family of the employee and with the authorities to support the investigation of the case.</p>
2022	<p>There were no operational incidents in 2022.</p>
2021	<p>There were no operational incidents in 2021.</p>

OPERATIONAL INCIDENTS AND ENVIRONMENTAL VIOLATIONS

	<p>A fire broke out in the shredder plant at the waste disposal center on the Düsseldorf, Germany, site in May 2020. It occurred during the shredding of plastic containers that had been emptied of residual material. The site fire service was alerted by the automatic fire alarm system and by an employee. Together with Düsseldorf's professional fire department, which was also alerted, it extinguished the fire in a short period of time. No personal injuries were sustained. The firefighting water was properly disposed of in consultation with the relevant authorities.</p> <p>Measures initiated: The waste disposal process was examined and employees working in waste-generating operations at the Düsseldorf site were trained in proper waste disposal. In addition, the shredding process was assessed to see how safety could be improved. The resulting recommendation is that any new shredder should be designed with an extinguishing system in mind and implemented as such.</p>
	<p>In July 2020, a fatal accident involving a temporary employee occurred at our detergent factory in Ibadan, Nigeria. The employee was fatally injured inside a soap mixing machine when he attempted to access it during normal operation. The machine was immediately stopped with the emergency shut-off switch. Family and authorities were notified promptly. The causal analysis revealed a failure of the machine safeguard.</p> <p>Measures initiated: Henkel was in close contact with the family of the victim and cooperated with the Nigerian government in the accident investigation. All machinery at the Nigerian site was checked for safety before operations were resumed. A safety inspection was also conducted on all machines at our sites with similar production areas.</p>
2020	<p>Air contamination occurred due to an overpressure incident at our Laundry & Home Care production site in St. Louis, USA, in May 2020. A raw material caused overpressure in the facility's air duct system while a truck was being unloaded. All the processes were shut down and repair work was started promptly. No personal injuries occurred.</p> <p>Measures initiated: After the factory's air ducts had been decontaminated and before operations were resumed, all the containers at the sulfonation facility were inspected for possible damage. In addition, Henkel took preventive measures at all sites worldwide with similar production processes, with the aim of preventing similar incidents in the future.</p>
	<p>A fire occurred in March 2020 at our adhesives plant in Bopfingen, Germany, during production of a hotmelt adhesive, causing extensive property damage. The building was evacuated once the fire alarm had been set off and the facility had been shut down as an emergency measure. The fire service was able to bring the fire under control after a short period of time. Further damage was prevented by the safety equipment installed. The resulting extinguishing water was properly disposed of in coordination with the responsible authorities.</p> <p>Measures initiated: An investigation team and a crisis management team were formed to establish the cause of the fire, while coordinating the smooth resumption of production at a different site.</p>

ENVIRONMENTAL VIOLATIONS

2024	There were no environmental violations in 2024.
2023	There were no environmental violations in 2023.
2022	There were no environmental violations in 2022.
2021	There were no environmental violations in 2021.
2020	There were no environmental violations in 2020.

THRIVING COMMUNITIES

We do everything we can to help people live better lives. Our social responsibility is to promote equity, strengthen diversity and respect human rights. We offer our employees lifelong learning opportunities, and an attractive and healthy working environment. We advocate for social progress and access to education worldwide, and we provide assistance in emergency situations.

TOPIC	TARGETS AND AMBITIONS	2020	2021	2022	2023	2024
EQUITY	Gender parity across all management levels (Ambition 2025)	36.9%	38.1%	38.7%	39.5%	41.9%
	Improve livelihoods of smallholder farmers and protection of nature	~34,000 smallholders	~36,400 smallholders	~38,500 smallholders	>39,300 smallholders	~39,700 smallholders
EDUCATION	Expand our community education programs and volunteering (Ambition)	-	-	-	-	-
	Engage and empower all employees to take action for sustainability (Ambition)	-	-	-	-	-
	Improve 30 million lives globally (2010–2030)	>19 million	>26 million	>30 million	Achieved since 2022	Achieved since 2022
WELLBEING	Shape the future of work for our company and employees (Ambition)	-	-	-	-	-
	+60% safer per million hours worked (2025; vs. 2010)	+50%	+42%	+42%	+42%	+47%
	Reach >90% of our employees with global health campaigns (each year)	>90 %	>90 %	>90 %	>90 %	>90 %

