Nouryon

Your partner in essential solutions for a sustainable future

Version June 2025

Sustainability Report 2024 – Executive Summary

Nouryon is Contributing to a Sustainable Future

Our Commitment:
We partner with our customers, suppliers, and employees to deliver innovative solutions, drive progress, and create a safe and sustainable today and tomorrow for everyone.

CONTINUOUSLY IMPROVE
our safety and environmental performance

Key sustainable development goals:

GROW AND INNOVATE
to create sustainable solutions

Key sustainable development goals:

ENGAGE AND PARTNER
with employees, customers, suppliers, and society to drive sustainable progress

Key sustainable development goals:

Compliance and Ethics are the Foundation of Our Commitment

- SpeakUp! Hotline and Non-Retaliation Policy
- Code of Business Conduct & Ethics and Business Partner Code of Conduct
- Sustainable Procurement Policy
- Conflict-minerals risk assessment and due diligence
- Anti-Corruption Policy
- Modern slavery and forced labor risk assessment

Our memberships and partnerships

UN Global Compact · Responsible Care® Good Chemistry at Work · HÅLLBAR KEMI · ICOS CAPITAL · TOGETHER FOR SUSTAINABILITY

Our ratings

- EcoVadis Gold Rating
- CDP B score Climate Change

Continuously Improve our Safety and Environmental Performance

Sustainability is at the core of Nouryon's operations. We are focused on continually improving our safety performance and further reducing our environmental footprint for the benefit of our employees, contractors, customers, communities, and the environment. In 2022, Nouryon established a GHG emission reduction roadmap with tangible actions to achieve the Company's 2030 targets. Between 2019 and 2024, Nouryon decreased its total absolute Scopes 1 and 2 greenhouse gas (GHG) emissions by 19% and 35% of the Company's energy came from renewable sources such as hydro, wind, solar, biomass for power, and steam from waste biomass.

- **78% decrease in our process safety incident rate, compared to 2019**
- **2024 Responsible Care Company Award and 14 awards from the TCC**
- **35% of total energy consumption is based on renewable sources**
- **Top quartile people safety performance according to the ACC**
- **19% reduction in total absolute Scopes 1 and 2 greenhouse-gas emissions**
- **56% of total electricity consumption from renewable and low-carbon sources**

Our ambitions and targets

Safety ambition: Zero injuries and harm

- By the end of 2030, we have targeted reducing our absolute Scope 1 & 2 GHG emissions by **40%**, vs. a 2019 base year
- By the end of 2030, we have targeted reducing our total waste intensity by **10%**, and water consumption intensity by **10%**, vs. a 2019 base year[1]

- By 2050, we aspire to be a **net zero** organization

2030 — 2050

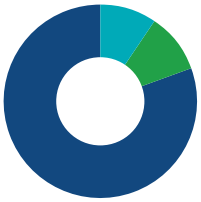
Progress towards our targets

In 2024, 28 of the 63 manufacturing sites operated by Nouryon used electricity from renewable or low carbon sources, comprising 56% of the total electricity we use globally. Notable elements contributing to this, and related 2024 highlights, include:

South America:

- All nine sites we operated in Brazil used electricity from renewable sources. Additionally, Nouryon's IMM sites in Brazil offer on-location sodium chlorate and/or chlorine dioxide production to our customers. By optimizing resource use, enhancing energy efficiency, and minimizing transportation, we have significantly reduced carbon emissions throughout our operations at these IMM sites. Our streamlined processes further contribute to lowering the carbon footprint, demonstrating our commitment to environmental stewardship. These efforts help us address the increasing demand for products with lower carbon impact.
- In 2024, Nouryon commenced operations at our new IMM site in Ribas do Rio Pardo, Mato Grosso do Sul, Brazil. Nouryon has operated our sustainable IMM in Brazil since 2005, currently running six such sites in the country.

Scope 1, 2, and 3 estimated emissions (2024)



Scope 1	9.5%
Scope 2	10.2%
Scope 3	80.3%

1 The base year selected for Scope 1 and Scope 2 emissions is 2019, as it the first year Nouryon reported Environmental Health and Safety metrics as an independent company.

