

# Sustainability Report 2024



# About Vitra

# Vitra's environmental mission

Dear Readers,

We are delighted to present the 2024 Sustainability Report for our family-owned company. We were able to achieve a number of important milestones in 2024 with the launch of Anagram Sofa and the Mikado chair. These products were developed in accordance with our strict sustainability rules and are made from the most environmentally friendly materials possible.

We work with suppliers from Central Europe and manufacture products at our own production sites and those of long-standing partner companies. This helps us to achieve transparency for our customers, implement the principles of a circular economy and move towards a positive ecological footprint.

In 2024 we switched one of our best-known products – the Eames Plastic Chair – to recycled post-consumer plastic. From now on, the classic will be sold as the Eames Plastic Chair RE.

Our long-lasting and durable products are at the centre of everything we do. It is not just about using environmentally friendly materials and attaining the maximum degree of recycling. It is also about extending the life cycle of our products for as long as possible – both for private homes and the business sector. This is why we have been investing in our Vitra Circle Stores, where private individuals can purchase used and reconditioned Vitra products. We also launched the 'Circle for Contract' model in 2024. Here, business customers and architects can benefit from Vitra's buy-back programme or can purchase used Vitra products for projects and reduce their ecological footprint.

The Vitra Design Museum is also exploring these questions and dedicated the exhibition 'Transform! Design and the Future of Energy' to the transformation of the energy sector from a design perspective.

The following Sustainability Report documents these activities and other areas of progress and challenges that we faced in 2024.

Nora Fehlbaum, CEO

Vitra is headquartered in Birsfelden, Switzerland and has production facilities in Weil am Rhein and Neuenburg (Germany), Szombathely (Hungary), Turku (Finland) and – for the Asian market – in Sugito (Japan). The principal markets for Vitra are Europe, USA, Asia and Australia. Additional information about the company can be found at [www.vitra.com](http://www.vitra.com).



## The Vitra Campus as an emblematic location

The Vitra Campus, in the heart of the border region between Switzerland, France and Germany, is Vitra's main production site. The ensuing commercial interests are seamlessly integrated into the cultural identity of a location renowned for its architecture, with iconic buildings by leading architects. The campus is home to the Vitra Design Museum and the Schauderpot and welcomed over 360,000 guests in 2024. Education is another important facet, embodied by the presence of the Baden-Württemberg Cooperative State University (DHBW) and its architecture programme. Ecological sustainability is a further cornerstone of the campus, manifested not only by a rich biodiversity with over 275 different plant species – many of them in the Oudolf Garden and the Miyawaki forest planting initiatives – or the green spaces comprising more than a third of the site, but also through the Circle Store, for example, where used Vitra products are given a second life in keeping with the principles of a circular economy.

1

## Ecological footprint

By 2030, Vitra is striving to become a net positive company based on the sum of all the indicators of its ecological footprint.

2

## Circular economy

By 2030, Vitra has set itself the goal of following every product throughout its entire lifespan – not only ensuring the longest possible use, but also facilitating correct recycling and disposal at the end of its service life.

3

## Transparency

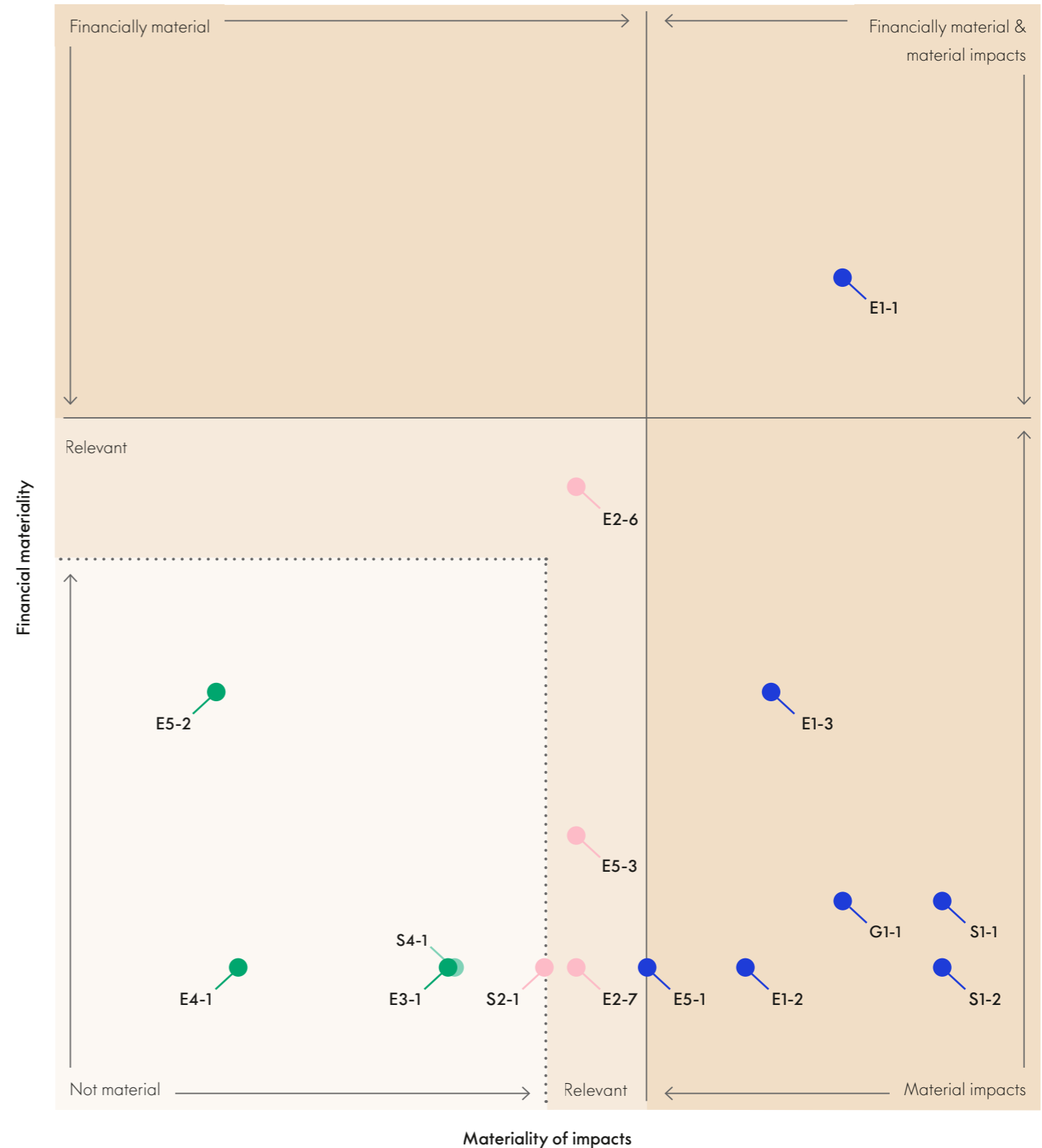
By 2030, Vitra aims to provide transparency on the sourcing process and environmental impact of its materials and product components. This will empower customers to make more educated purchasing decisions.

# Double materiality assessment

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

Based on the requirements of the EU Corporate Sustainability Reporting Directive (CSRD) and the underlying European Sustainability Reporting Standards (ESRS), Vitra carried out a double materiality assessment (DMA) last year as part of an interdisciplinary project. The DMA was implemented based on the EFRAG Implementation Guidance from May 2024. The identification and assessment of these impacts, risks and opportunities (IROs) were carried out in collaboration with the project leaders and two expert committees from the environmental, corporate governance and social fields. The strategic relevance of the IROs was assessed in a workshop with Vitra’s management.

