

Experience a safer  
and more open world

# Contents

## **1. Sustainability in brief**

Highlights

Strategy

Our sustainability journey

Our material topics

Performance and 2025 targets

## **2. Innovation and products**

Innovation strategy

Resource use and circular economy

Product sustainability

## **3. Operations**

Addressing climate change

Actions within our own operations

Water and marine resources

## **4. Sourcing**

Supply chain management

Our Code of Conduct

## **5. People**

People management

# Sustainability in brief





# Highlights 2024

> **Dow Jones Sustainability Index Europe**

ASSA ABLOY is a constituent of the Dow Jones Sustainability Index Europe for the fourth year in a row. The index tracks the performance of the top 20 percent of the 600 largest European companies in the S&P Global Broad Market IndexSM that lead the field in terms of sustainability.

> **Reduced carbon footprint**

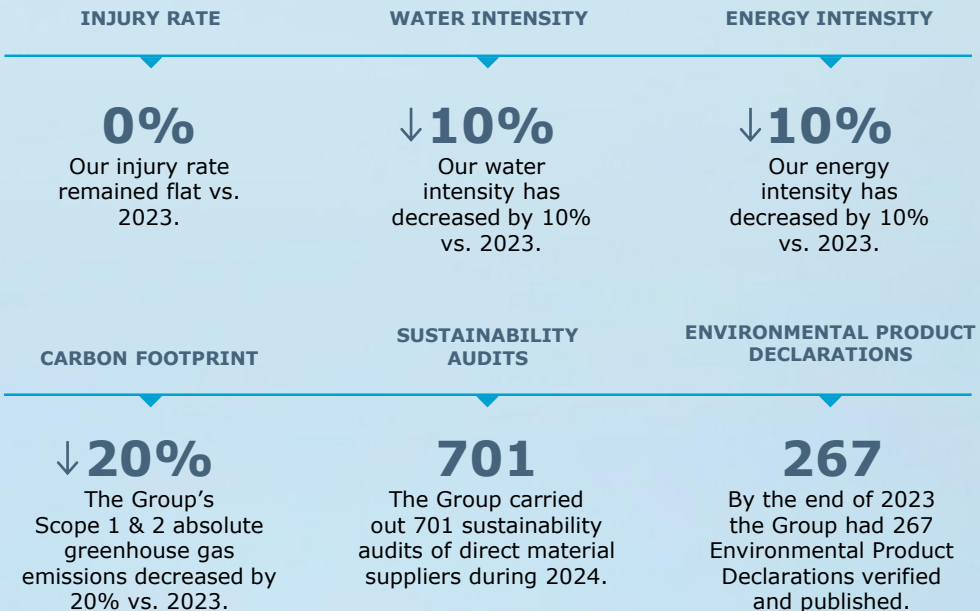
In 2024, the Group has reduced its absolute Scope 1 & 2 carbon footprint by 36 percent, against the 2019 baseline.

> **Reduced water consumption**

During 2024, water intensity reduced by 56 percent, against the 2019 baseline.

> **Reduced waste**

In 2024, non-hazardous waste intensity in the Group decreased by 29%, against the 2019 baseline.



**Recognition and memberships**





Sustainability is an important business driver, which will enable us to reduce our environmental and carbon footprint while continuing to grow our business. Our long-term commitment to sustainability will provide significant opportunities to reduce our costs, reduce our climate risk, and to develop more sustainable solutions to meet our customers' needs. When done right, sustainability equals profitability.

In 2025 we are launching our new sustainability program with targets to 2030.

Nico Delvaux  
President and CEO



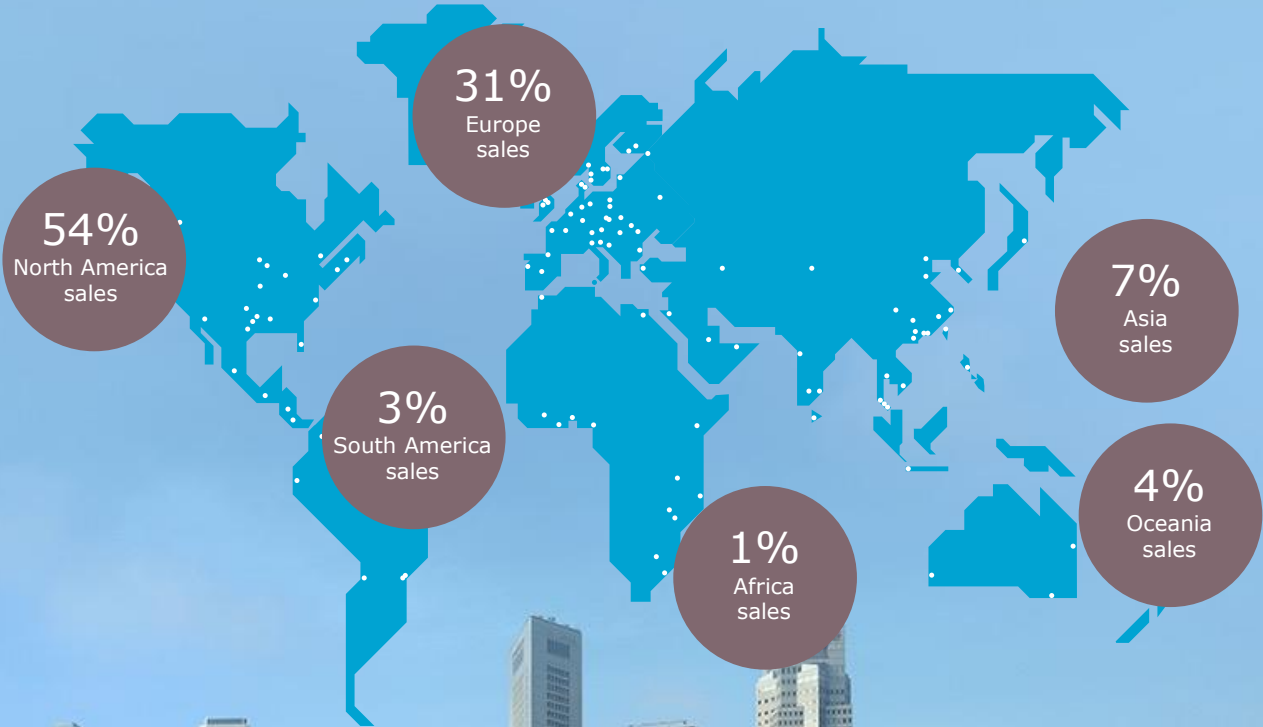


# Where we operate

## We are truly global and uniquely local

ASSA ABLOY has operations in more than 70 countries and sales in over 180 countries. Our operations extend across more than 1,000 sites, including 195 R&D sites and more than 200 production facilities<sup>1</sup>. Other sites include distribution centers and offices. In many countries, our operations are built on one of the close to 400 acquisitions we have made of leading access businesses over the past 30 years.

