







# 2025 ESG performance



Selected Group KPIs*			Baseline	2025	Progression	
E		Scope 1 & 2 - absolute emissions (tCO <sub>2</sub> e)	154,078 (2019)	8,747	Baseline	2030 Objectives
					-94%	-80%
		Scope 3 - business travel (tCO <sub>2</sub> e per head)	1.26 (2019)	0.38	-70%	-55%
S		Learning hours per employee	41.9 (2019)	97.2	97.2	70h
		Women in our total workforce	33% (2019)	40.5%	40.5%	40%
		Women in executive leadership positions	16.8% (2019)	30.5%	30.5%	35%
G		Spend covered by suppliers that have committed to our ESG standards	40% (2023)	72%	72%	80%

\*KPIs presented here represent a subset of the KPIs defined in the ESG Policy published in 2025. The full set related to this policy is detailed in the press release