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| <p>Not material:</p> <ul style="list-style-type: none"> <li><span style="color: green;">●</span> <b>E3-1</b> Water</li> <li><span style="color: green;">●</span> <b>E4-1</b> Direct drivers of biodiversity loss</li> <li><span style="color: green;">●</span> <b>E5-2</b> Resource outflows related to products and services</li> <li><span style="color: green;">●</span> <b>S4-1</b> Information-related effects for consumers and/or end users</li> </ul> | <p>Relevant but not material:</p> <ul style="list-style-type: none"> <li><span style="color: pink;">●</span> <b>E2-6</b> Substances of very high concern (SVHC)</li> <li><span style="color: pink;">●</span> <b>E2-7</b> Microplastics</li> <li><span style="color: pink;">●</span> <b>E5-3</b> Waste</li> <li><span style="color: pink;">●</span> <b>S2-1</b> Working conditions in the supply chain</li> </ul> | <p>Material:</p> <ul style="list-style-type: none"> <li><span style="color: blue;">●</span> <b>E1-1</b> Adaptation to climate change</li> <li><span style="color: blue;">●</span> <b>E1-2</b> Climate protection</li> <li><span style="color: blue;">●</span> <b>E1-3</b> Energy</li> <li><span style="color: blue;">●</span> <b>E5-1</b> Resource inflows incl. resource consumption</li> <li><span style="color: blue;">●</span> <b>S1-1</b> Employment conditions</li> <li><span style="color: blue;">●</span> <b>S1-2</b> Equal rights and equal opportunities</li> <li><span style="color: blue;">●</span> <b>G1-1</b> Corporate culture</li> </ul> |
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# Products

# Materials

Vitra makes use of many different materials and the ongoing development of this material portfolio is a central focus of its sustainability efforts. The most important material is plastic, as it offers unrivalled possibilities both in terms of processing and durability. At Vitra, all virgin plastics are gradually being replaced by recycled or bio-based plastics. The switch to chrome-free tanned leather, the increasing prevalence of fabrics made from recycled yarn or the use of mono-materials such as pure cotton fabrics or cork are also part of the broader effort to further develop the materials utilised in Vitra products or their components.

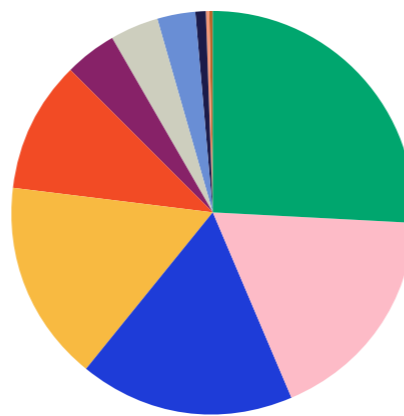
Further information on materials can be found at [www.vitra.com/sustainability](http://www.vitra.com/sustainability).

	Expenditure	Weight	CO <sub>2</sub>
● Plastic	26.00%	26.01%	27.67%
● Aluminium	17.73%	16.33%	23.01%
● Steel	17.34%	19.51%	15.37%
● Wood	15.92%	20.97%	2.51%
● Textiles	10.54%	3.83%	6.56%
● Leather	4.22%	1.01%	16.09%
● Other*	3.95%	0.82%	5.00%
● Paper and cardboard	3.15%	9.97%	2.57%
● Glass/stone/ceramics	0.74%	1.23%	0.96%
● Zinc	0.22%	0.15%	0.14%
● Cork	0.21%	0.35%	0.13%

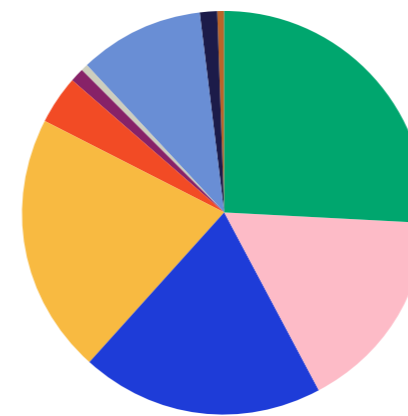
\* 'Other' materials include surface finishes, lamps and electronics. In the carbon footprint, these were accounted for by extrapolation.



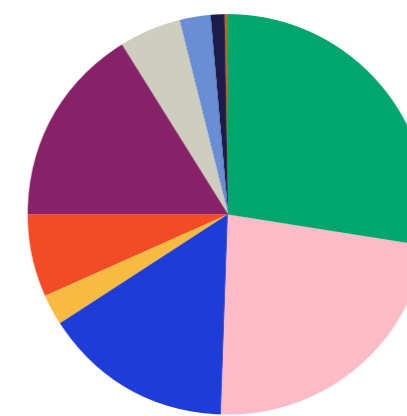
Vitra's broad product portfolio features a diverse range of materials and colours.



Expenditure



Weight

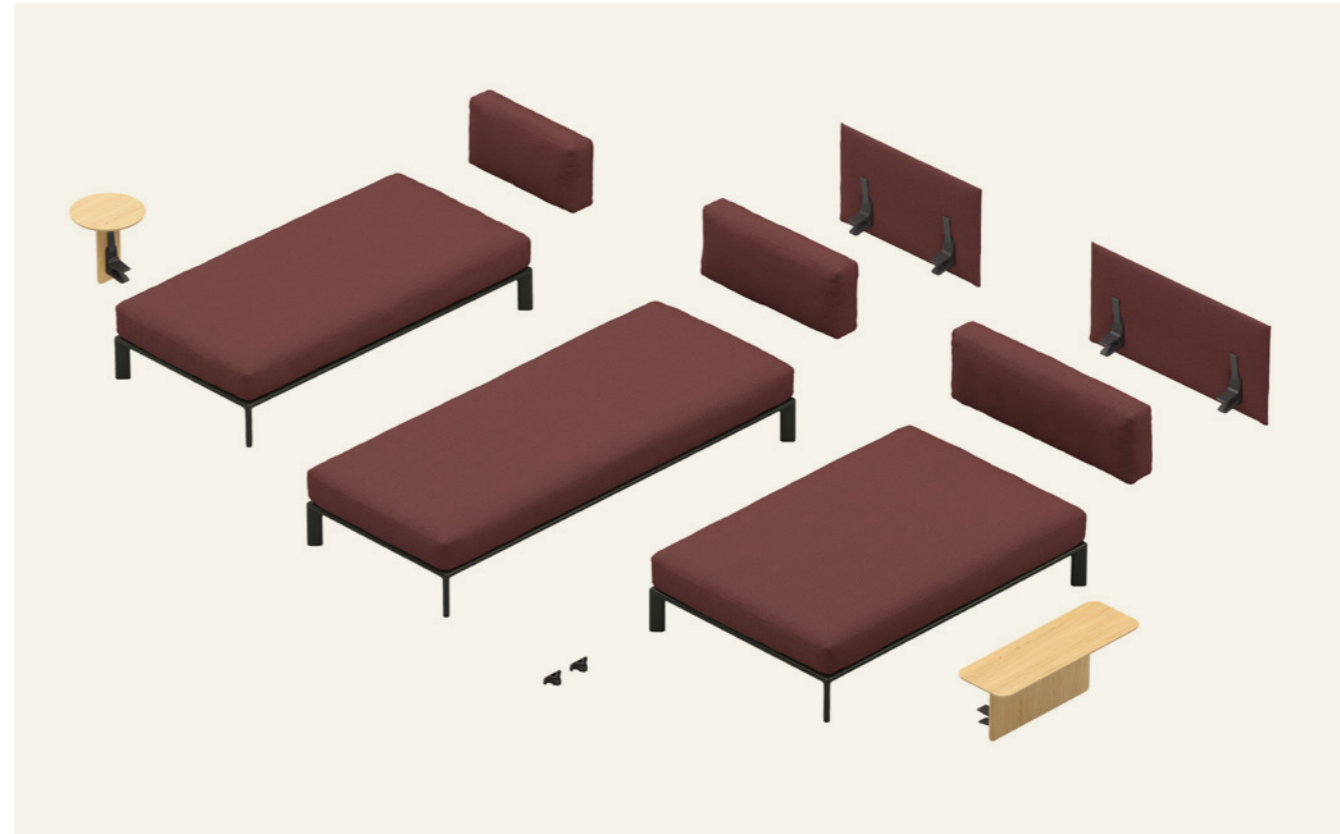


CO<sub>2</sub>

# Product development

Sustainable product development is complex: research, evaluation, experimentation, scrapping ideas and starting over again. Materials, production methods, packaging, transport, recycling and waste disposal must be taken into consideration. These processes take slightly longer at Vitra as we believe the best solutions are never rushed. The design guidelines and the Environmental Design Guide provide strict standards for all product development activities and modifications at Vitra and aim to achieve good design through sustainable and non-polluting materials and production techniques. The most important contribution Vitra can make to sustainability is the development of products with a long lifespan. Every quality-produced product that is uninfluenced by fleeting trends is long lasting and therefore reduces the impact on the environment.

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



The Anagram Sofa can be easily adapted to changing requirements.



The Mikado chair features just a small number of interchangeable parts.

# Innovations

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

## 1988

- Conversion to CFC-free polyurethane foam

## 1991

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

## 1993

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

## 1999

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

## 2001

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

## 2008

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

## 2009

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

## 2011

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

## 2014

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

## 2018

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

## 2019

- New options introduced to exchange parts of the Fiberglass Chairs and Plastic Chairs, as well as the launch of a take-back programme to properly recycle the chairs

## 2020

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

## 2021

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

## 2022

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

## 2023

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

## 2024

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

# Compliance

## In-house testing standards and certificates

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

Product certificates can be viewed on the respective product pages at [www.vitra.com](http://www.vitra.com).