<sup>1</sup> Production and configuration facilities larger than 1,000 m<sup>2</sup>.



**63,000**  
Employees

**>70**  
Countries

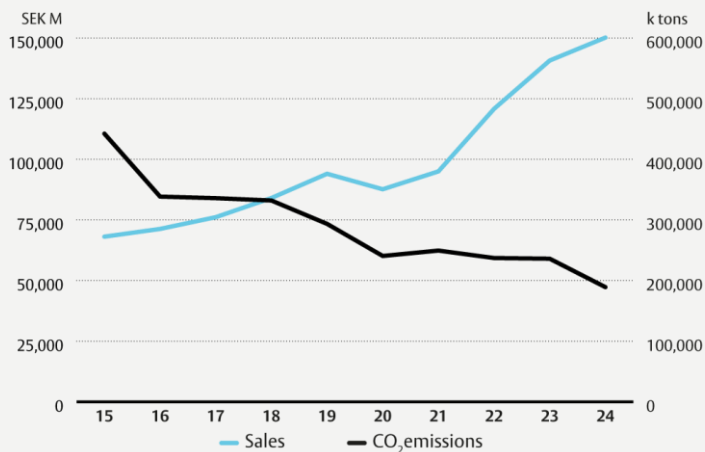
**195**  
R&D centers



# Delivering sustainable progress

We are successfully decoupling growth from emissions—demonstrating that it's possible to increase sales while reducing our carbon footprint. This progress reinforces our belief that sustainability is not just the right thing to do—it's a smart business strategy. By continuing to embed sustainability into our core operations, we unlock new efficiencies, lower risk, and strengthen our ability to create long-term value for both customers and shareholders.

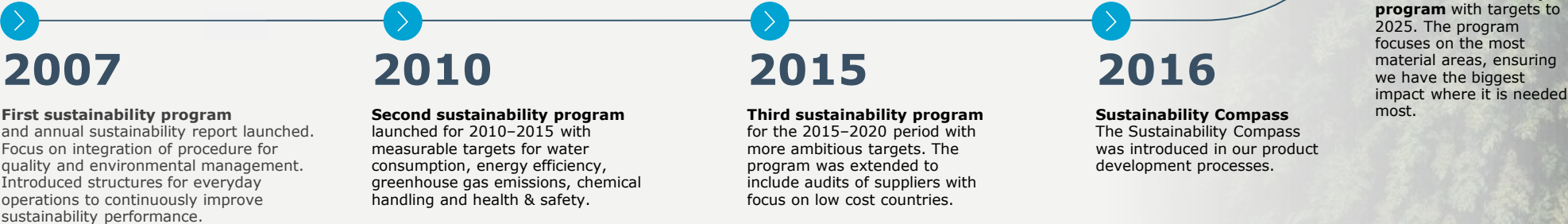
Sales (MSEK) vs CO<sub>2</sub> emissions (k tonnes) between 2015–2024





# Our sustainability journey

Sustainability is integrated in everything we do and is a driver throughout our value chain. By growing our sustainable product offering and reducing our environmental footprint while ensuring a safe and healthy workplace, we contribute to creating a better world at the same time as we drive sales and optimize our operations.





# Pioneering sustainability reporting

The annual report 2024 includes ASSA ABLOY's first report according to the new Corporate Sustainability Reporting Directive (CSRD), one year ahead of the mandatory requirement. The CSRD report provides further details on ASSA ABLOY's work on sustainability including key outcomes in 2024.

By increasing transparency and comparability, we become better through identifying opportunities to reduce our costs, our risks, and to develop more sustainable solutions. In the long run, sustainability equals profitability.



Read our complete  
Annual Report  
[here](#)

# Our material topics

The double materiality analysis helps us assess our interaction with sustainability topics both from an inside-out perspective (how we impact the world) and from an outside-in perspective (how our Group is affected financially by the sustainability topics).

We carried out a double materiality analysis in 2023 and 2024 and will revise it annually.

Material sustainability matters





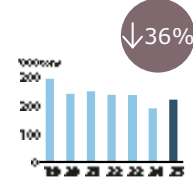
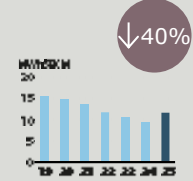
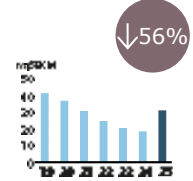
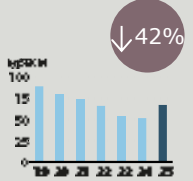
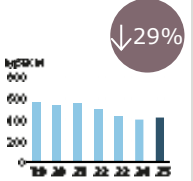
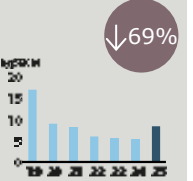
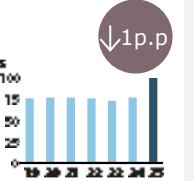
# Sustainable development

Our material topics corresponds to the following UN Sustainable Development Goals.



# Performance and targets for 2025

Throughout the year, we made significant advancements towards most of our 2025 goals, based on our 2019 baseline, though we aim to achieve even more moving forward. In particular, we made strong improvements in our water and energy intensity.

Operations							
2025 TARGETS	↓25%	↓25%	↓25%	↓25%	↓25%	↓50%	↓100%
	Carbon footprint (Scope 1 & 2, '000 tons absolute)	Energy intensity (MWh/SEK M)	Water intensity (m3/SEK M)	Hazardous waste intensity (kg/SEK M)	Non-hazardous waste intensity (kg/SEK M)	Organic solvents intensity (kg/SEK M)	ISO 14001 – percent of sites certified in reporting scope
DEVELOPMENT 2019-2024							
COMMENTS ON 2024 VS. 2023	In 2024, there was a 20 percent decrease in Scope 1 & 2 absolute carbon emissions. Where 2 percent is due to focused energy efficiency improvements and 18 percent is linked with implementing the most recent emission factors.	Energy intensity reduced in 2024 by 10 percent, due to continued focus of energy effectiveness and efficiency initiatives and increased production output resulting in higher value added.	Water intensity reduced by 10 percent in 2024. This stemmed from ongoing efforts to enhance water efficiency across the Group and continued improvements in water infrastructure.	In 2024, hazardous waste intensity reduced by 5 percent. This was accomplished through waste reduction efforts, where production methods were further refined to minimize waste hazardous waste.	Non-hazardous waste intensity reduced by 8 percent in 2024. All locations adhere to the waste hierarchy, prioritizing waste prevention as much as possible, followed by maximizing reuse and recycling.	In 2024, organic solvents intensity reduced by 5 percent. This is a result the continued effort to convert to water-based paint in our door operations.	In 2024, 77 percent of our sites defined as requiring ISO 14001 were certified. We continue to roll-out ISO 14001 to all relevant sites.
LINKED SDG's	6 12 13	8 12 13	6 8 12	6 12	6 12	6	12

