



Appendix to Annual Report 2025

Aspect	KPI	Unit	Target	2025	2024	2023	2021 baseline
Environment / emissions and energy	Scope 1 & 2 GHG emissions	tCO ₂ e	-50% of baseline by 2030	49831	63700	73064	104426
Environment / emissions and energy	Scope 3 GHG emissions	tCO ₂ e	-20% of baseline by 2028	344542	368889	446053	454737
Environment / emissions and energy	Scope 3 GHG emissions intensity	tCO ₂ e/t sold	-97% of baseline by 2050	7.08	6.76	6.31	7.74
Environment / emissions and energy	Energy intensity	MWh/t produced	-2% year on year	5.74	5.64	5.49	n/a
Environment / emissions and energy	Renewable electricity	%	100% by 2024, until 2030	100	100	61	n/a
Environment / emissions and energy, Sustainable procurement / environment	Supplier engagement with SBTi	%	63% by 2028	39	38	20	12
Environment / water	Total water consumption	thousand m ³	n/a	22	20	13	0
Environment / water	Water recycled	thousand m ³	n/a	2	0	0	0
Environment / materials, chemicals and waste	Waste diverted from landfill	%	100% by 2030	96	83	83	84
Environment / materials, chemicals and waste	Waste intensity	t waste/t produced	-2% year on year	0.26	0.24	0.227	n/a
Environment / materials, chemicals and waste, Environment / product end-of-life	Packaging recyclability	%	95% by 2030	89	90	90	91*
Environment / materials, chemicals and waste	Packaging recycled/renewable content	%	80% by 2030	77	75	75	72*
Environment / product end-of-life	Life Cycle Assessment coverage (by net sales)	%	100% by 2030	43	33.6	9.5	n/a
Environment / air pollution	Emissions to air (EtO)	kg	n/a	90	58	90	87
Environment / materials, chemicals and waste, Environment / customer health and safety	Substances of Very High Concern Removed	Number	n/a	1	1	0	n/a
Environment / customer health and safety	Annual published Field Safety Notices and Corrective Actions	Number	n/a	7	8	10	n/a
Labour and human rights / discrimination and harassment, career management and training	Gender balance people leaders	%	50%	47	48	47	n/a
Labour and human rights / discrimination and harassment, career management and training	ELT nationality diversity	Number	>5	7	5	5	n/a
Labour and human rights / working conditions	Employee engagement score	Score	4	3.9	3.9	3.9	n/a
Labour and human rights / working conditions	High risk own production sites covered by independent social audits	%	100%	100	100	50	n/a
Labour and human rights / career management and training	Internal moves due to development, manager and above	%	n/a	58	55	61	n/a
Labour and human rights / discrimination and harassment	DE&I score	Score	4	3.9	3.9	3.9	n/a
Labour and human rights / discrimination and harassment, career management and training	Unconscious bias training completion	%	80%	99	88	88	n/a
Labour and human rights / employee health and safety	Fatalities	Number	0	0	0	0	n/a
Labour and human rights / employee health and safety	Lost time injuries rate	ppm	<0.5 by 2030	2.6	2.1	2.1	2.1*
Labour and human rights / employee health and safety	Ill health cases	Number	<5 by 2030	14	24	20	24*
Labour and human rights / social dialogue	Employees covered by collective bargaining agreements	%	n/a	46	46	45	n/a
Ethics	Employees feel safe to report concerns	%	100% by 2025	71	70	67	75*
Ethics / corruption, Labour and human rights / career management and training	Ethics and compliance training, including anti-corruption completion	%	100% by 2025	99.6	99.5	98.7	98.3*
Ethics	Number of reports to Ethics Hotline	Number	n/a	78	58	55	n/a
Ethics / anti-money laundering	Number of reports to Ethics Hotline relating to money laundering	Number	n/a	0	0	0	n/a
Ethics / corruption	Legal actions related to corruption	Number	0	0	0	0	n/a
Ethics / responsible information management	HQ & Manufacturing sites with vulnerability assessment including IT risks	%	100%	100	100	0	n/a
Sustainable procurement / environmental practices, social practices	SMETA (Sedex Member Ethical Trade Audits)	Number	100% of suppliers exposed to high risks	64	40	0	n/a
Sustainable procurement / environmental practices, social practices	Percentage of targeted suppliers with third party audit	%	100%	96	81	0	n/a
Sustainable procurement / environmental practices, social practices	Percentage of targeted suppliers covered by sustainability risk pre-assessment	%(Number)	100%	100% (18793)	100% (17203)	100% (15805)	n/a

All figures correct as of 2025 Annual Reporting, in March 2026. Republished September 2026

* Figures identified with an asterisk (*) have 2022 as base year.

Figures are reported according to GRI standards, full GRI index available in Annual Report 2025