## Use of chemicals

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



### GS seal (Tested Safety)

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

## BIFMA

### BIFMA

BIFMA is the North American equivalent of the European GS seal and guarantees the safety, durability and sustainability of furnishings at very high levels. Products that are relevant for the North American market are subject to BIFMA certification.



### Ergonomics

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



### GREENGUARD Gold

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



### EPD

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



### FEMB Level

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

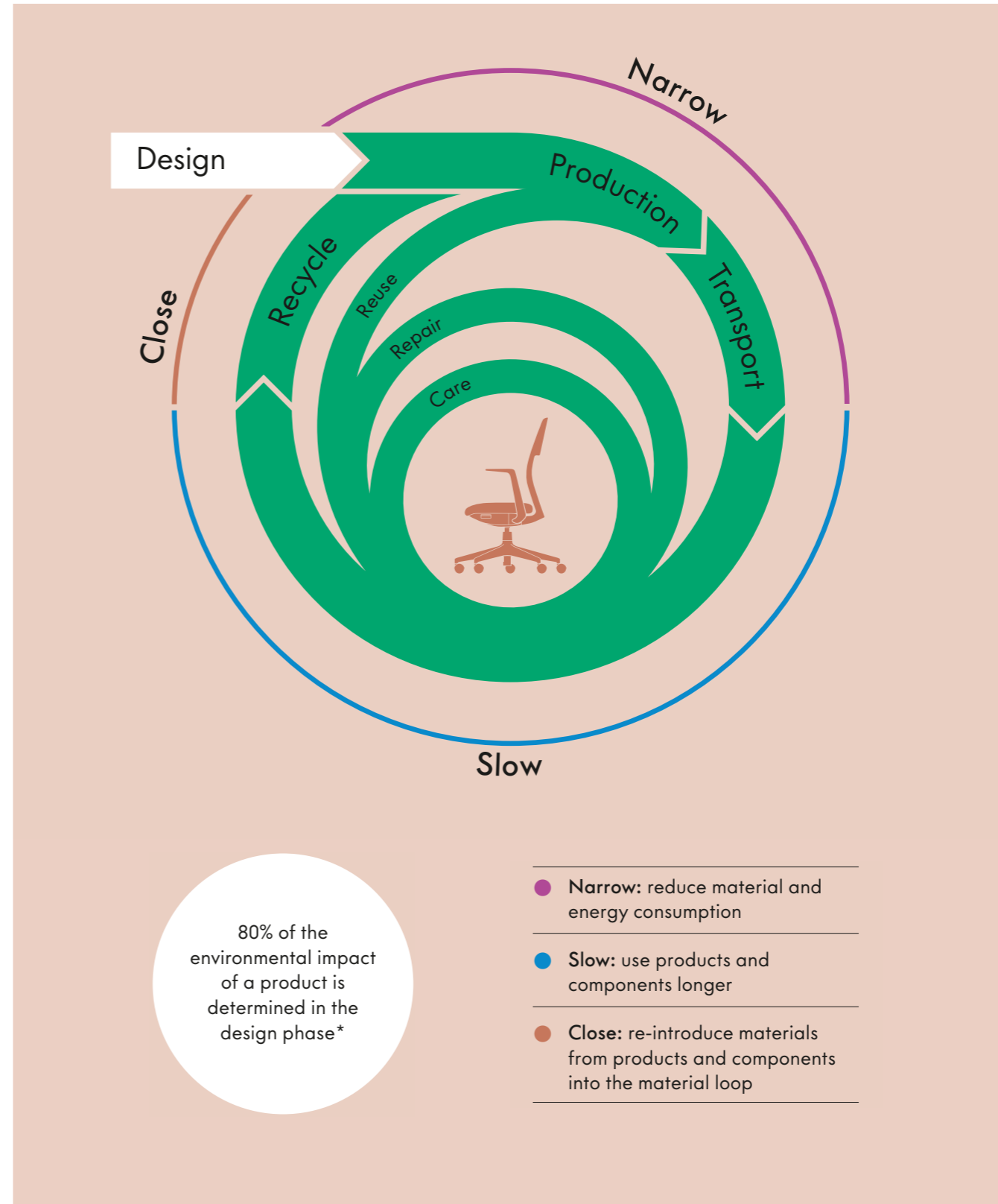
Quality and safety

Sustainability

# Circular economy

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

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



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

# Vitra Circle

Every year, millions of tonnes of discarded furnishings end up as bulky waste in industrialised countries, even though they could still be used. Vitra gives numerous pieces of furniture a second life through its Circle Store and Circle for Contract initiatives – reducing CO<sub>2</sub> emissions by up to 90% compared to new items.\*

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

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

Further information on [Vitra Circle Stores](#) and [Vitra Circle for Contract](#) can be found on our website.



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



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

\* Approximate calculation based on the material composition of the product and its spare parts. Other life cycle phases are simulated. Results in line with other studies on the CO<sub>2</sub> footprint of reconditioned products.

# People

# Vitra as an employer

## An inspirational work environment

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

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

## Destination Workplace

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



A wide range of events are held on the Vitra Campus.

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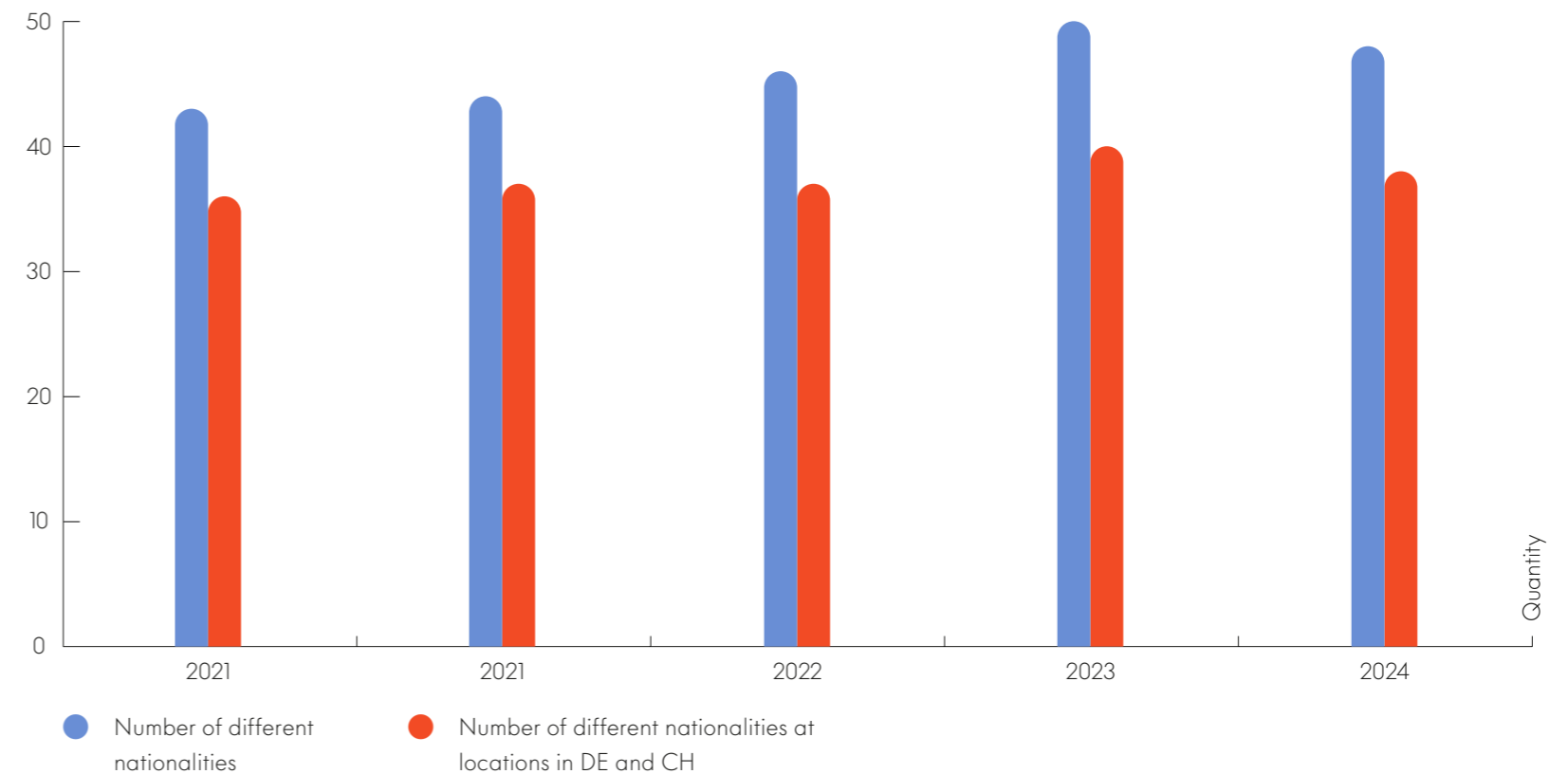
years is the average length of service.