OWN WORKFORCE	UNIT	2020	2021	2022	2023	2024 REFERENCE
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Our global team, consisting of around 47,000 employees with different backgrounds, experience and skills, is the basis for our success. Henkel's corporate strategy, the "Purposeful Growth" Agenda, specifically emphasizes the importance of the continuous development and sense of belonging of our employees worldwide. We are committed to promoting equal opportunities, strengthening diversity and respecting human rights in all our activities.

[Learn more](#)

TOTAL NUMBER OF EMPLOYEES¹ BY GENDER

Total number of employees ¹	Headcount	52,950	52,450	51,200	47,750	47,150	CSRD	S1-6_50a, AR 57
Female	Headcount	18,200	18,350	18,000	18,000	18,300	CSRD	S1-6_50a, AR 57
Male	Headcount	32,300	31,700	30,850	29,750	28,850	CSRD	S1-6_50a, AR 57

TOTAL NUMBER OF PERMANENT EMPLOYEES, TEMPORARY EMPLOYEES AND NON-GUARANTEED HOURS EMPLOYEES¹, BY GENDER

Number of permanent employees ¹ (headcount)	Headcount	45,200	44,600	43,550	43,050	42,300	CSRD	S1-6_50b; S1-6_51
Female	Headcount	16,150	16,150	15,850	16,050	16,300	CSRD	S1-6_50b; S1-6_51
Male	Headcount	29,050	28,450	27,700	27,000	26,000	CSRD	S1-6_50b; S1-6_51

Number of temporary employees¹ (headcount)

Female	Headcount	2,050	2,200	2,150	1,950	2,000	CSRD	S1-6_50b; S1-6_51
Male	Headcount	3,250	3,250	3,150	2,750	2,850	CSRD	S1-6_50b; S1-6_51

Employees¹ per region

Europe	Headcount	24,100	24,100	23,650	20,850	20,450	CSRD	SBM-1_40a iii; AR 12, AR 13
	%	45.5	46.0	46.2	43.7	43.4	CSRD	SBM-1_40a iii; AR 12, AR 13
IMEA	Headcount	5,800	5,650	5,150	5,000	5,000	CSRD	SBM-1_40a iii; AR 12, AR 13
	%	11.0	10.7	10.1	10.5	10.6	CSRD	SBM-1_40a iii; AR 12, AR 13
North America	Headcount	8,850	8,250	8,300	8,050	7,850	CSRD	SBM-1_40a iii; AR 12, AR 13
	%	16.7	15.7	16.2	16.8	16.6	CSRD	SBM-1_40a iii; AR 12, AR 13
Latin America	Headcount	6,150	6,300	5,500	5,250	5,400	CSRD	SBM-1_40a iii; AR 12, AR 13
	%	11.6	12.0	10.7	11.0	11.5	CSRD	SBM-1_40a iii; AR 12, AR 13
Asia-Pacific	Headcount	8,100	8,150	8,600	8,600	8,500	CSRD	SBM-1_40a iii; AR 12, AR 13
	%	15.3	15.6	16.8	18.0	18.0	CSRD	SBM-1_40a iii; AR 12, AR 13

Total number of employees¹ by country²

Germany	Headcount	8,700	8,700	8,550	8,350	8,050	CSRD	S1-6_50a, AR 57
– Male	Headcount	5,350	5,350	5,250	5,100	4,850	Other	
– Female	Headcount	3,350	3,350	3,300	3,250	3,200	Other	
USA	Headcount	8,300	7,750	7,700	7,500	7,200	CSRD	S1-6_50a, AR 57
– Male	Headcount	5,400	5,050	5,050	4,850	4,650	Other	
– Female	Headcount	2,900	2,700	2,650	2,650	2,550	Other	

STRUCTURE OF WORKFORCE

Non-managerial employees	%	76.0	74.9	74.0	72.6	71.4	Other	
Managers	%	22.5	23.6	24.5	25.9	27.0	Other	
Top managers ³	%	1.4	1.5	1.5	1.5	1.5	Other	