Europe:

- All our sites in Belgium, Sweden and Finland use 100% electricity from renewable and/or low carbon sources.
- The following sites also operate using 100% electricity from renewable or low carbon sources: Cologne, Greiz, Leverkusen and Wurzen in Germany, Deventer, Herkenbosch and Rotterdam DME in the Netherlands.
- At the facility in Kvarntorp, Sweden, our partner Adven, a company that specializes in industrial energy transitions, operates a steam boiler that relies primarily on locally sourced residual products from the forestry industry, such as chipped branches and tops, to generate the heat required for our production processes. This steam boiler replaced liquefied petroleum gas with biofuel, resulting in a 50% decrease in Scope 1 emissions in 2024 compared to 2022, and an anticipated 90% eventual reduction in Scope 1 emissions at this site.
- Nouryon opened a new container depot at the Bohus site through Brödrene Hansen Container Service. The primary objectives of the new container depot are to reduce carbon dioxide (CO_2) emissions, effectively manage the fleet, and achieve cost savings.

North America:

- In 2023, we signed a 30-year PPA with Convergent Energy and Power to supply 2-megawatts of solar power to our manufacturing site in Morris, IL, US. The on-site solar field is expected to be operational at the end of 2025, subject to local permits and approvals.
- At the end of 2023, we signed a contract with NRG Energy, Inc., under the brand Direct Energy, to start receiving renewable electricity at three of our four sites in Texas, US, in January 2025.

Asia:

- 100% of our electricity consumption in Ningbo and Jiaxing sites in China, has originated from renewable sources since 2023.
- Our Guangzhou site, China, runs on 100% electricity from renewable energy and operates an on-site solar field.
- In 2024, our Ningbo site was honored as one of the China Top 100 Green Electricity Consumption Companies.
- In 2024, we signed a Solar Power Purchase Agreement (PPA) with EDP Renewables APAC (EDPR) in Singapore. The 14-year agreement aims to power Nouryon's sites with solar energy. This initiative marks an important step in increasing renewable energy usage and reducing Scope 2 carbon emissions.

Grow and Innovate to Create Sustainable Solutions

As a leading global provider of sustainable solutions, we are dedicated to helping our customers achieve their sustainability goals and to growing in our attractive end-markets. These are areas in which we have a privileged position, and we pursue them by investing resources.

- 35% of Revenue from Eco-Premium Solutions[2]
- New products with sustainability benefits introduced
- 74% of our R&D product pipeline focused on solutions with sustainability benefits[3]
- 13 strategically located Innovation and Application Centers
- ISCC PLUS certification for MCA production at our Delfzijl site, the Netherlands
- Megatrends drive Growth for our Sustainable Solutions

Eco-Premium Solutions

Our Eco-Premium Solutions are products that offer significant sustainability benefits over mainstream alternatives in the market while providing the same or better functionality. The sustainability benefits of our Eco-Premium Solutions can include one or more of the following: lower toxicity, lower emissions and waste, lower energy use, improved energy efficiency, less land use, improved health effects, more efficient use of natural resources or raw materials, improved safety (during production, transport, handling). We classify a sustainability benefit underlying an Eco-Premium Solution as 'significant' when a particular benefit demonstrates at least a 10% lower impact on the specific criteria. We also ensure that a given solution does not have adverse effects on any of the other criteria. In 2024, 35% of our revenue came from the sale of Eco-Premium Solutions.

In 2024, we introduced innovative products with sustainability benefits, such as Expancel® BIO microspheres, Berol® Nexus surfactant, and Structure® Silk starch. Nouryon also achieved multiple International Sustainability and Carbon Certification standard (ISCC PLUS) certifications.

Eco-Solutions

To highlight the crucial sustainability value drivers within our end-markets, we have introduced a new metric for our product innovation pipeline, named Eco-Solutions[4]. These are product and product line innovations that we plan to introduce in the future based on success. They emphasize key sustainability drivers such as whether product innovations in our research and development (R&D) pipeline are bio-based or biodegradable, as these are vital components of product sustainability in our end-markets.