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

# Diversity is valuable

At Vitra, specialists of all genders and educational backgrounds contribute their expertise to a wide variety of tasks. Drawn from across the globe, the workforce includes employees from 48 different nationalities, with 38 countries represented at the sites in Germany and Switzerland. Colleagues from multiple generations collaborate on strategic and operational projects, supporting one another by bringing their individual strengths to the table. There are clear and straightforward rules for multilingual communication.

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



**50:50**  
Group Management  
ratio m/w

**48:52**  
Employees  
ratio m/w

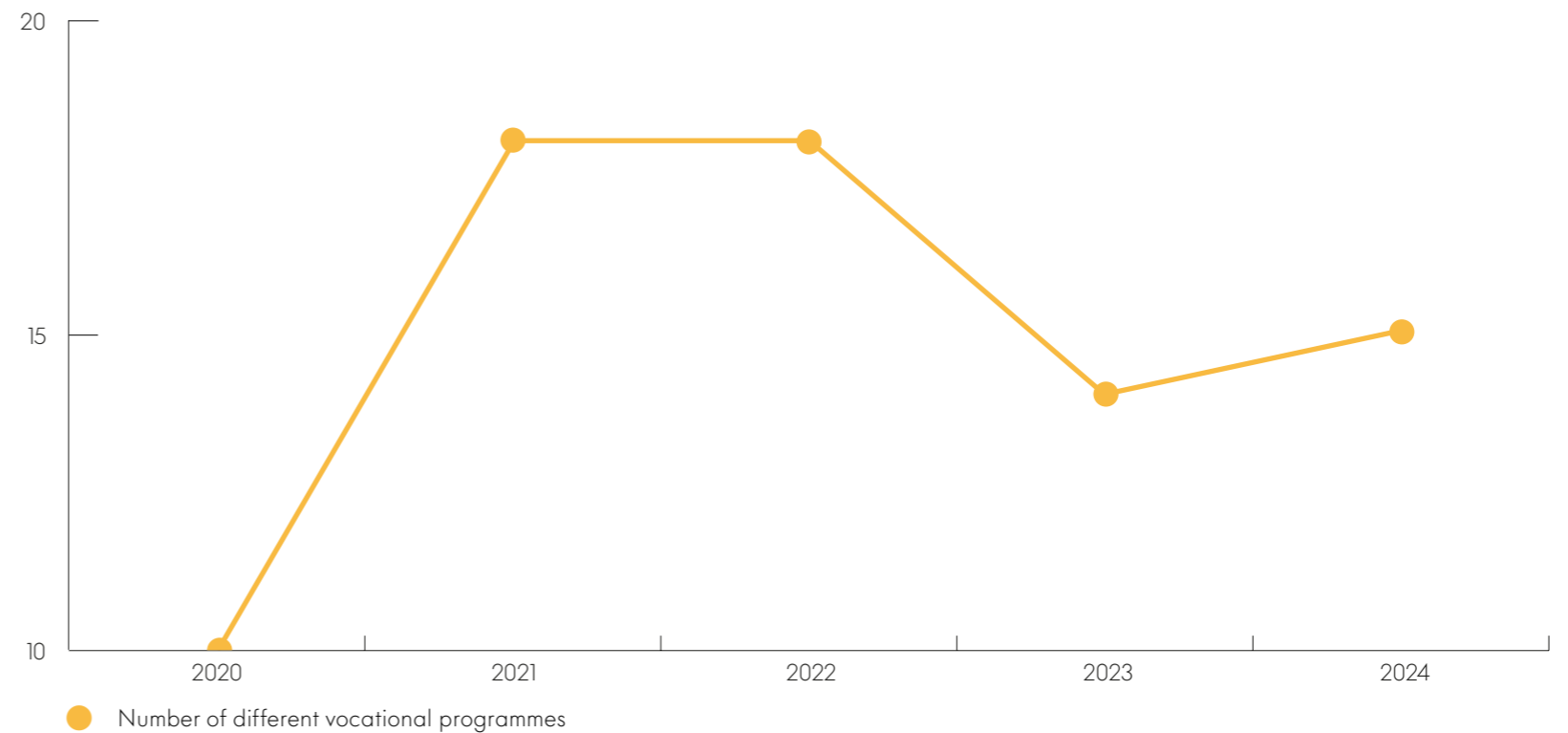
**37%**  
Women in  
leadership roles

**48**  
Nationalities  
at Vitra

# Education and training

Vitra prioritises training and promoting young talent: in 2024 the company employed 38 apprentices and students in 15 different vocational programmes. Of those who took their final exams in 2024, the pass rate was 100%. The rate of successfully completed apprenticeship and dual education programmes was just under 82 percent overall.

Over 44 percent of graduates opted for a future at Vitra. The lower takeover rate compared to previous years is due to the challenging economic environment and the personal circumstances of graduates – whether it be the rejection of a job offer or the decision to continue their studies.



82%

successfully completed apprenticeship and dual education programmes

38

Apprentices and students

# Staff development

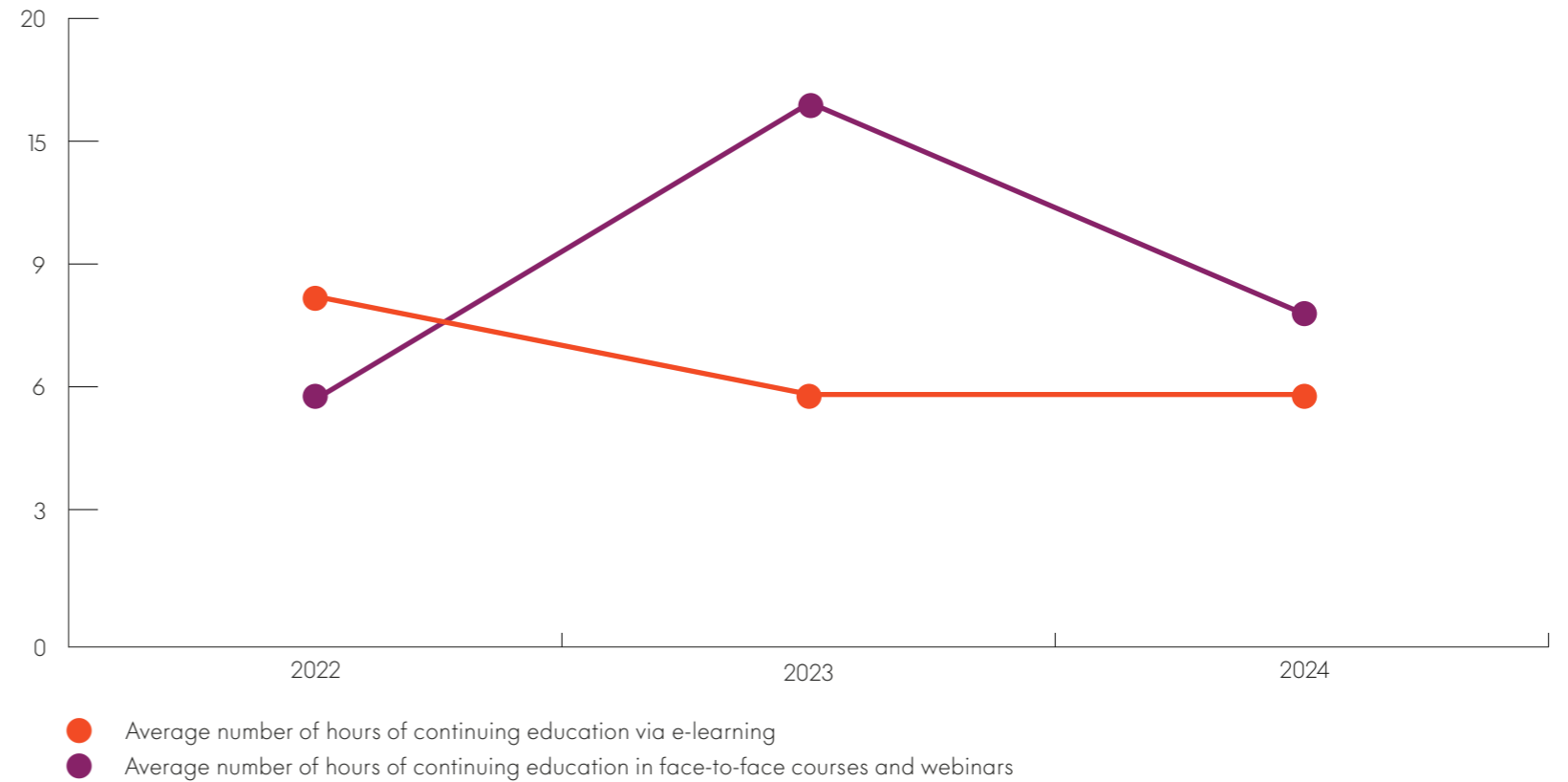
The continuous professional development of employees is a priority for Vitra. This is promoted through annual feedback meetings as well as an in-house training department, which offers a wide range of product and skills training – both legally required and supplementary – in face-to-face courses or e-learning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