EMPLOYEE FLUCTUATION

Voluntary turnover rate ⁴	%	4.5	7.0	7.7	5.9	5.2	Other	
Total number of employees who have left the company and turnover rate	Headcount	Newly reported indicator since 2024				6,250	CSRD	S1-6_50c, AR 59
	%					13.1	CSRD	S1-6_50c, AR 59

OWN WORKFORCE	UNIT	2020	2021	2022	2023	2024	REFERENCE
PART-TIME EMPLOYEES							
Part-time contracts, global	%	3.1	3.0	3.1	3.1	3.0	Other
– Western Europe (including Germany)	%	9.1	8.9	9.0	9.0	9.1	Other
– Germany	%	11.7	11.5	11.7	11.8	12.1	Other

Part-time work models are of relevance mainly in Western Europe and especially in Germany. In other regions, such as Asia/Pacific, IMEA and Latin America, there is significantly less demand for part-time work models.

PERSONNEL DEVELOPMENT							
Internal promotion (managers)	Headcount	1,322	1,429*	1,352*	1,507*	1,416	Other
International job rotations	Headcount	235	235	240	225	260	Other
Trainees (Germany) ⁵	Headcount	520	499	469	462	464	Other
Average number of training days ⁶	Days	1.5	2.3	2.2	2.5	2.7	Other

*Data has been adjusted as part of our data review.

TRAINING CATEGORIES / NUMBER OF TRAINING COURSES							
Campus	Number	–	–	4,320	4,927	5,036	Other
	%			26.7	30.5	31.7	Other
General Learning	Number	–	–	4,949	4,631	4,790	Other
	%			30.6	28.7	30.2	Other
Digital	Number	–	–	2,889	2,531	2,362	Other
	%			17.9	15.7	14.9	Other
Personal Skills	Number	–	–	1,977	1,886	1,638	Other
	%			12.2	11.7	10.3	Other
Leadership	Number	–	–	670	1,004	771	Other
	%			4.1	6.2	4.9	Other
Sustainability	Number	–	–	996	802	865	Other
	%			6.2	5.0	5.5	Other
Global Onboarding	Number	–	–	151	140	199	Other
	%			0.9	0.9	1.3	Other
Resilience	Number	–	–	–	64	71	Other
	%			–	0.4	0.5	Other
Strategy	Number	–	–	16	20	21	Other
	%			0.1	0.1	0.1	Other
Miscellaneous	Number	–	–	200	142	118	Other
	%			1.2	0.9	0.7	Other

EMPLOYEES WITH COLLECTIVE BARGAINING AGREEMENTS							
Share worldwide ⁷	%	49.4	49.5	49.0	49.5	48.1	CSRD S1-8_60a
– Germany ⁷	%	82.2	82.2	84.1	83.8	83.3	CSRD S1-8_60b

1 Permanent employees excluding apprentices as of December 31, values are rounded. | 2 Applicable to countries where Henkel has at least 50 employees, accounting for at least 10 percent of Henkel's total workforce. | 3 Corporate Senior Vice Presidents, Management Circles I and IIa. | 4 Based on employee resignations. | 5 Initial vocational training includes trainees and Bachelor students. | 6 Our employees have many different development opportunities. In addition to traditional training courses and in-person seminars, they also include eLearning modules and on-the-job training. | 7 For 2020-2023, indicator includes employees represented by independent trade union or covered by collective bargaining agreement. For the 2024 reporting year, however, indicator comprises employees with collective bargaining agreements only.

OCCUPATIONAL HEALTH & SAFETY	UNIT	2020	2021	2022	2023	2024	REFERENCE
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Occupational safety within the company and along the value chain is a top priority for us. We remain focused on our long-term objective of zero accidents and want to improve our occupational safety by 60 percent by the end of 2025 compared to 2010. We have anchored this overarching goal as a key performance indicator in our sustainability strategy. In 2024, we recorded 0.6 occupational incidents per million hours worked by our employees. This is an improvement of 47 percent over the base year 2010. 100 percent of the company's workforce is covered by our health and safety management system, which is based on legal requirements and recognized standards. We achieve this coverage by establishing it as a minimum requirement for all our locations through globally applicable SHE standards. However, not only the physical health of our employees is important to us, but also their mental health.