## SDGs





# Performance and targets for 2025, continued

Supply management		
2025 TARGETS	<b>95%</b> Supplier sustainability audits (percent of direct material spend*)	<b>95%</b> Business Partner Code of Conduct (percent of direct & indirect material spend)
DEVELOPMENT 2019-2024		
COMMENTS ON 2024 VS. 2023	In 2024, 92 percent of our relevant direct material suppliers by spend have been audited with our supplier sustainability audit.	In 2024, 86 percent of our direct and indirect material suppliers by spend have signed our Code of Conduct for Business Partners. We are continuing to roll this out to our indirect suppliers.
LINKED SDG's	8	8

People			
2025 TARGETS	<b>↓33%</b> Injury rate (number of injuries per million hours worked)	<b>↓33%</b> Injury lost day rate (number of lost days related to injuries per million hours worked)	<b>↑30%</b> Gender diversity (percent of females in management positions)
DEVELOPMENT 2019-2024			
COMMENTS ON 2024 VS. 2023	Our injury rate remained flat in 2024.	Our injury lost day rate remained flat in 2024.	Diversity and inclusion is a key focus for the Group. The portion of females in management positions increased to 29 percent in 2024.
LINKED SDG's	8	8	8

SDGs

6 CLEAN WATER AND SANITATION

8 DECENT WORK AND ECONOMIC GROWTH

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

11 SUSTAINABLE CITIES AND COMMUNITIES

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

\* Spend in identified risk countries.

# Performance and targets for 2025

Area	2019	2020	2021	2022	2023	2024 <sup>1</sup>		Target 2019–2025	Change 2019–2024	Linked SDGs	
Environmental KPI								●			
ISO 14001 – % of sites certified in reporting scope <sup>2, 4</sup>	76%	77%	77%	76%	73%	77%	100%	●	+1 p.p.	12	
Carbon footprint – Scope 1 & 2 greenhouse gas emissions (tons absolute) <sup>3, 4</sup>	293,508	240,604	249,482	237,209	236,065	189,230	–25%	●	–36%	61213	
Energy intensity (MWh/SEK M) <sup>4</sup>	15.7	14.9	13.7	11.8	10.5	9.4	–25%	●	–40%	81213	
Water intensity (m3/SEK M) <sup>4</sup>	42.2	37.5	30.9	25.1	20.8	18.8	–25%	●	–56%	6812	
Hazardous waste intensity (kg/SEK M) <sup>4</sup>	89.7	79.0	73.6	66.1	54.4	51.6	–25%	●	–42%	612	
Non-hazardous waste intensity (kg/SEK M) <sup>4</sup>	559	530	557	490	432	399	–25%	●	–29%	612	
Organic solvents intensity (kg/SEK M) <sup>4</sup>	16.9	9.1	8.3	6.0	5.6	5.3	-50%	●	–69%	6	
Social KPI											
Injury rate (number of injuries per million hours worked) <sup>4</sup>	3.0	2.8	3.1	3.2	2.5	2.5	–33%	●	–17%	8	
Injury lost day rate (number of lost days related to injuries per million hours worked) <sup>4</sup>	60.0	65.5	75.0	73.9	58.5	58.8	–33%	●	–2%	8	
Portion of spend in identified risk countries represented by sustainability audited direct material suppliers	97%	91%	86%	93%	94%	92%	95%	●	–5 p.p.	8	
Portion of spend of direct and indirect material suppliers who have signed the Group Code of Conduct for Business Partners	68%	68%	73%	76%	81%	86%	95%	●	+18 p.p.	8	
Gender equality Portion of females in management positions	Level 2: Level 3: Level 4: Level 5: Level 2–5:	20% 17% 20% 25% 24%	9% 21% 21% 26% 25%	9% 12% 25% 28% 27%	18% 11% 26% 30% 29%	18% 14% 26% 30% 29%	9% 17% 27% 30% 29%	30%	●	–11 p.p. 0 p.p. +7 p.p. +5 p.p. +5 p.p.	8

1. For comparable units in 2024.

2. Acquisitions will be given 3 years to become certified.

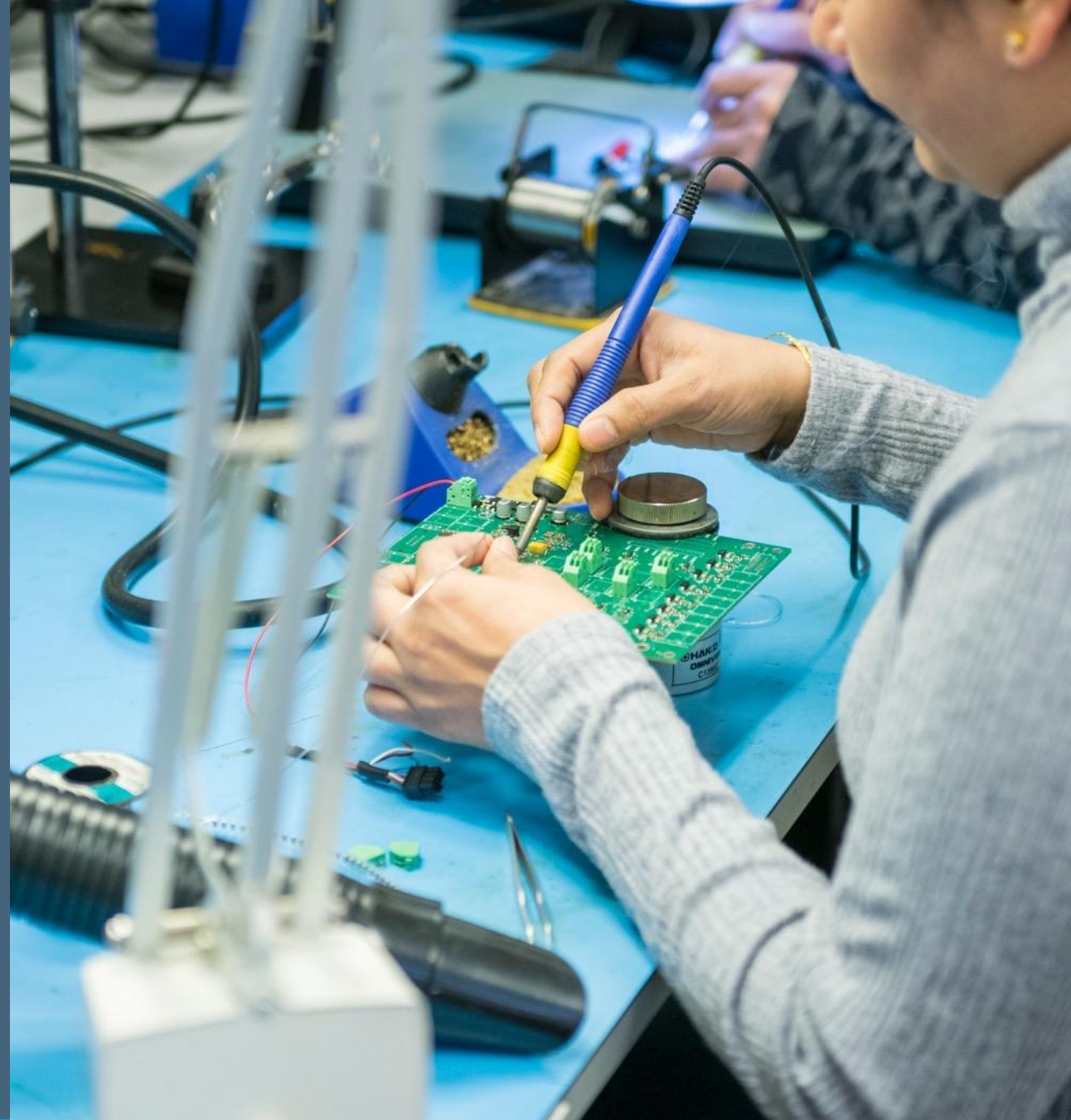
3. Scope 1 & 2 greenhouse gas emissions related to energy consumption and industrial processes, not including Scope 1 fleet.