In 2024 employees benefited from an average of 5.9 hours of e-learning courses and 7.9 hours in face-to-face courses and webinars. In the mentoring programme introduced in 2024, six cross-team tandems with different levels of professional experience work on individual development goals. The ‘Working Out Loud’ training programme also supports personal development, while job shadowing opportunities allow employees to look beyond their own role.

Thanks to professional talent and succession management, Vitra was able to fill 100 percent of the vacant positions in the global management team with internal talent in 2024. The ‘Vitra GROW’ programme was launched to provide new internal development opportunities, while the ‘Future Fit@Vitra’ programme offers shop floor employees the chance to acquire valuable skills for their professional and personal lives – even without formal vocational qualifications – thereby promoting greater integration and participation. In 2024 Vitra supported 25 production employees, who each benefited from 22 hours of skills training thanks to ‘FutureFit@Vitra’.

Each manager plays a vital role in the organisation’s internal communication network. In this context, 200 participants received training on a number of topics in the form of short modules lasting 6 hours each. 47 managers benefited from an average of at least 14 hours of additional individual training on relevant topics.

Vitra strives to support its employees in all phases of life, both professional and personal: a life-phase model addresses significant events and transitions such as new parenthood, bereavement, prolonged illness or caregiving responsibilities. Internal specialists have undergone further training in these areas, and there are also external counselling options.



	2022	2023	2024
Measures to promote the future viability of production employees	19 people Ø 46 h	17 people Ø 66 h	25 people Ø 22 h
Dedicated management training	21 people Ø 24 h	34 people Ø 10 h	47 people Ø 14 h

# Facts and figures

# Procurement

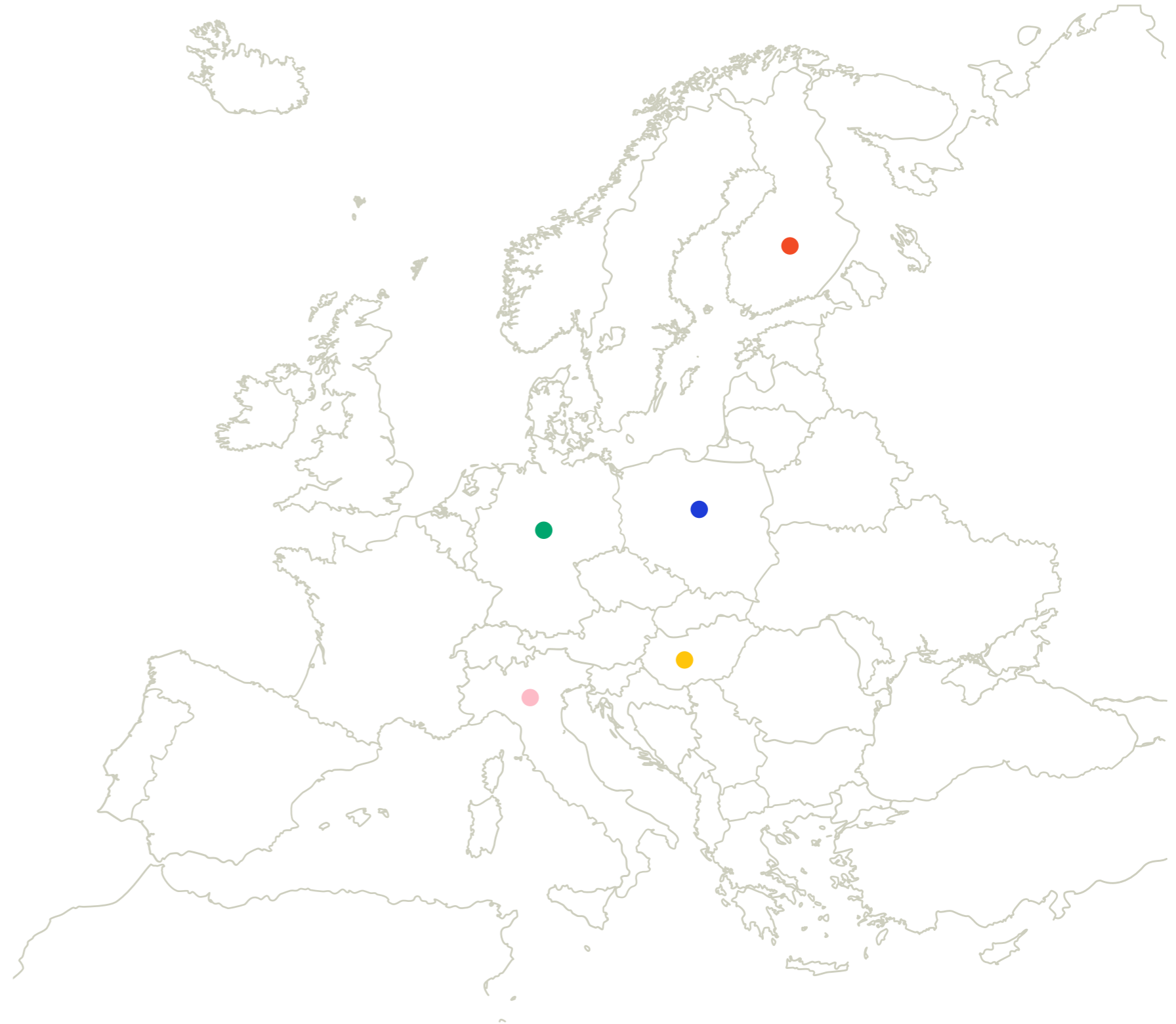
Thanks to its geographical proximity to the production sites, Vitra maintains short transport routes and ensures that the purchased materials are manufactured in accordance with stringent EU legislation on human rights and environmental standards. In order to optimally support key partners, Vitra conducts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

**The following figures refer to the evaluation of Vitra’s direct procurement:** in 2024 nearly 46% of the company’s purchasing volume came from suppliers based in Germany, and an overall 97% from suppliers across Europe.

**Analysis of production origin based on the long-term supplier declaration:** the country distribution of purchasing volume aligns with the actual place of production, with 95% of the volume confirmed as manufactured in Europe. Vitra also expects non-European suppliers to confirm and comply with relevant requirements such as the EU chemicals regulation REACH or Vitra’s Code of Conduct.

	Share of direct procurement	Relative number of suppliers
● Germany	46%	52%
● Italy	28%	12%
● Poland	10%	4%
● Hungary	4%	6%
● Finland	3%	8%
Rest of Europe RO, CZ, CH, SI, NL, DK, GB, PT, AT, EE, FR, ES, LV, LT, IE, BE, SE, SK	7%	16%
Rest of the world CN, JP, HK, TW, US, ID	3%	2%

Total may vary slightly from 100% due to rounding.



# Suppliers

## Supplier diversity

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

## Supplier's code of conduct

The aim of the code of conduct is to ensure that social and environmental standards are observed. It is therefore based on the conventions of the International Labour Organisation (ILO), the Universal Declaration of Human Rights, the UN Convention on the Rights of Children and on the Elimination of All Forms of Discrimination Against Women, the UN Global Compact and the OECD directives for multinational companies. Compliance with all valid national and international laws or regulations, as well as industrial minimum standards, is also compulsory. Precedence is given to the most stringent requirements. Vitra offers the opportunity to report risks and irregularities anonymously through a whistleblowing platform.