Product innovations are assessed by product safety and regulatory criteria. Solutions are not expected to be regulated in a way that restricts their intended application over the next five years. In addition, Eco-Solutions either:

- have a sustainable feedstock index greater than 50%[5]
- are biodegradable[6] or,
- bring a significant environmental footprint advancement[7]

If products meet more strict criteria, they may be considered circular[8].

2 Our Eco-Premium Solutions are products that offer significant sustainability benefits over mainstream alternatives in the market while providing the same or better functionality.
3 In 2024.
4 The scope of the Eco-Solutions metric includes all active New Product Introduction projects in stages 3 (creation), or 4 (scale-up), and excludes stages 1 (screening), 2 (feasibility), and 5 (launch and monitor).
5 The sustainable feedstock index is calculated based on the content of the final Nouryon product and is an assessment of what share of the product is derived from either biobased organic materials, abundant inorganic materials and/or recycled materials.
6 The biodegradability criteria apply to all intentionally added components in the product and are applied only for solutions that will be used in applications that have been assessed to be relevant, such as home and personal care applications.
7 Sustainability advancement is the improved environmental impact of the solution as compared with the incumbent solutions along with full life cycle. The improvement must be significant, meaning greater than 10% when comparing the Nouryon product's cradle-to-grave impacts vs. the incumbent solution.
8 The circularity criteria are that products must have a sustainable feedstock index of 100% and will be either biodegradeable or do not contain substances that inhibit the possibilities for recycling in their respective application.

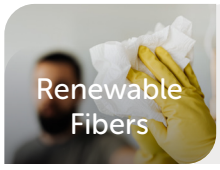
Product Carbon Footprints (PCFs) and Life Cycle Assessments (LCAs)

We provide LCAs for select products upon request from customers. Nouryon uses LCA's to assess and improve the environmental performance of our products in the value chain.

A product carbon footprint (PCF) is one of the many environmental impact categories resulting from the LCA. It sums the total greenhouse gas (GHG) emissions – CO_2, and other greenhouse gases (expressed as CO_2 equivalent) – generated by a product during its life cycle. PCFs provide our customers with valuable information for assessing GHG emissions and provide transparency regarding the GHGs associated with our products. In conducting an LCA, primary data is used for Nouryon's manufacturing activities, while secondary data is in general used for other activities.

We will continue to evaluate the PCFs of our products to satisfy customer and societal needs for reduced emissions as we aspire to be a Net Zero organization by 2050.

We are responding to continued growth in customer sustainability demands with our innovative solutions

	Customer sustainability drivers	How we are responding	% Eco-Premium Solutions	Innovation examples
 Home and Personal Care	• Biodegradable • Bio-based • Fossil-free • Lower carbon footprint	• **Innovations:** sustainable innovation pipeline focused on increasing share of biobased and biodegradability, resulting in new product launches • **Start-ups:** investing in emerging and sustainable technologies • **Product data:** responding to increasing customers demand lifecycle assessment (LCA) requests. Piloting LCAs, aligned with new "Together for Sustainability" standards[9] • **Acquisitions:** recent acquisitions expand our sustainable product offering • **Ratings:** EcoVadis Gold rating and CDP B Climate score	~32%	SolAmaze®
 Life Sciences	• Biodegradable • Lower carbon footprint • Bio-based			Agrilan®
 Polymer Specialties	• Circular strategies (using recycled or renewable materials)		~28%	Perkadox® PM Trigonox® 501
 Paints and Coatings	• VOC-free • Biocide free paint • Lower carbon footprint			Bermocoll® Flow
 Renewable Fibers	• Lower carbon footprint		~48%	Partnership with Renewcell on sustainable textile recycling
 Industrials	• VOC-free • Reduced environmental impact			Witbreak® NEO

9 Together for Sustainability is an industry consortium of chemical companies, with combined annual sales over €500 billion, focused on supply chain sustainability. In 2022, TfS launched new guidelines that will require more LCA reporting.

Engage and Partner with Employees, Customers, Suppliers, and Society to Drive Sustainable Progress

Nouryon actively engages and partners with our employees, customers and suppliers to drive progress. We empower our people to successfully deliver on our Company purpose and strategy through our Values: 'We aim high', 'We own it', and 'We do it right'. These form the backbone of our performance-driven culture.