4. The historical numbers have been adjusted with proforma data.





# Innovation and products



# Innovation

New products are evaluated from a lifecycle perspective. Many recently developed products save energy as a result of improved insulation and intelligent control of door opening solutions. Innovation is carried out either locally, divisionally, or shared between the divisions depending on the content and scope.



# Sustainable solutions

## Vision

Our solutions are sustainable by design, enable circularity and guide our industry, customers, partners and end-users to a more sustainable future

## Mission

- Integrate sustainability and circularity into every aspect of our product portfolios
- Ensure our products deliver value to customers while minimizing environmental impact, from cradle to cradle
- Assure commercialization of sustainability with strong value propositions, making it easy for customers to make conscious choices

### Sustainable innovation goals

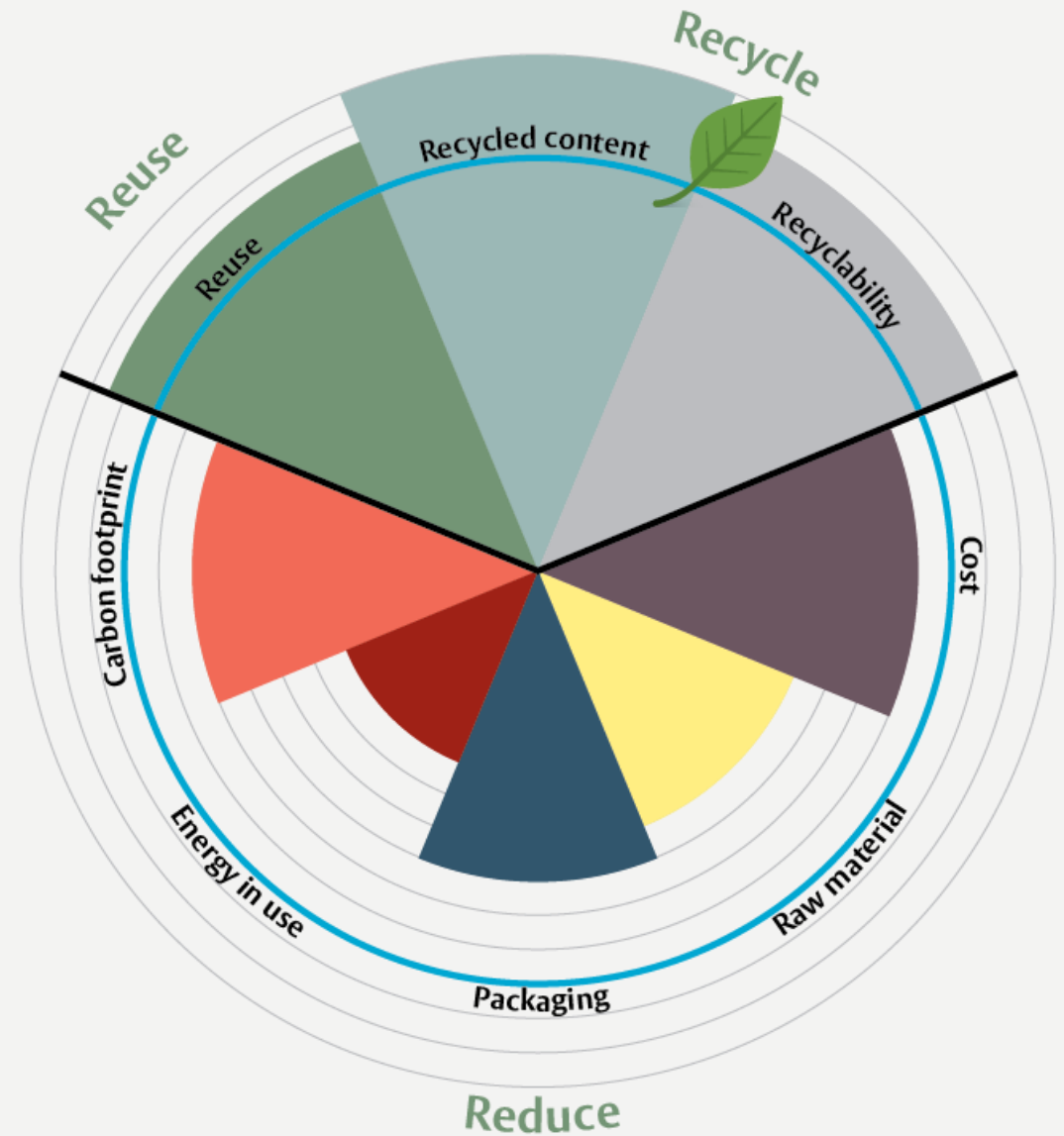
- All new released products have a sustainability value proposition
- Science Based Targets Scope 3 are achieved



# Sustainability compass

We use our Sustainability Compass to guide product development in terms of reuse, recycled content, recyclability and selecting low carbon material.

The Sustainability Compass ensures that our next generation of products is more sustainable than the previous generation, which mitigates risks for both ASSA ABLOY and our customers.