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



Overview of supplier diversity, measured in terms of the number of employees. A structured supplier survey was addressed to A and B suppliers, who represent 95% of all direct purchasing. At the time of the evaluation, a participation rate of 40% had been achieved. Participant analysis confirms that this is a representative picture of Vitra's product suppliers. Assessment according to the [German Federal Statistical Office](#)

# Production

## Production facilities and occupational safety

Besides being a place dedicated to the presentation of design and architecture, a social meeting point and a point of sale and product advice, the Vitra Campus in Weil am Rhein is Vitra's central production hub. Over the years, Vitra has introduced many environmental measures in its manufacturing plants and adopted a responsible approach to nature and natural resources.

To ensure occupational safety, corresponding guidelines are consistently implemented at all workplaces and compliance is confirmed annually by an external audit. With the quality seal 'Sicher mit System' (Systematic Safety), the Berufsgenossenschaft Holz und Metall (Professional Association for the Wood and Metal Industry) has certified our comprehensive and effective occupational safety system since 2011.

## Processes

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

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



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



In Vitra's Test Center, products are subject to stringent testing that goes above and beyond the mandatory catalogue of standards.



# Logistics

## Packaging

Packaging is an integral part of every Vitra product, safeguarding goods throughout the entire supply chain. The focus is on the use of mono-materials (no composites) and as few different materials as possible per packaging system. Preference is given to the use of renewable and/or recycled raw materials that are also reusable and/or recyclable. Sustainable packaging is not necessarily plastic-free, but has a lower environmental impact when considering the value chain as a whole. The utilisation of plastic packaging made from mono-materials can indeed be worthwhile, for example, if it reduces the risk of damage or lowers transport costs.

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

## Transport

For Vitra's inbound logistics, lorry dimensions are selected according to the materials being transported. Where possible, round trips are used to return materials and transport aids to their point of origin in order to avoid unnecessary journeys. Outbound logistics are organised into planned routes with optimally utilised load space. Overseas transport is handled through sea freight and in exceptional cases, by air freight. Special transports are avoided whenever possible. Vitra is continuously testing different transport alternatives, particularly in the area of e-mobility, and strives to constantly improve its logistics processes. Working with platform-based logistics service providers brings transparency to logistics flows: Vitra knows which inbound transport volumes and types are being processed where – and has a detailed data structure for evaluating carbon emissions. This enables precise calculation of fuel consumption by kilometre, transport and vehicle category.

Vitra is using this information to launch targeted fuel-reduction initiatives, currently as part of a pilot programme for outbound goods that aims to achieve global transparency of transport flows.



The principal packaging materials used by Vitra are cardboard and plastic.



Vitra's location in the heart of Europe enables short transportation routes to the company's main markets.

# Energy efficiency

Each new building constructed by Vitra is equipped with the latest building technology. Vitra is a founding member (2007) of the Deutsche Gesellschaft für Nachhaltiges Bauen (DGNB – German Sustainable Building Council). Vitra has been sourcing all of its electricity for the production sites in Weil am Rhein and Neuenburg from hydropower since 2008, and for the company’s headquarters in the Swiss town of Birsfelden since 2016. All locations listed in Scope 2 have been supplied with 100% renewable electricity since 2024. Photovoltaic systems on the roofs of the production buildings generate additional solar power.

<p><b>2001</b></p> <ul style="list-style-type: none"> <li>· Installation of a solar power system with an output of 47.52 kWp on the Vitra Campus</li> </ul>	<p><b>2010</b></p> <ul style="list-style-type: none"> <li>· Installation of a combined heat and power unit that generates 50 kWp of electric power and 100 kWp of thermal power</li> </ul>	<p><b>2013</b></p> <ul style="list-style-type: none"> <li>· Installation of a new refrigeration dryer</li> </ul>	<p><b>2019</b></p> <ul style="list-style-type: none"> <li>· Optimisation of energy efficiency in various buildings through LED lighting and new windows</li> </ul>	<p><b>2024</b></p> <ul style="list-style-type: none"> <li>· Transition to electricity from 100% hydropower in Turku, thereby achieving 100% renewable electricity at all production sites listed in Scope 2</li> <li>· Installation of a 142 kWp solar power system at the Vitra Center</li> <li>· Expansion of district heating network to supply even more buildings with renewable heat</li> </ul>
<p><b>2008</b></p> <ul style="list-style-type: none"> <li>· Expansion of the solar power system on the Vitra Campus</li> <li>· Installation of a solar power system with an output of 120 kWp at the Neuenburg site</li> </ul>	<p><b>2011</b></p> <ul style="list-style-type: none"> <li>· Daylight-dependent lighting control at the Weil am Rhein site</li> </ul>	<p><b>2016</b></p> <ul style="list-style-type: none"> <li>· Electricity generated from 100% hydropower at the company headquarters in Birsfelden</li> </ul>	<p><b>2022</b></p> <ul style="list-style-type: none"> <li>· New solar installations on two buildings, solar power capacity increased by 18%</li> <li>· More than 80% of the electricity consumed by Vitra is from renewable energy sources</li> </ul>	
<p><b>2009</b></p> <ul style="list-style-type: none"> <li>· Installation of a geothermal heat pump for heating and cooling the VitraHaus</li> <li>· Conversion to a recirculating ventilation system in the foaming plant’s glue booth</li> <li>· 100% hydroelectric power at the Weil am Rhein and Neuenburg sites</li> </ul>	<p><b>2012</b></p> <ul style="list-style-type: none"> <li>· New building in Weil am Rhein equipped with a photovoltaic system (output: 436 kWp)</li> <li>· LED technology adopted for outdoor lighting</li> <li>· Installation of a photovoltaic system at company headquarters in Birsfelden (output: 376 kWp)</li> <li>· Energy-efficient modernisation in connection with expansion of foaming plant</li> </ul>	<p><b>2018</b></p> <ul style="list-style-type: none"> <li>· Installation of an EV charging station on the Vitra Campus</li> <li>· VitraHaus and an additional factory building converted to LED</li> <li>· New heating system and replacement of window facade on west face of one factory building for more efficient thermal insulation</li> </ul>	<p><b>2023</b></p> <ul style="list-style-type: none"> <li>· Thanks to connection to the Weil am Rhein district heating network, 22% of the Vitra Campus’s heating energy is CO<sub>2</sub>-neutral and comes from renewable energy sources</li> </ul>	



**DGNB**

Deutsche Gesellschaft für Nachhaltiges Bauen  
German Sustainable Building Council

# Energy data

The following table presents Vitra's direct (Scope 1) and indirect (Scope 2) energy usage across the covered production sites and fleet operations. The heat supply for these sites is to be converted into renewable or regenerative sources wherever feasible. The district heating network at the main Vitra Campus production site was extended in 2024, making it possible to eliminate heating oil as a source of heating. As a result of the ongoing conversion of the fleet to electric models, the fuel figures show a decrease in fossil fuel consumption and an increase in electricity. The Finnish production facility was converted to green electricity in 2024, meaning that all production facilities included in Scope 2 are now supplied with renewable electricity. Photovoltaic capacities are also being continuously expanded, which explains the rising figures for self-generated and self-consumed electricity.

		2022			2023			2024		
		Quantity	Unit	CO <sub>2</sub> e(t)	Quantity	Unit	CO <sub>2</sub> e(t)	Quantity	Unit	CO <sub>2</sub> e(t)
● Heating	Natural gas and biomethane*	359,482.00	m <sup>3</sup>	728.99	330,483.00	m <sup>3</sup>	660.35	312,228.53	m <sup>3</sup>	537.38
	Heating oil	179,121.00	L	478.50	11,825.00	L	31.62	0.00	L	0.00
	Wood pellets and wood waste from in-house production	505.37	t	16.10	368.39	t	10.63	352.40	t	10.12
	District heating	0.00	kWh	0.00	587,844.00	kWh	0.00	794,132.00	kWh	0.00
● Fuel consumption	Petrol	46,071.72	L	107.79	55,980.00	L	117.42	53,663.00	L	112.56
	Diesel	269,679.14	L	729.63	206,215.80	L	518.03	165,521.00	L	415.80
	Power	12,000.00	kWh	5.14	69,335.00	kWh	29.68	216,953.00	kWh	84.18
● Power	Conventional electricity	1,495,123.00	kWh	98.68	1,120,856.00	kWh	73.98	0.00	kWh	0.00
	Green electricity	6,265,131.00	kWh	0.00	5,655,553.00	kWh	0.00	6,173,548.00	kWh	0.00
	Self-generated electricity	511,310.00	kWh	0.00	521,787.00	kWh	0.00	604,450.00	kWh	0.00
	Amount of self-consumption	n/a	/	/	53,465.00	kWh	0.00	185,017.00	kWh	0.00

\*Biomethane: natural gas containing 10 percent biogas.