- Expanded our Global Living Wage analysis to cover 97.3% of our employees
- 26% of mid-level managers and above are female in 2024[10]
- Member of Together for Sustainability (TfS)
- 74% of our supplier spend assessed for CSR risk using the EcoVadis Risk IQ tool[11]
- Global Mentoring Program
- Multiple engagement, volunteer, and sponsorship initiatives

Driving Sustainability with Our Suppliers

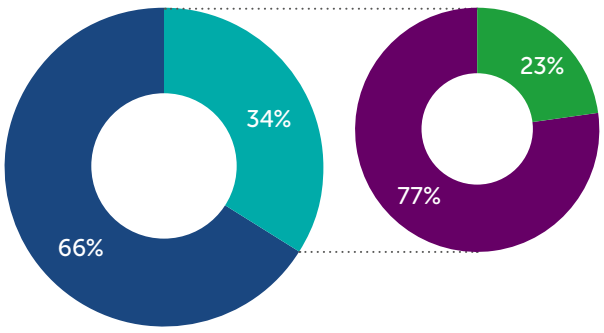
In 2024, Nouryon made considerable strides in enhancing the sustainability of our supply chain by assessing 93% of our suppliers for Corporate Social Responsibility (CSR) risks with the EcoVadis Risk IQ tool, while 74% of suppliers' CSR performances were measured using an EcoVadis score. Additionally, Nouryon is a member of TfS, a global coalition of 56 chemical companies dedicated to improving sustainability practices across the chemical industry. As part of TfS, Nouryon pledged to drive sustainability not only internally but also among suppliers, particularly in standardizing and refining Scope 3 GHG emissions calculations, which are a significant component of the industry's carbon footprint.

We are actively exploring lower-carbon raw materials to address high-emission areas in production processes, thereby effectively reducing the product carbon footprint and Nouryon's upstream Scope 3 emissions. This endeavor is an integral part of our ongoing Carbon Business Strategy, which also focuses on improving our Scope 3 carbon footprint. Nouryon is now certified under the International Sustainability and Carbon Certification standard ISCC PLUS for the production of green monochloroacetic acid (MCA) in the Netherlands, becoming the world's first producer of green MCA derived from sustainable sources. Green MCA presents a major step forward in reducing the product carbon footprint for Nouryon and our customers.

Supporting Responsible Palm Oil

Palm oil is a key bio-based feedstock in our operations. We support the industry benchmark for sustainable palm oil, represented by the Roundtable on Sustainable Palm Oil (RSPO), and have secured RSPO Mass Balance (MB) certification at five of our facilities.

23% of Organic Raw Materials are Made From Renewable Sources



- Inorganic raw materials (e.g. salt, minerals, clay)
- Organic raw materials
- Fossil-fuel derived (petrochemicals)
- Renewable, biobased

10 Mid-level managers are defined as the management paygrade below the first senior executive level. Source data, December 2023.
11 Based on policies, actions, results. For more information: https://ecovadis.com

Environment (1/2)[12, 13]