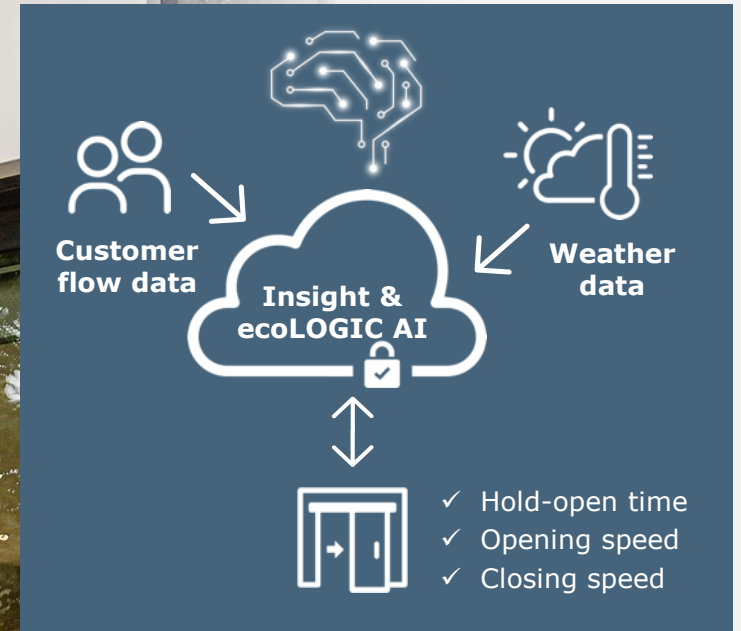


## “Welcoming both customers and energy savings at the door”

With ecoLOGIC we go beyond direct product related features – we help to reduce a building’s heating or cooling energy consumption. This not only reduces our customer’s cost but also improves their carbon footprint.

Our AI-based solution balances saving energy, stabilizing indoor climate and improving the user experience. By continuously analyzing data on door usage, weather, and pedestrian traffic flows, ecoLOGIC minimizes unnecessary open times whilst staying open as much as possible to welcome customers.

Sustainable solutions are at the core of our innovation efforts.



### Tangible energy and cost savings for customers

**~14,000 kWh/year**  
(medium sized store)

**~1,000-2,000 EUR**  
in recurring savings

**2-7%**  
Reduction of wear and tear

# Resource use and circular economy

The purpose of a circular economy is to ensure that resources and products stay in closed loops of usage that eliminate waste, rather than eventually ending up in landfill.

Utilizing circular practices to optimize resource management is a key strategy to reduce the environmental impact of our products.

It will support us to achieve our 2030 target to reduce our Scope 3 carbon footprint by 28%, as well as realizing our net-zero target no later than 2050.





# Environmental footprint assessment

All our products are evaluated from an environmental lifecycle perspective, encompassing several aspects like water, chemicals use, recyclability.

In addition to enhancing product transparency, the analysis serves several compliance purposes.



## Environmental Product Declarations (EPD)

- Product declarations supports sales because it makes it easier to compare products with competitors, certifications, and building standards
- ASSA ABLOY has established an EPD process for time efficient publication according to the rules we must comply with



## Product compliance

- All CE-marked\* products must be published alongside their environmental footprint
- The Construction Product Regulation and the Digital Product Passports requires transparency in the environmental footprint of products

\*CE-marked products comply with European quality, security, health and environmental regulations.

# Product sustainability

Our product sustainability efforts deliver tangible value to our customers. Through innovative design, resource efficiency, and circular solutions, we create offerings that not only meet customer needs but also contribute to a more sustainable future.

We evaluate the design process for each of our products with improvement for environmental footprint in mind. Using data-intensive models ensures quality of our analysis.

Results cover many environmental aspects such as water, chemicals use, and recyclability.



# Guiding product development towards our science-based targets

## Aggregated product portfolio level

Aggregated Sustainability Product Portfolio tool shows the impact of different product portfolios combined to understand how we can build different scenarios between product portfolios for best sustainability and value benefit.

## Product portfolio level

The Sustainability Portfolio Planning tool evaluates different scenarios in the product portfolio from a carbon footprint perspective to see what reductions is needed in product portfolio to reach the 2030 science-based target goals.

## Product level

In the Compass Calculator we optimize products for low carbon footprint and address areas like, selecting material, optimize grade of recycle content and minimize energy in use.

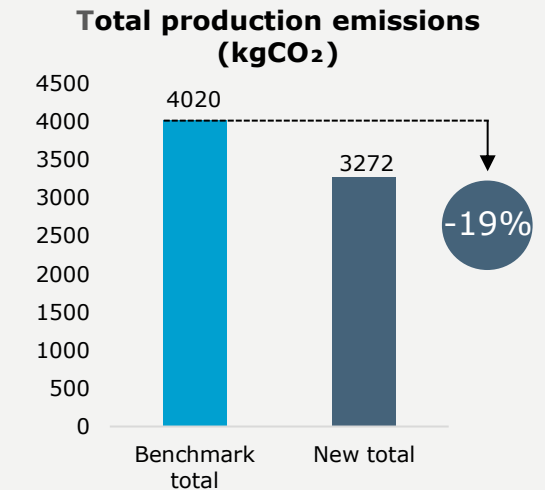
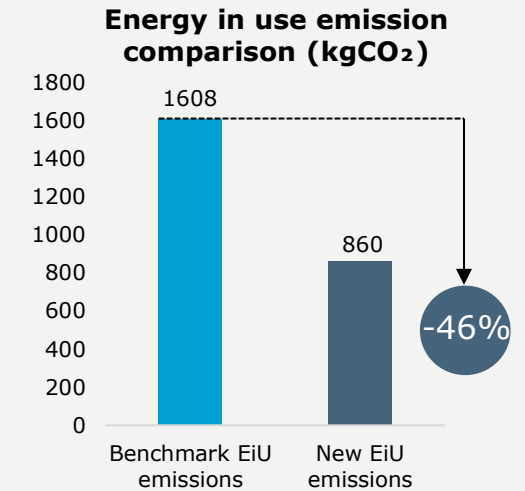
## Scope 3





# Re-engineering for reduced energy consumption

- Sensors are powered off when the door is in **OFF** or **fully OPEN** mode
- Idle power in the motor control is disabled when the door is not actively moving
- The lock mechanism only uses the power to unlock during initial phase of door opening, not throughout the entire opening cycle.



The diagrams show energy consumption in the production and use phase respectively, compared to the benchmark energy EU emissions

# We are part of a transforming construction industry

- **Our Sustainability Compass** integrate sustainability and circularity into every aspect of our product development
- **Our EPD development process** enable product transparency towards customers and being compliant to new regulations
- **Our tools** support us to visualize the potential in our products, portfolios and aggregated portfolios to support us in reaching our science-based targets

*We are implementing processes and tools that will deliver sustainable solutions and enable us to reach our Scope 3 climate targets and meet customer demand.*

## **Innovation**

Design for the environment

## **Circularity**

From linear to circular

## **Transparency**

Lifecycle Assessment (LCA)

## **Governance**

SBT & Internal KPI's



# Operations





# Adressing climate change

ASSA ABLOY has made a long-term commitment to address climate change by setting both near-term and net-zero science-based targets consistent with the Science Based Targets initiative. Our targets are aligned to a 1.5°C trajectory, the most ambitious aims of the Paris Agreement.