# Waste management

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

Figures in tonnes	2019	2020	2021	2022	2023	2024
Scrap metal	73.88	43.44	46.27	65.84	61.30	117.15 (116.33)
Other waste	/	/	17.07	12.29	22.32	19.53
Hazardous waste	/	/	30.35	33.04	33.88	19.71 (19.70)
Mixed waste	/	/	/	/	/	124.8 (0)
Hollow glassware	7.5	2.7	2.34	8.99	7.25	5.83
Wood waste	402.96	362.59	479.10	312.94	283.22	239.84
Lightweight packaging/plastic	102.72	73.58	118.32	189.44	152.28	160.07 (147.23)
Paper and cardboard	361.01	287.50	390.73	378.85	367.16	446.12 (330.71)
Residual waste	150.86	127.04	172.26	158.23	76.37	142.42
Bulky waste	/	/	/	7.49	/	/
Polystyrene	0.38	0.42	1.03	/	/	/
Textiles	/	/	144.57	131.79	130.38	121.86

Due to the inclusion of an additional site, the values in the categories 'Scrap metal', 'Other waste', 'Hazardous waste', 'Mixed waste', 'Light packaging/plastics' and 'Paper and cardboard' have increased. To ensure comparability with previous years, the values in brackets represent the results without this location. 'Other waste' refers to materials that are insignificant in terms of quantity, such as construction debris, biowaste/green waste, used batteries (rechargeable/with heavy metals), electronic waste, empty toner cartridges, cooking oils, etc. The category of 'mixed waste', on the other hand, includes things like wood waste, plastic parts, glass or component waste. Mixed waste is only generated at the production site in Japan and over 50% can be recycled. Leather waste is not listed as it is used for our own small leather accessories or sold to third parties for further processing.

# Water management

On the Vitra Campus, water for the irrigation of green spaces is extracted from groundwater reservoirs replenished by seeping rainwater. Industrial units requiring process water have not been in use at Vitra since 2018. Areas of the site are fitted with infiltration channels to relieve the burden on the wastewater treatment plant. At all other locations, water is primarily used as drinking water and for sanitary facilities during office hours. The total fresh water consumption in 2024 has declined by 20 percent compared to 2023.

## 2009

Construction of a rainwater seepage system for roughly 50,000 m<sup>2</sup> of sealed surface to reduce the burden on the wastewater treatment plant and to channel rainwater into a groundwater reservoir

## 2018

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

## 2019

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



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

Country	Purpose / Use	2021	2022	2023	2024
Germany	Drinking water and sanitary facilities (total water consumption incl. irrigation of green spaces)	10,446	8,480	9,528	7,865 (16,376)
Switzerland	Drinking water and sanitary facilities, irrigation of green spaces	n/a	2,309	2,768	2,145
Hungary	Drinking water and sanitary facilities, irrigation of green spaces	n/a	1,668	1,576	1,350
Finland	Drinking water and sanitary facilities, irrigation of green spaces	n/a	999	1,124	655.8
TOTAL		10,446	13,456.00	14,996.00	12,016.50

Consumption in m<sup>3</sup>

# Biodiversity

## Promotion of biodiversity at our own production sites

Vitra advocates a lasting ecological and responsible use of land. At the headquarters and on the Vitra Campus, paved roads and building footprints are therefore counterbalanced by unsealed surfaces and plantings. A master plan was drawn up with the landscape architect Bas Smets to examine how to revegetate the unused sealed surfaces on the Vitra Campus. In 2023 a test area was planted using the Miyawaki method to determine whether the dense, small forests, which grow eight times as fast as classic mixed woodlands, are suitable for the Vitra Campus. If the results are positive, parts of the site will be renaturalised over the coming years in accordance with the master plan. This will promote rainwater drainage, provide a cooling effect during the hot summer months, reduce dust and decrease noise – and the plants and trees of Miyawaki forests absorb up to 30 times more carbon dioxide than a monoculture planting.

## Minimising biodiversity risks in corporate activities

The direct drivers of biodiversity loss were examined as part of the double materiality assessment. Vitra uses water-intensive materials such as leather, which is purchased from long-standing suppliers in northern Italy. Conventionally tanned leather harbours a risk of biodiversity loss, as chrome tanning can lead to heavy metal pollution in the water. Vitra is currently in the process of switching to olive leaf tanned leather, which minimises the use of chemicals.

53%

Proportion of olive leaf tanned leather in total leather used

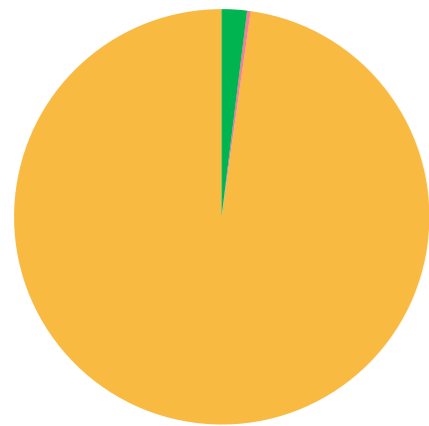


On the Vitra Campus, the areas dedicated to biodiversity are being continuously expanded.

<p><b>2009</b></p> <ul style="list-style-type: none"> <li>· One hundred cherry trees and one hundred maple trees are newly planted on the Vitra Campus</li> </ul>	<p><b>2018</b></p> <ul style="list-style-type: none"> <li>· Meadows with wildflowers are planted at the Birsfelden headquarters to enhance biodiversity</li> </ul>	<p><b>2022</b></p> <ul style="list-style-type: none"> <li>· Percentage of green spaces on the Vitra Campus increased to 35%</li> </ul>	<p><b>2024</b></p> <ul style="list-style-type: none"> <li>· 10 nesting boxes hung in the trees on the Vitra Campus</li> <li>· KPIs defined for measuring biodiversity             <ul style="list-style-type: none"> <li>– Proportion of biodiverse and green areas at our own production sites</li> <li>– Number of different plant species on the Vitra Campus</li> <li>– Proportion of olive leaf tanned leather in total leather used</li> </ul> </li> </ul>
<p><b>2014</b></p> <ul style="list-style-type: none"> <li>· 980 m of hornbeam hedge added along the Álvaro Siza Promenade and new layout of car park</li> </ul>	<p><b>2019</b></p> <ul style="list-style-type: none"> <li>· Cherry trees are transplanted, instead of being chopped down, to make space for a new garden</li> </ul>	<p><b>2023</b></p> <ul style="list-style-type: none"> <li>· Proportion of green spaces at the headquarters in Birsfelden increased by the addition of a small park with native plants and trees</li> <li>· The creation of a flower meadow and the initial planting of a Miyawaki forest means a continued increase of plant diversity on the Vitra Campus. As a result, the proportion of biodiverse areas in the campus's green spaces has risen from 4.5% to 16.3%</li> </ul>	
<p><b>2016</b></p> <ul style="list-style-type: none"> <li>· Reduction of concrete surfaces as part of the new greening concept for the opening of the Vitra Schauderpot</li> </ul>	<p><b>2020</b></p> <ul style="list-style-type: none"> <li>· The publicly accessible Oudolf Garten is laid out with some 30,000 plants and more than 275 different species over an area of 4,000 square metres</li> <li>· 3 beehives are installed</li> </ul>		