	Unit	2019	2020	2021	2022	2023	2024	Progress toward target[14]
Company Carbon Footprint								
Total absolute direct and indirect emissions market-based (Scopes 1 and 2)	K Metric Tons CO_2e	1,530	1,519	1,499	1,537	1.,327	1,238	-19%
Carbon intensity (Scopes 1 and 2 combined)	Kg CO_2e /Metric Ton of production	415	424	404	421	394	347	n/a
Direct absolute GHG emissions (Scope 1)[15]	K Metric Tons CO_2e	603	624	642	663	585	598	n/a
Direct GHG emissions (Scope 1) intensity	Kg CO_2e /Metric Ton of production	164	174	173	182	174	168	n/a
Indirect GHG emissions market-based (Scope 2)[16,17]	K Metric Tons CO_2e	927	895	857	874	742	640	n/a
Indirect GHG emissions market-based (Scope 2) intensity	Kg CO_2e /Metric Ton of production	251	250	231	239	220	179	n/a
Indirect GHG emissions location-based (Scope 2)[17]	K Metric Tons CO_2e	1,276	1,197	1,201	1,255	1,252	1,156	n/a
Calculated Scope 3 total absolute GHG emissions	K Metric Tons CO_2e						5,059	n/a
Total absolute GHG emissions (Scope 1, Scope 2 market-based, and Scope 3)	K Metric Tons CO_2e						6,297	n/a
Direct emissions, covered by emissions-limiting regulations	% of direct emissions	22%	24%	25%	26%	24%	24%	n/a
Biogenic CO_2 emissions	K Metric Tons CO_2e	1,347	1,561	1,604	1,723	1,643	2,204	n/a
Energy Management								
Total energy consumption[18]	Mln GJ	30.4	30.7	32.7	33.4	31.5	33.5	n/a
Total energy consumption intensity[18]	GJ/Metric Ton of production	8.24	8.59	8.81	9.15	9.35	9.38	n/a
Renewable energy consumed[19]	%	30%	38%	38%	34%	32%	35%	n/a
Renewable electricity consumed	%	36%	48%	49%	39%	42%	48%	n/a
Energy from grid electricity	%	61%	61%	60%	59%	61%	61%	n/a
Energy consumption from unbundled RECs[20]	MWh				40,311	59,554	835,988	n/a
Carbon offsets purchased[21]	Metric Tons CO_2e				200	127	-	n/a
Total self-generated electricity	Mln GJ	-	-	-	-	-	-	n/a
Air Quality								
NOx absolute emissions[22]	Metric Tons	1,080	1,066	1,154	1,159	983	1,079	n/a
NOx emission intensity	Kg/Metric Ton of production	0.29	0.30	0.31	0.32	0.29	0.30	n/a
SOx absolute emissions	Metric Tons	3,533	3,135	3,288	3,333	3,446	3,342	n/a
SOx emission intensity	Kg/Metric Ton of production	0.96	0.88	0.89	0.91	1,02	0.94	n/a
VOC absolute emissions	Metric Tons	669	1,172	1,938	1,792	1,853	1,717	n/a
VOC absolute emission intensity	Kg/Metric Ton of production	0.18	0.33	0.52	0.49	0.55	0.48	n/a
Hazardous air pollutants	Metric Tons			374	357	408	593	n/a
Hazardous air pollutants intensity	Kg/Metric Ton of production			0.10	0.10	0.12	0.17	n/a
Emission to Water – Chemical Oxygen Demand (COD)								
COD absolute emissions to surface water	Metric Tons	845	768	896	854	836	1,442	n/a
COD emission intensity to surface water	Kg/Metric Ton of production	0.23	0.21	0.24	0.23	0.25	0.40	n/a
COD absolute emissions to external wastewater treatment	Metric Tons	15,257	16,515	17,917	18,447	15,380	14,172	n/a
COD emission intensity to external wastewater treatment	Kg/Metric Ton of production	4.13	4.60	4.81	5.04	4.56	3.97	n/a

12 For all figures, minor corrections to historical data may be made to improve accuracy or based on methodology updates. Safety data from acquired Polish sites was included starting in 2024. In our internal reporting procedures, we recalculate base year data in cases where the change is material (5% or more).
13 All metrics are calculated according to our Reporting Principles 2024.
14 Percentage change 2019-2024.
15 Scopes 1 and 2 include process emissions from other GHG (CH_4, N_2O, and Hydrofluorocarbons) and their CO_2 equivalents.
16 Including RECs retired on our behalf for utility supplied renewable electricity and other contractual instruments from utilities and other partners.
17 Scope 2 market and location-based CO_2e emissions do not include emissions from CH_4 and N_2O where IEA national grid factors or AIB residual grid factors are applied, except for the US.
18 Energy consumption is expressed in mln GJ which is the sum of the actual consumed by the sites.
19 Renewable-energy data include renewable fuels such as biomass, purchased renewable steam, and renewable electricity from solar, wind, and hydropower.
20 RECs retired on our behalf for utility supplied renewable electricity and other contractual instruments from utilities and other partners.
21 Carbon offsets purchased to compensate for Scope 1 emissions in our carbon neutral sites. Offsets are not included in our emissions inventory (Scopes 1, 2, or 3). These offsets have been certified by the Verified Carbon Standard (VCS), administered by Verra, and retired. For more information, see www.verra.org. Offsets are applied to prior year emissions.
22 NOx values have been updated based on updated emission factors for all years back to 2019.