[Learn more](#)

RECORDABLE WORK-RELATED ACCIDENTS							
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Employees	Number	Newly reported indicator since 2024				215	CSRD S1-14_88, S1-14_88b, S1-14_88c, S1-14_88e, AR 89, AR 90, AR 91, AR 95
Non-employees	Number	Newly reported indicator since 2024				14	CSRD S1-14_88, S1-14_88b, S1-14_88c, S1-14_88e, AR 89, AR 90, AR 91, AR 95
Employees / Non-employees	Per 1 million hours worked	Newly reported indicator since 2024				2.3	CSRD S1-14_88, S1-14_88b, S1-14_88c, S1-14_88e, AR 89, AR 90, AR 91, AR 95

OCCUPATIONAL ACCIDENTS (AT LEAST ONE DAY LOST) (EXCLUDING COMMUTING ACCIDENTS)							
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Henkel employees	Per 1 million hours worked	0.6	0.7	0.7	0.7	0.6	Other
External employees ¹ who work at Henkel sites and are directly contracted	Per 1 million hours worked	0.7	0.3	0.6	0.7	0.2	Other

Hazard identification, risk assessment and investigation of incidents are part of the management systems (ISO 14001 and 45001).

NUMBER OF FATALITIES AS A RESULT OF WORK-RELATED INJURIES							
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Employees	Number	0	0	0	1	0	CSRD S1-14_88, S1-14_88b, S1-14_88c, S1-14_88e, AR 89, AR 90, AR 91, AR 95
Non-employees	Number	1	0	0	1	1	CSRD S1-14_88, S1-14_88b, S1-14_88c, S1-14_88e, AR 89, AR 90, AR 91, AR 95
Value chain workers	Number	1	0	0	0	1	CSRD S1-14_88, S1-14_88b, S1-14_88c, S1-14_88e, AR 89, AR 90, AR 91, AR 95

¹ Personnel hired through an agency or third party and supervised by Henkel.

DIVERSITY, EQUITY & INCLUSION (DEI)	UNIT	2020	2021	2022	2023	2024 REFERENCE
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At Henkel, Diversity, Equity & Inclusion (DEI) are a business imperative and form an integral part of our corporate culture. We aim to foster a culture of belonging and strive for equity to leverage the full potential of our diversity. Diversity for us includes – but is not limited to – gender, gender identity, LGBTQ+, ethnicity and religious background. When it comes to the gender dimension, our goal is to continuously increase the ratio of women in the company at all levels, and we have the ambition to achieve gender parity across all management levels by 2025.

[Learn more](#)

AGE AND SENIORITY

Average seniority in years	Years	10.8	10.7	10.8	10.9	10.8	Other
Average age of employees in years	Years	41.3	41.3	41.6	41.8	41.7	Other

Age group

Under 30 years	Number of employees ¹	7,650	7,450	6,900	6,550	6,600	CSRD S1-9_66b
	%	15.2	14.8	14.1	13.8	14.0	CSRD S1-9_66b
30–50 years	Number of employees ¹	31,250	31,200	30,550	29,850	29,400	CSRD S1-9_66b
	%	61.8	62.4	62.6	62.5	62.4	CSRD S1-9_66b
Over 50 years	Number of employees ¹	11,600	11,400	11,400	11,350	11,150	CSRD S1-9_66b
	%	23.0	22.8	23.3	23.8	23.6	CSRD S1-9_66b

The age structure at Henkel reflects the diversity of our customers and markets, and enables us to satisfy the differing needs of our consumers and markets.

NATIONALITIES

Henkel	Headcount	125	124	124	124	126	Other
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The internationality of our workforce reflects our business policy of filling local positions with local employees, and ensuring that we have international teams at our corporate headquarters in Germany.