# Emissions in accordance with the Greenhouse Gas Protocol

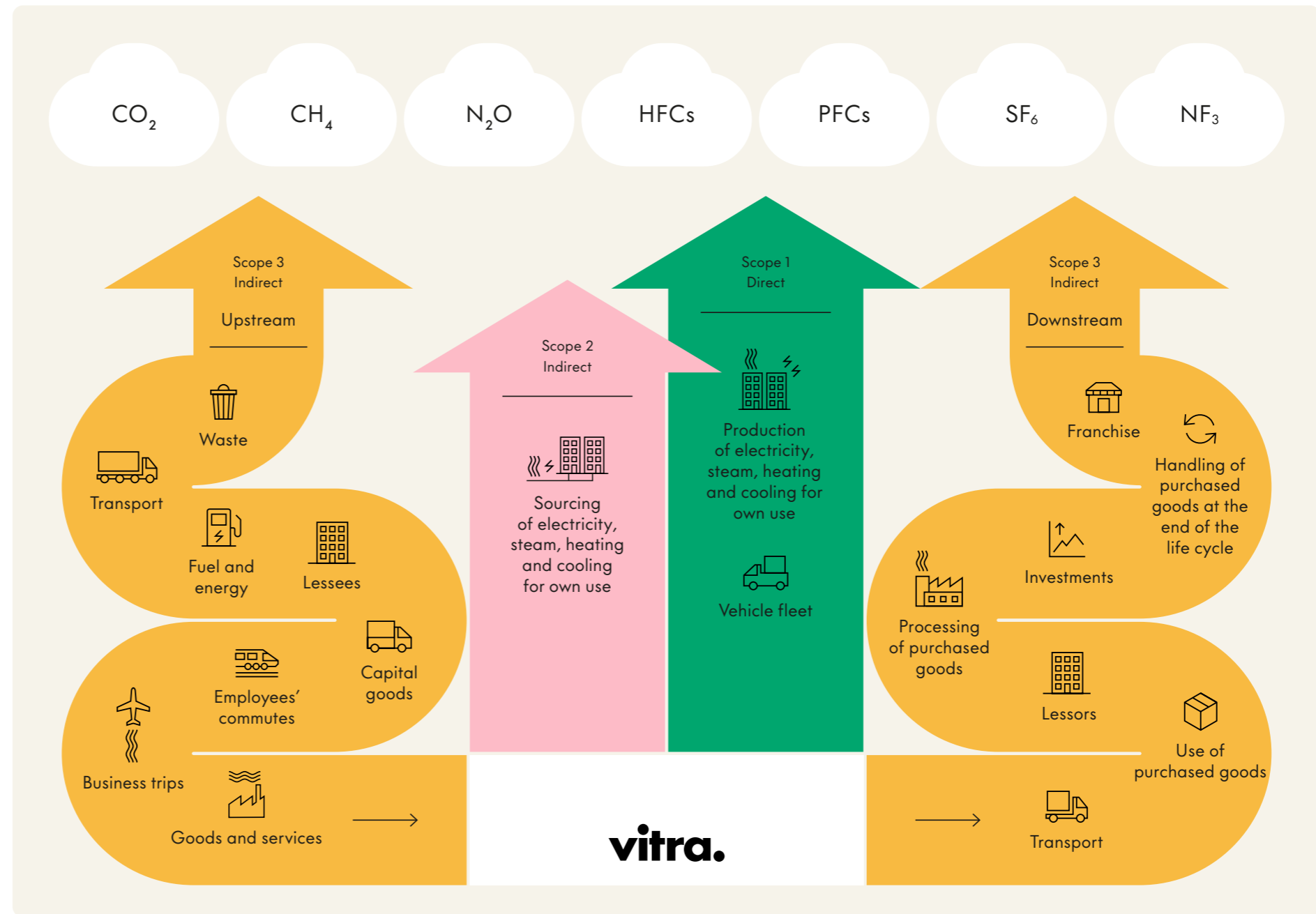
In order to measure Vitra's impact on the environment, the CO<sub>2</sub> footprint is calculated on the basis of the Greenhouse Gas Protocol. The data shows the values for Scope 1, 2 and 3 – thus documenting the emissions of the entire value chain.



## Greenhouse Gas Protocol

● Scope 1	2.20%
● Scope 2	0.15%
● Scope 3	97.65%

Vitra's carbon footprint covers the headquarters in Birsfelden (Switzerland), the production sites in Weil am Rhein and Neuenburg (Germany), Szombathely (Hungary) and Turku (Finland). Our production facility in Sugito (Japan) is located in a large rented building that we share with other tenants. Due to this rental structure, we only have very limited opportunities to influence the choice of energy sources. For this reason, the emissions and energy consumption caused by these external factors are recorded as Scope 3 emissions in our report. In addition to documenting locations where Vitra has a showroom, warehouse or office, for example, this enables us to provide a more transparent and comprehensive representation of our overall environmental impact, while underlining our ongoing efforts to account for indirect emissions.



# Emissions data

	2022 (t CO <sub>2</sub> e)	2023 (t CO <sub>2</sub> e)	2024 (t CO <sub>2</sub> e)	Difference compared to previous year (%)	Comment / Reason
<b>Scope 1</b>	<b>2,100.24</b>	<b>1,529.22</b>	<b>1,223.16</b>	<b>- 20%</b>	
+ Stationary combustion	1,208.99	702.41	626.22	- 11%	Reduction in gas and oil consumption by connecting the Vitra Campus to Stadtwerke Weil am Rhein's district heating network
+ Mobile combustion	842.55	635.44	528.36	- 17%	Reducing overall fossil fuel consumption by gradually switching to e-mobility. 34.3% of company cars are electric or hybrid vehicles.
+ Fugitive emissions	48.70	191.37	68.59	- 64%	Irregular fluctuations in emissions due to varying maintenance intervals for equipment requiring refrigerating.
<b>Scope 2</b>	<b>98.68</b>	<b>103.65</b>	<b>84.18</b>	<b>- 19%</b>	
+ Electricity consumption and district heating	98.68	103.65	84.18	- 19%	Reduction in overall electricity consumption thanks to company-wide energy-saving measures. Expansion of solar installations on the roofs of two buildings, covering part of the company's own electricity requirements. The surplus electricity is fed into the local grid. Plus there is the new category of district heating: a large proportion of the heating requirements of the main production site (Vitra Campus) is covered by this climate-neutral energy source.
<b>Scope 3</b>	<b>108,537.07</b>	<b>65,763.25</b>	<b>54,332.38</b>	<b>- 17%</b>	
+ Purchased goods and services	84,177.12	48,273.13	36,368.67	- 25%	Converting various products and components to plastics made from recycled materials has reduced the amount of primary plastics purchased. Increased use of recycled aluminium in the production of aluminium components. Introduction of textiles derived from recycled material (polyester) and textiles made from natural fibres have also led to a drop in the quantity of synthetically produced textiles procured.
+ Capital goods	2,550.74	1,090.41	869.08	- 20%	Investments are made when they make economic sense. As a result, capital expenditure can fluctuate over a number of years. After years with high levels of investment, slightly fewer investments were made in the 2024 financial year – and greater precision in data collection has enabled a more targeted identification of emission factors.
+ Upstream energy-related emissions	772.38	423.67	351.32	- 17%	Upstream energy-related emissions, depending on changes in Scope 1 and 2.
+ Transport and distribution (upstream)	12,165.30	8,426.02	9,681.61	+ 15%	Upstream transports include inbound and outbound transports paid for by Vitra. Inbound transports primarily in Europe, as 97% of suppliers are located within Europe. Outbound also concentrated in Europe. Avoidance of air freight. Slight increase in emissions due to the diversity of transport modes.
+ Waste generation	565.68	578.37	520.15	- 10%	Inclusion of an additional location in the waste inventory. Overall slight decrease in total volume of waste generation. Better recovery of materials through expansion of waste management.
+ Employees' business trips	581.08	724.44	420.90	- 42%	Lower travel volume compared to the previous year. Short-haul flights are prohibited by the company's travel policy, with the goal of switching to lower-emission transport services whenever possible.
+ Employees' commutes	1,658.84	1,259.07	1,326.71	+ 5%	Figures are based on information collected from an employee survey. Slight fluctuations are within the normal range. Subsidies for the use of public transport and carpooling initiatives.
+ Leased tangible assets	1,604.95	718.22	1,314.08	+ 83%	Change in value attributable to a more comprehensive and improved data basis as well as a larger number of leased tangible assets compared to the previous year.
+ Transport and distribution (downstream)	4,460.98	900.41	1,323.74	+ 47%	Downstream transports include worldwide ex-works shipments paid for by the Vitra customer. The Vitra customer is responsible for deciding on the means and mode of transport.
+ Disposal of sold products	not recorded	3,369.50	2,156.13	- 36%	Increasing activity in the area of product take-back and reuse through the Vitra Circle Store and Vitra Circle for Contract initiatives.
<b>TOTAL</b>	<b>110,735.98</b>	<b>67,396.12</b>	<b>55,639.72</b>	<b>- 17%</b>	

Variations in the overall carbon footprint compared to last year's report are due to the adjustment of emission factors to this year's values, ensuring improved consistency and comparability.



# Additions to the report

This annually issued report features key topics relating to Vitra's understanding of sustainability. The present issue concerns 2024 and was published in April 2025.

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

The Bundesdeutscher Arbeitskreis für Umweltbewusstes Management (German Environmental Management Association), or BAUM for short, is a leading network for sustainable management that supports companies in assuming ecological and social responsibility. With around 860 members, BAUM promotes the exchange of knowledge and experience in order to develop and implement sustainable strategies. Vitra is proud to be part of this initiative and to actively contribute to the promotion of a sustainable future alongside the other members.

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

Vitra is represented worldwide. Your local Vitra can be found at [www.vitra.com/dealers](http://www.vitra.com/dealers).

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