Environment (2/2)

	Unit	2019	2020	2021	2022	2023	2024	Progress toward target[23]
Water Management								
Absolute freshwater intake	1,000 m^3	134,868	147.270	161.652	153.407	151.543	157.192	n/a
Freshwater intake intensity	m^3/Metric Ton of production	36.5	41.1	43.4	41.9	44.9	44.0	n/a
Intake in regions with high water stress	%	2.3%	2.0%	1.6%	2.0%	2.0%	1.8%	n/a
Absolute freshwater consumption[24]	1,000 m^3	15,427	14,786	14,349	14,497	14,295	15,591	n/a
Freshwater consumption[24] intensity	m^3/Metric Ton of production	4.18	4.12	3.85	3.96	4.24	4.36	4%
Intake in regions with high water stress	%	19%	20%	18%	18%	21%	18%	n/a
Waste Management								
Total absolute waste	Metric Tons	62,587	59,449	63,243	68,959	56,393	56,986	n/a
Total waste intensity	Kg/Metric Ton of production	17.0	16.6	17.0	18.9	16.7	16.0	-6%
Absolute non-hazardous waste	Metric Tons	45,143	41,718	42,146	44,652	35,368	37,065	n/a
Non-hazardous waste intensity	Kg/Metric Ton of production	12.2	11.6	11.3	12.2	10.5	10.4	n/a
Absolute hazardous waste	Metric Tons	17,444	17,731	21,097	24,306	21,025	19,921	n/a
Absolute hazardous waste to landfill	Metric Tons	417	465	268	548	193	350	n/a
Hazardous waste reused	%	24%	28%	33%	24%	26%	24%	n/a
Production								
Nouryon	K Metric Tons	3,691	3,587	3,725	3,658	3,375	3,573	n/a
Sustainable Sourcing								
Suppliers screened using Risk IQ[25]	% of spend			96%	94%	90%	93%	n/a
Suppliers measured on EcoVadis performance[26]	% of spend			50%	60%	66%	74%	n/a
Suppliers acknowledging our Business Partner Code of Conduct[27]	% of spend			98%	99.7%	99.8%	99.2%	n/a
Biobased raw materials (portion of organic materials)	% mass of organic raw materials	20%	21%	22%	22%	20%	23%	n/a
Management Systems[28]			Per April, 2021	Per February 28, 2022	Per March 23, 2023	Per December 31, 2023	Per December 31, 2024	
Manufacturing sites with ISO-14001/RC-14001 certifications	%		77%	84%	98%	95%	94%	n/a
Manufacturing sites with ISO-9001 certifications	%			88%	88%	82%	83%	n/a

23 Total freshwater consumption (excluding once through cooling-water intake).
24 Percentage change 2019-2024.
25 In terms of all external spend (product, non-product, energy, logistics, etc.) The Risk IQ tool considers industry segment risk, country risk and EcoVadis scores from the complete EcoVadis database.
26 Based on policies, actions, results. For more information: https://ecovadis.com/.
27 Tracked by acceptance of a Nouryon purchase order or a signed Nouryon contract.
28 Our ISO certification percentage metric includes sites that have been in our portfolio for one year. This is to allow sufficient time required for activities reviewed by the certification process (e.g., pre-start up safety reviews, management reviews, production, and/or internal audits if relevant). Any exceptions will be identified.