# Actions within our own operations

We are fully committed to delivering on our ambitious science-based targets: to halve our absolute Scope 1 & 2 carbon emissions and reduce absolute Scope 3 emissions by 28% by 2030; as well as achieving net-zero no later than 2050.

1

Scope 1 emissions are direct greenhouse gas (GHG) emissions that occur from ASSA ABLOY's own operations

2

Scope 2 are indirect GHG emissions that occur when ASSA ABLOY purchases electricity and district heating

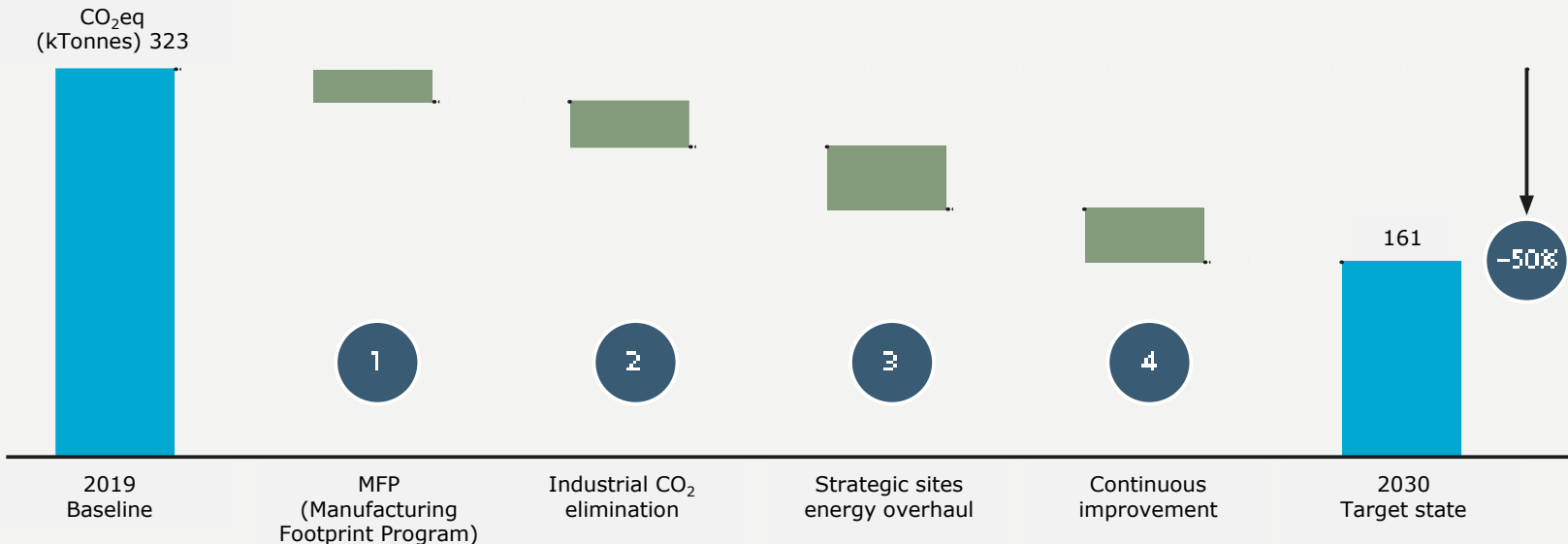
3

Scope 3 consist of GHG emissions from sources beyond ASSA ABLOY's direct operations

# Scope 1 & 2 emissions reduction pathway

## ASSA ABLOY Scope 1 & 2 emissions reduction waterfall

Our 4-pronged strategic approach to achieving a 50% reduction by 2030



Our four-pronged strategic approach to Scope 1 & 2 emissions is delivering positive results. We have reduced our Scope 1 & 2 emissions by 36 percent, against our 2019 baseline.

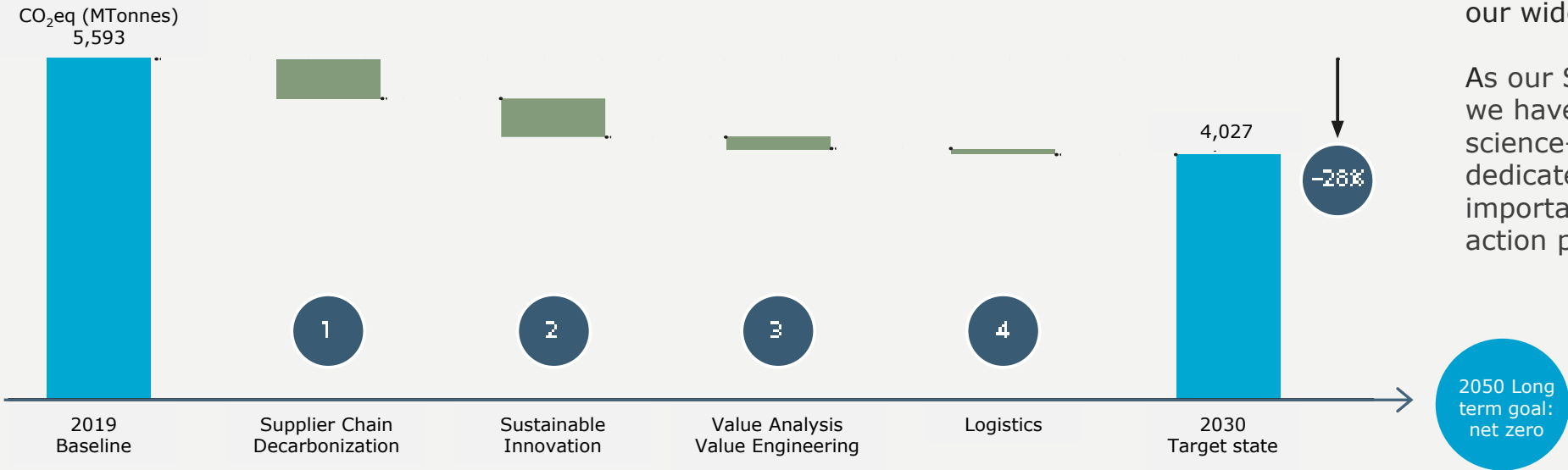
- 1 MFP (Manufacturing Footprint Program)**  
Growth through acquisitions can result in a duplication of production processes. Our MFP program consolidates sites to eliminate unnecessary duplication and maximizes our operational efficiency.
- 2 Industrial CO<sub>2</sub> elimination**  
In the past, a limited number of sites used Freon as a blowing agent in the door insulation process. Freon is a potent source of greenhouse gas emissions. By eliminating the use of Freon in our operations, we have dramatically reduced our Scope 1 emissions.
- 3 Strategic sites energy overhaul**  
ASSA ABLOY operates over 1,000 sites in 70 countries. The top 25 most energy-intensive sites account for more than 60 percent of Scope 1 & 2 emissions. Our workstream focuses on improving energy effectiveness and efficiency to significantly reduce the energy consumption of these sites.
- 4 Continuous improvement**  
In our revised Operational Excellence strategy, sustainability is one of the four key pillars. Sustainability is a key part of our global operational excellence maturity assessment, ensuring a focus on sustainability, and energy reduction is an organic part of how we operate every day. This results in hundreds of little ideas for improvement, which add up to a big impact.