GENDER DISTRIBUTION BY NUMBER AND PERCENTAGE AT TOP MANAGEMENT² LEVEL

Male	Number of employees ¹	550	550	500	500	450	CSRD S1-9_66a
	%	74.8	72.6	70.6	69.3	65.5	CSRD S1-9_66a
Female	Number of employees ¹	200	200	200	200	250	CSRD S1-9_66a
	%	25.2	27.4	29.4	30.7	34.5	CSRD S1-9_66a

PERCENTAGE OF WOMEN / GENDER DISTRIBUTION

Henkel	%	36.0	36.7	36.9	37.7	38.8	Other
Managers	%	36.6	37.8	38.3	39.5	41.9	CSRD S1-9_66a
Top-managers ²	%	25.2	27.4	29.4	30.7	34.5	CSRD S1-9_66a

As a result of our consistently applied diversity strategy, we have continually developed the percentage of women we employ, especially at the different management levels.

EQUAL PAY

Unadjusted gender pay gap ³	%	Newly reported indicator since 2024				1.8	CSRD S1-16_97a, 97c, AR 98, AR 99, AR 100, AR 102
Annual total remuneration ratio of the highest paid individual to the median annual total remuneration for all employees	Ratio	Newly reported indicator since 2024				137	CSRD S1-16_97b, 97c, AR 101, AR 102

¹ Permanent employees excluding apprentices as of December 31, values are rounded. | ² Corporate Senior Vice Presidents, Management Circles I and IIa. | ³ Excluding the remuneration of the Management Board.

TRUSTED PARTNER

We draw on our value-oriented corporate culture and our scientific and technological expertise to strengthen our performance while maintaining our integrity. We deliver safe and best-in-class product and technology solutions to our customers and consumers. We integrate sustainability into our portfolio and our business processes, and we provide transparent reporting about this to our stakeholders.

Topic	Targets and ambitions	2020	2021	2022	2023	2024
PERFORMANCE	Each new product contributes to sustainability (Ambition)	-	-	-	-	-
	Provide our customers and consumers with a comprehensive sustainability profile of our products (2025)	Method under development				
	Become three times more efficient (2030; vs. 2010) – Factor 3	64%	74%	121%	156%	186%
TRANSPARENCY	100% transparency and traceability for palm and palm kernel oil (2025)	75%	84%	89%	89%	95%
COLLABORATION	100% responsible sourcing together with our partners (Ambition)	-	-	-	-	-

FINANCIAL INDICATORS

With its brands, innovations and technologies, Henkel holds leading market positions worldwide in the industrial and consumer businesses. The Adhesive Technologies business unit is global leader in the market for adhesives, sealants and functional coatings. With Consumer Brands, the company holds leading positions especially in laundry & home care and hair in many markets and categories around the world. The company employs around 47,150 people worldwide. Henkel's preferred shares are listed in the German stock index DAX.

[Learn more](#)

	UNIT	2020	2021	2022	2023	2024 REFERENCE
Sales	Million Euros	19,250	20,066	22,397	21,514	21,586 Other
Adjusted operating profit (EBIT)	Million Euros	2,579	2,686	2,319	2,556	3,089 Other
Adjusted return on sales (EBIT)	%	13.4	13.4	10.4	11.9	14.3 Other
Adjusted earnings per preferred share (EPS)	Euros	4.26	4.56	3.9	4.35	5.36 Other
Dividend per ordinary share	Euros	1.83	1.83	1.83	1.83	2.02 ¹ Other
Dividend per preferred share	Euros	1.85	1.85	1.85	1.85	2.04 ¹ Other

SALES PERFORMANCE BY REGION	UNIT	EUROPE	IMEA	NORTH AMERICA	LATIN AMERICA	ASIA-PACIFIC	CORPORATE	HENKEL GROUP	REFERENCE
Sales 2024 ²	Million Euros	8,048	2,289	6,029	1,636	3,434	149	21,586	Other
Sales 2023 ²	Million Euros	8,270	2,071	6,073	1,681	3,260	159	21,514	Other
Change versus previous year	%	-2.7	10.5	-0.7	-2.7	5.4	–	0.3	Other
Organic	%	0.9	18.7	1.1	1.6	4.9	–	2.6	Other
Proportion of Group sales 2024	%	37	11	28	8	16	1	100	Other
Proportion of Group sales 2023	%	38	10	28	8	15	1	100	Other

¹ Proposal to shareholders for the Annual General Meeting on April 28, 2025. | ² By location of company.