Social

	Unit	2019	2020	2021	2022	2023	2024
Workforce Data[29]							
Global headcount Nouryon employees	#	10,389	9,730	7,771[30]	7,909	8,236	8,175
Female workforce	%	24%	23%	25%	25%	25%	25%
Female mid-level managers and above[31]	%	25%	24%	24%	23%	23%	26%
Employee turnover rate (voluntary and involuntary)	%	17%	14%	14%	15%	13%	12%
Employee Trainings[32]							
Employees who have completed Code of Conduct (incl Anticorruption) training	%					100%	98%
Employees who have completed Code of Conduct (incl Anticorruption) training	#					3,893	4,793
Employees undertaking Respectful Workplace training	%						98%
Employees undertaking Respectful Workplace training	#						4,905
Safety[33]							
Total Recordable Incident Rate – Nouryon Employees, temporary workers and contractors	Per 200,000 hours worked	0.26	0.23	0.17	0.30	0.25	0.29
Lost Time Incident Rate – Nouryon Employees, temporary workers and contractors	Per 200,000 hours worked	0.07	0.13	0.09	0.16	0.07	0.10
Management Systems			Per April 2021	Per February 28, 2022	Per March 23, 2023	Per December 31, 2023	Per December 31, 2024
Manufacturing sites with OHSAS-18001/RC-18001 and ISO45001 certifications	%		39%	39%	44%	37%	40%

29 Workforce data prior to 2021 includes Nobian employees (Nobian's separation from Nouryon occurred in 2021). 2021 workforce data excludes Nobian employees.
30 Headcount and similar metrics may differ slightly, depending on exact collection date, due to timing of reporting schedules, divestments, and acquisitions, as well as regular workforce fluctuations.
31 Mid-level managers are defined as the management paygrade below the first senior executive level. Source data, December 2024.
32 Assigned employees include office based employees and site management.
33 Safety data from acquired Polish sites was included starting in 2024. See our Reporting Principles 2024 for additional explanation.

Governance

	Unit	2019	2020	2021	2022	2023	2024
Board		Per December 31, 2019	Per December 31, 2020	Per December 31, 2021	Per December 31, 2022	Per December 31, 2023	Per December 31, 2024
Directors	#	9	10	11	11	12	12
Average director tenure (years)	#	1	2	2	3	4	4
Independent directors	#	8	9	10	10	11	11
Independent directors	%	89%	90%	91%	91%	92%	92%
Board Diversity		Per December 31, 2019	Per December 31, 2020	Per December 31, 2021			
Women on the Board	#	0	1	3	3	3	3
Women on the Board	%	-	10%	27%	27%	25%	25%
Board members of racial/ethnic minority	#	0	0	1	1	1	1
Board members of racial/ethnic minority	%	-	-	9%	9%	8%	8%
Board diversity	%	-	10%	36%	36%	33%	33%
Board Coverage of Sustainability-related Issues							
Frequency of Board updates on sustainability-related issues		Quarterly	Quarterly	Quarterly	Quarterly	Quarterly	Quarterly
Board oversight of climate strategy	Y/N	Y	Y	Y	Y	Y	Y
Policies and Statements							
Anti-corruption, anti-bribery	Y/N	Y	Y	Y	Y	Y	Y
Animal Testing Policy	Y/N	N	N	Y	Y	Y	Y
Business Partner Code of Conduct, including suppliers	Y/N	Y	Y	Y	Y	Y	Y
Code of Conduct, anti-discrimination, anti-harassment	Y/N	Y	Y	Y	Y	Y	Y
Conflict Minerals Statement and Policy	Y/N	Y	Y	Y	Y	Y	Y
Health, Safety, Environment and Security, including product stewardship	Y/N	N	N	N	Y	Y	Y
Palm Oil Statement	Y/N	N	N	Y	Y	Y	Y
Sensitive Country Policy	Y/N	Y	Y	Y	Y	Y	Y
SpeakUp! and Non-Retaliation Policy	Y/N	Y	Y	Y	Y	Y	Y
Sponsorship and Charity Policy	Y/N	Y	Y	Y	Y	Y	Y
Sustainability Policy	Y/N	N	N	N	N	N	Y
Sustainable Procurement Policy	Y/N	N	N	N	N	Y	Y
Sustainable Procurement Supplier Engagement Policy	Y/N	N	N	N	N	N	Y
Board members that the Code of Conduct/Anti-corruption policies have been communicated to[34]	%						100%
Board members that the Code of Conduct/Anti-corruption policies have been communicated to[34]	#						12

34 GRI 205-2 aligned: 3 Board members in Europe, 9 board Members in the United States.