

2025 ESG performance



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