Since 2022 Henkel is obligated to report on its activities under the EU Taxonomy Regulation, each year we review our economic activities for the KPIs turnover, operating and capital expenditures.

Proportion of turnover from products or services associated with Taxonomy-aligned economic activities

A. TAXONOMY-ELIGIBLE ACTIVITIES

A.1 Environmentally sustainable activities (Taxonomy-aligned)							
CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)	Million Euros			0	6.8	7.2	Other
	%			0	1	1	
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)							
CapEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)	Million Euros			226.4	208.4	377.1	Other
	%			27	24	30	
A. CapEx of Taxonomy-eligible activities (A.1 + A.2)	Million Euros			226.4	215.2	384.3	Other
	%			27	25	30	

B. TAXONOMY NON-ELIGIBLE ACTIVITIES

CapEx of Taxonomy non-eligible activities	Million Euros			624.6	648.0	891.1	Other
	%			73	75	70	
Total	Million Euros			851.0	863.2	1,275.4	Other
	%			100	100	100	

EU TAXONOMY	UNIT	2020	2021	2022	2023	2024 REFERENCE
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Proportion of turnover from products or services associated with Taxonomy-aligned economic activities

A. TAXONOMY-ELIGIBLE ACTIVITIES						
A.1 Environmentally sustainable activities (Taxonomy-aligned)						
Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1)	Million Euros			0	0	0
	%			0	0	0
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)						
Turnover of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)	Million Euros			0	0	0
	%			0	0	0
A. Turnover of Taxonomy-eligible activities (A.1 + A.2)	Million Euros			0	0	0
	%			0	0	0
B. TAXONOMY NON-ELIGIBLE ACTIVITIES						
Turnover of Taxonomy non-eligible activities	Million Euros			22,397.0	21,513.8	21,585.9
	%			100	100	100
Total	Million Euros			22,397.0	21,513.8	21,585.9
	%			100	100	100

EU TAXONOMY	UNIT	2020	2021	2022	2023	2024 REFERENCE
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Proportion of OpEx from products or services associated with Taxonomy-aligned economic activities

A. TAXONOMY-ELIGIBLE ACTIVITIES						
A.1 Environmentally sustainable activities (Taxonomy-aligned)						
OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)	Million Euros			0	0	0
	%			0	0	0
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)						
OpEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)	Million Euros			0	0	0
	%			0	0	0
A. OpEx of Taxonomy-eligible activities (A.1 + A.2)	Million Euros			0	0	0
	%			0	0	0
B. TAXONOMY NON-ELIGIBLE ACTIVITIES						
OpEx of Taxonomy non-eligible activities	Million Euros			692.0	698.9	723.0
	%			100	100	100
Total	Million Euros			692.0	698.9	723.0
	%			100	100	100

VALUE ADDED STATEMENT	UNIT	2020	2021	2022	2023	2024 REFERENCE
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Henkel operates 161 production sites in 55 countries worldwide, invests in research and development, maintains close cooperation with our suppliers, and contributes to economic development in our target markets. As an employer, we create jobs in industrial countries, as well as in emerging and developing economies, and we generate purchasing power through wages and salaries. The taxes and levies we pay help to finance communities and support public infrastructure.

The value added statement shows that most of the generated sales flow back into the global economy. In 2024, the largest share of the value added – 57.1 percent – went to our employees in the form of salary and pension benefits. Central and local governments received 10.6 percent in the form of tax revenues. Lenders received 3.1 percent in the form of interest income. We distributed 12.3 percent of the value added as dividends to our shareholders. The value added remaining in the company is available for investments in future growth.