# Approach to reduce Scope 3 emissions

## ASSA ABLOY Scope 3 emissions reduction waterfall

Our 4-pronged strategic approach to achieving a 28% reduction by 2030



Our Scope 3 emissions make up the vast majority of our total emissions and represent the carbon footprint of our wider value chain.

As our Scope 3 target is challenging, we have assembled cross-functional science-based targets teams who are dedicated to driving the most important activities in our Scope 3 action plan to deliver on our targets.

- 1 Supply chain decarbonization**  
Our supply chain is the most material source of our Scope 3 emissions. We work with our supply chain partners to identify and implement initiatives to reduce our Scope 3 footprint. In addition, we support them to reduce their Scope 1 & 2 emissions, which has a knock-on benefit for our Scope 3 footprint.
- 2 Sustainable Innovation**  
All new products and solutions are developed using our Sustainability Compass. We have developed a sustainability portfolio planning tool, which enables our product management teams to have a targeted approach to driving improvements on the most carbon intensive product portfolios couple with the highest sales volumes.

- 3 Value Analysis/Value Engineering**  
Value analysis/value engineering is a mature continuous improvement process that enables us to design waste out of our product and manufacturing processes. We leverage this process to do more with less, reducing waste and lowering our products' greenhouse gas emissions footprint.
- 4 Logistics**  
We work with our logistics partners to optimize both inbound and outbound transport, enabling us to service our customers in a faster way while reducing our Scope 3 footprint. We prioritize low-carbon transport methods such as sea, rail and road.

# Water and marine resources

## 2025 TARGET

↓ **25%**

Water intensity  
(m<sup>3</sup>/SEK M)

## DEVELOPMENT 2019-2024



## COMMENTS ON 2024 VS.2023

Water intensity reduced by 10% in 2024. This stemmed from ongoing efforts to enhance water efficiency across the Group and continued improvements in water infrastructure.

Minimizing our environmental footprint in terms of water and marine resources, across our own operations and the entire value chain, is an integral part of ASSA ABLOY's sustainability strategy.

Our target is to reduce water consumption by 25% across all entities we operate in by the end of 2025. In 2024, against our baseline year 2019, we reduced our water intensity by 56 percent.



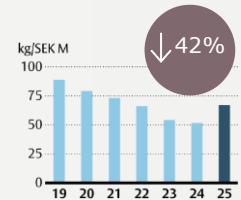
# Waste handling

## 2025 TARGET

↓25%

Hazardous waste intensity  
(kg/SEK M)

## DEVELOPMENT 2019-2024



## COMMENTS ON 2024 VS.2023

In 2024, hazardous waste intensity reduced by 5 percent. This was accomplished through waste reduction efforts, where production methods were further refined to minimize waste hazardous waste.

## 2025 TARGET

↓25%

Non-hazardous waste intensity  
(kg/SEK M)

## DEVELOPMENT 2019-2024



## COMMENTS ON 2024 VS.2023

Non-hazardous waste intensity reduced by 8 percent in 2024. All locations adhere to the waste hierarchy, prioritizing waste prevention as much as possible, followed by maximizing reuse and recycling.

In our operations we control waste handling using a production sustainability reporting tool. When measured waste data is not available, it is calculated or estimated using proxy data based on averages for similar sites in our organization. In the tool we report waste, energy consumption and hazardous material from production.



# Sourcing



# Supply chain management

We collaborate with world-class suppliers to serve our customers, reduce risks, enhance integrity, and elevate performance. All suppliers must meet our sustainability requirements.

The supply chain is the most significant contributor to our Scope 3 emissions, accounting for more than 70 percent of the total footprint. This is primarily due to the purchase of carbon-intensive materials such as steel, aluminum, brass, zinc, and electronics.

To address this, we enforce sustainability standards, optimize logistics and innovate our products. Continuous improvement in emissions tracking and supplier engagement is essential for reaching our short and long-term climate targets.





# Our Code of Conduct

2025 TARGET

**95%**

Supplier sustainability  
audits (percent of direct  
material spend\*)

**95%**

Business Partner  
Code of Conduct  
(percent of direct & indirect  
material spend)

Our Code of Conduct is the foundation for our sustainability governance. It applies globally to all employees, business partners, and third parties. It is based on UN Universal Declaration of Human Rights, the UN Global Compact, ILO & OECD Guidelines, and ISO 14001.

Any suspected breaches of our Code of Conduct should be reported through our whistle-blowing channel.

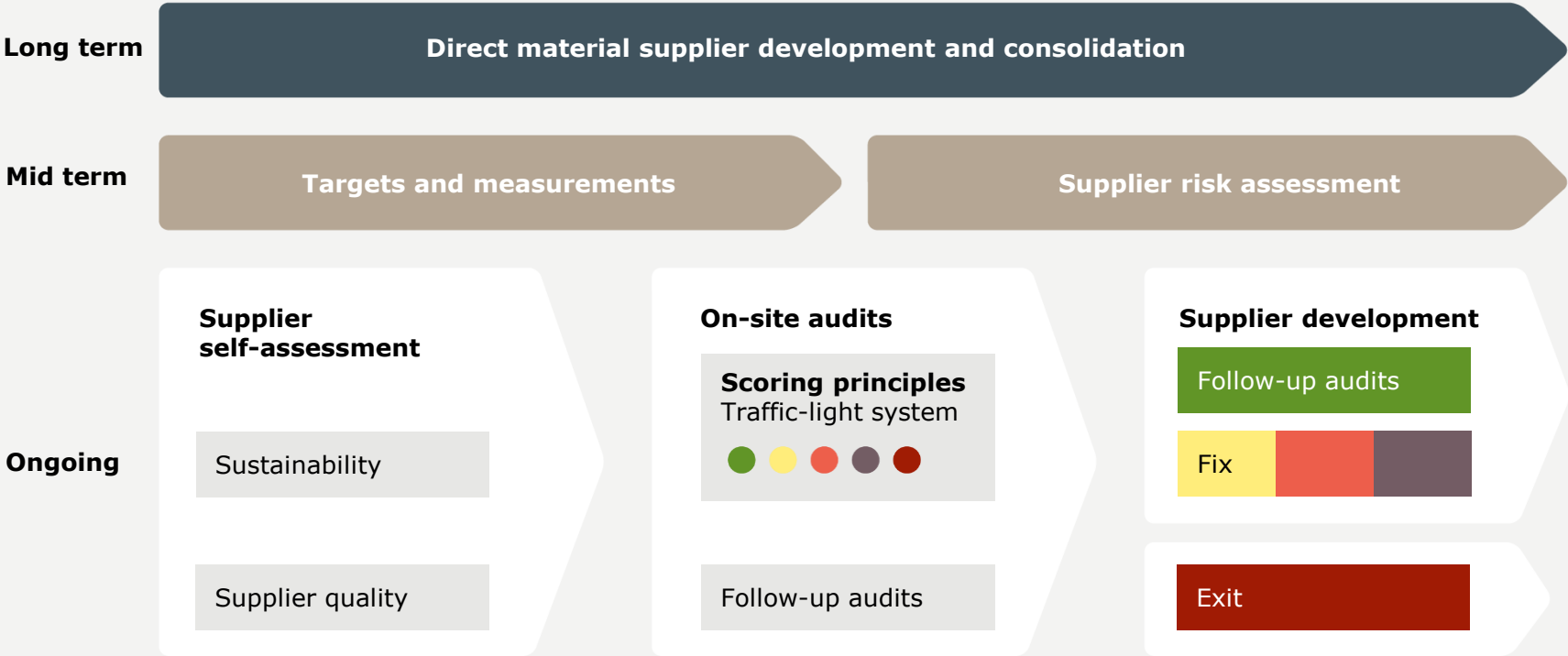
## Topics:

- Business ethics
- Human rights & labor standards
- Environment & health & safety
- Anti-corruption & consumer interest

\* Spend in identified risk countries.



# Following up our suppliers



### The traffic-light system

We use a traffic-light system to rate individual direct material suppliers on how they conform to our Code of Conduct for Business Partners. Suppliers are rated on the following five color-coded system:

**Green** – The supplier is approved. A re-audit is done after three years to verify compliance. Once suppliers achieve a green rating, our focus is on improving the supplier’s abilities to become even better.

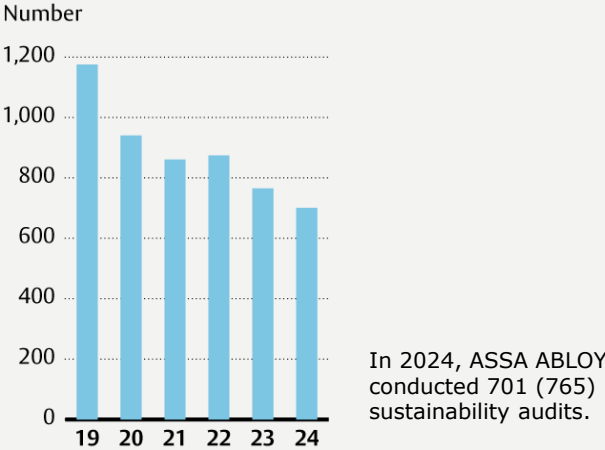
**Yellow, orange, and purple** – The supplier is approved on the condition that it resolves the issues identified in a recent audit within an agreed time frame. Yellow signifies the fewest number of non-conformities and purple the most. A follow-up audit is typically done after one year.

**Red** – The supplier has severe sustainability problems, so the immediate focus is to solve those issues as soon as possible and following this, raise the supplier to an acceptable level with the help of ASSA ABLOY’s expertise and experience. The supplier is re-audited after six months. In the interim the supplier is put on “new business hold.” If the supplier fails to improve during follow-up audits, the supplier is phased out.

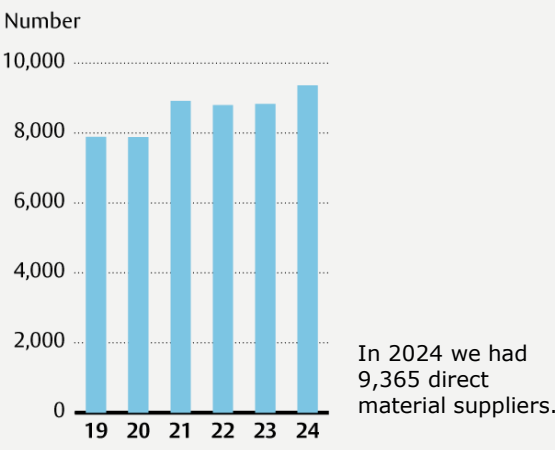
Red, yellow, orange and purple statuses can be revised based on evidence of a corrective action plan, well-documented progress, and firm commitment from the supplier. Contracts with suppliers may be terminated in the case of a non-compliance that is not remedied within an agreed time frame. The contract is - automatically terminated if a supplier is rated ‘red’ for longer than six months.

# Following up with our suppliers

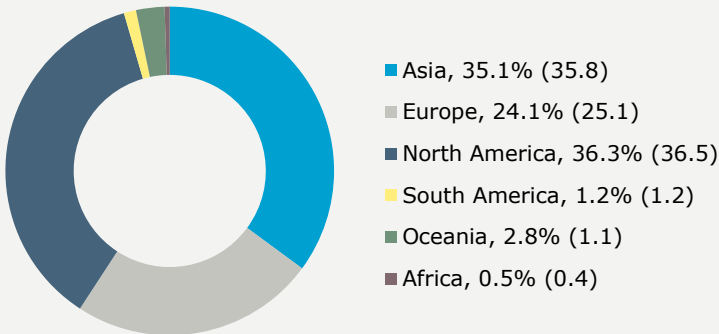
**Sustainability audits of direct material suppliers in identified risk countries**



**Number of direct material suppliers**



**Distribution of direct material supplier spend**



Area	2019	2020	2021	2022	2023	2024
Portion of spend in identified risk countries represented by sustainability audited direct material suppliers	97%	91%	86%	93%	94%	92%
Number of sustainability audits of direct material suppliers in identified risk countries	1,175	940	861	874	765	701

# People





# People make it happen

**+27%**

Internal applications  
per open position  
vs. 2022

**29**

Nationalities in  
leading positions

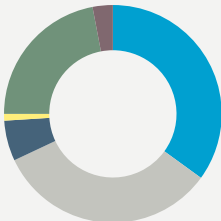
**29%**

Females in  
management  
positions

As a decentralized organization with 63,000 employees in more than 70 countries, we embrace autonomy while leveraging our collective size to collaborate and realize synergies. This allows us to be agile and utilize scale. We are committed to our people, knowing that when they develop and grow, ASSA ABLOY will too.

We pride ourselves on our people, who are our most important asset. Our collective competency is the driving force behind our innovative solutions and consistent growth.

## Average number of employees per region



Europe, 22,105
North America, 21,002
South America, 3,507
Africa, 856
Asia, 13,561
Pacific, 1,795



# Safe and supportive workplace

Well-being, fair treatment, human rights as well as diversity and inclusion, are central to our operations. To ensure a safe and supportive workplace, we work with programs, trainings and audits, as well as with awareness initiatives and measurable goals.

- Human rights and engagement
- Health and safety
- Talent management
- Diversity and inclusion
- Workers in the value chain







Experience a safer and more open world

Internal

ASSA ABLOY