Sales	Million Euros	19,250	20,066	22,397	21,514	21,586	Other
	%	99.0	98.1	94.9	98.0	96.3	
Other income	Million Euros	197	391	1,203	438	822	Other
	%	1.0	1.9	5.1	2.0	3.7	
Total sales/income	Million Euros	19,447	20,457	23,600	21,952	22,408	Other
	%	100	100	100	100	100	
Cost of materials	Million Euros	8,844	9,697	1,166	9,768	9,102	Other
	%	45.5	47.4	49.4	44.5	40.6	
Depreciation	Million Euros	1,096	978	875	921	826	Other
	%	5.6	4.8	3.7	4.2	3.7	
Other expenses	Million Euros	4,131	4,052	5,435	5,352	5,540	Other
	%	21.2	19.8	23.0	24.4	24.7	
Value added	Million Euros	5,376	5,730	5,624	5,911	6,940	Other
	%	27.6	28.0	23.8	26.9	31.0	

Total Value Added to

Employees	Million Euros	3,307	3,450	3,729	3,775	3,960	Other
	%	61.5	60.2	66.3	63.9	57.1	
Central and Local Government	Million Euros	540	561	479	595	733	Other
	%	10.0	9.8	8.5	10.1	10.6	
Interest Expense	Million Euros	106	89	162	201	215	Other
	%	2.0	1.6	2.9	3.4	3.1	
Shareholders	Million Euros	805	798	776	771	850	Other
	%	15.0	13.9	13.8	13.0	12.3	
Minority Shareholders	Million Euros	16	-5	-5	22	25	Other
	%	0.3	-0.1	-0.1	0.4	0.4	
Reinvested in the company	Million Euros	603	836	483	547	1,157	Other
	%	11.2	14.6	8.6	9.3	16.7	

SUPPLY CHAIN TRANSPARENCY	UNIT	2020	2021	2022	2023	2024	REFERENCE
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As part of our supplier management approach, we are also working to improve the transparency and traceability of our upstream supply chains. We see this as the key to ensuring sustainable agricultural practices and fair working conditions, as in the palm oil industry, for example. This is why Henkel is a member of the cross-industry initiative Action for Sustainable Derivatives, in which companies are working toward the shared goal of generating more transparency in the palm (kernel) oil value chain. The percentage of palm oil, palm kernel oil and their derivatives traceable to the refinery, mill or plantation is determined by ASD. This metric is reported with a one-year delay, as the analysis and verification of data are completed annually in the third quarter for the previous year.

VALUE CHAIN REPORT ¹							
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Transparency and traceability for palm and palm kern	%	75	84	89	89	95	CSRD E4-4_31, MDR-T_80j, AR 24, AR 25, AR 26
Traceability to refinery	%	Newly reported indicator since 2024				95	CSRD E4-4_31, MDR-T_80j, AR 24, AR 25, AR 26
Traceability to mill	%	75	84	89	89	94	CSRD E4-4_31, MDR-T_80j, AR 24, AR 25, AR 26
Traceability to plantation	%		42	50	52	65	CSRD E4-4_31, MDR-T_80j, AR 24, AR 25, AR 26

¹ The data for a year are based on the supplier data for the prior year.

Henkel is strongly committed to corporate governance and corporate compliance on both a local and global level. Responsible management processes, compliance with many different legal requirements and cultural sensitivity are cornerstones to being successful in our international markets. Improper conduct is never in Henkel's interest. The Management Board and senior management circles at Henkel all subscribe to this fundamental principle. Improper conduct undermines fair competition and damages our trustworthiness and reputation. Our employees attach great importance to a correct and ethically impeccable business environment. We react forcefully to violations of laws, codes and standards.

COMPLIANCE RULES

	UNIT	2020	2021	2022	2023	2024	REFERENCE
Total number of reported incidents of discrimination, including harassment	Number	Newly reported indicator since 2024				12	CSRD S1-17_103a, AR 103, AR 104, AR 105, AR 106
Number of written warnings due to violation of compliance rules	Number	8	4	10	11	18	CSRD S1-17_103a, AR 103, AR 104, AR 105, AR 106
Number of dismissals due to violation of compliance rules	Number	24	27	29	29	23	CSRD S1-17_103a, AR 103, AR 104, AR 105, AR 106
Number of complaints filed through channels to raise concern	Number	Newly reported indicator since 2024				208	CSRD S1-17_103b, AR 103, AR 104, AR 105, AR 106
Total amount of significant fines, sanctions and compensation payments related to human rights incidents		None	None	None	None	None	CSRD S1-17_103c, AR 103, AR 104, AR 105, AR 106