



## GRI content index Sustainability Report 2024

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<b>GRI 2: General Disclosures 2021</b>				
<b>1. The organization and its reporting practices</b>				
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2-2	Entities included in the organization's sustainability reporting	About this report: Reporting approach	98 - 99	
2-3	Reporting period, frequency and contact point	About this report: Reporting approach Colophon: Contact	98 - 99 106	
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<b>3. Governance</b>				
2-9	Governance structure and composition	Corporate & ESG governance: Legal structure and leadership Corporate & ESG governance: Sustainability governance	23 - 24 25	
2-10	Nomination and selection of the highest governance body	Corporate & ESG governance: Legal structure and leadership Corporate & ESG governance: Sustainability governance	23 - 24 25	
2-11	Chair of the highest governance body	Corporate & ESG governance: Legal structure and leadership Corporate & ESG governance: Sustainability governance	23 - 24 25	



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2-15	Conflicts of interest	Own workforce: Our strategy Our impact on our stakeholders	62 34	
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2-17	Collective knowledge of the highest governance body	Corporate & ESG governance: Sustainability governance	25	
2-18	Evaluation of the performance of the highest governance body	Corporate & ESG governance: Sustainability governance <a href="#">Report to Bondholders 2024</a>	25	
2-19	Remuneration policies	Corporate & ESG governance: Legal structure and leadership <a href="#">Report to Bondholders 2024</a>	23 - 24	
2-20	Process to determine remuneration	Corporate & ESG governance: Legal structure and leadership <a href="#">Report to Bondholders 2024</a>	25	
2-21	Annual total compensation ratio		N/A	Our reporting is in line with the Dutch Corporate Governance Code. As this code supersedes the voluntary GRI Framework, we do not report on a ratio based on the median of the annual total compensation for all employees'.



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2-25	Processes to remediate negative impacts	Who we are: Value Creation Model Own workforce Corporate & ESG governance: Sustainability governance About this report: Stakeholder engagement	14 62 - 74 25 100	
2-26	Mechanisms for seeking advice and raising concerns	Own workforce: Our strategy	62	
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2-29	Approach to stakeholder engagement	Our impact on our stakeholders About this report: Stakeholder engagement	34 100	
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<b>Material topics</b>				
<b>GRI 3: Material topics</b>				
3-1	Process to determine material topics	Basis for preparation: Double materiality assessment	33 - 36	
3-2	List of material topics	Basis for preparation: Double materiality assessment	33 - 36	
<b>Material topic 1: Product safety and compliance</b>				
3-3	Management of material topics	Who we are: Our role in society Who we are: Value Creation Model Consumers and end users Corporate & ESG governance: Risk Management Corporate & ESG governance: Sustainability governance Basis for preparation: Double materiality assessment About this report: Stakeholder engagement	9 - 15 14 75 - 79 21 26 -29 33 - 36 100	
GRI 416-01 Customer health and safety 2016	Assessments of health and safety impacts of products and service categories	Consumers and end users Basis for preparation: Double materiality assessment	75 - 79 33 - 36	
GRI 416-02 Customer health and safety 2016	Incidents of non- compliance considering the health and safety impacts of products and services	Consumers and end users Basis for preparation: Double materiality assessment	75 - 79 33 - 36	



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<b>Material topic 2: Workplace safety and well-being</b>				
3-3	Management of material topics	Who we are: Our role in society Who we are: Value Creation Model Own workforce Corporate & ESG governance: Risk Management Corporate & ESG governance: Sustainability governance Basis for preparation: Double materiality assessment About this report: Stakeholder engagement	9 - 15 14 62 - 74 26 - 29 25 33 - 36 100	
GRI 403 -09 Occupational Health and Safety 2018	Work related injuries	Own workforce: Building a zero-harm safety culture	64 - 66	
Own indicator	Total Recordable Accident Rate	Own workforce: Building a zero-harm safety culture Basis for preparation: Double materiality assessment	64 - 66 33 - 36	
<b>Material topic 3: Product quality</b>				
3-3	Management of material topics	Who we are: Our role in society: Who we are: Value Creation Model Consumers and end users Corporate & ESG governance: Risk Management Corporate & ESG governance: Sustainability governance Basis for preparation: Double materiality assessment About this report: Stakeholder engagement	9 - 15 14 75 - 79 26 - 29 25 33 - 36 84	
Own indicator	Plants with a top-rated quality management system	Consumers and end users Basis for preparation: Double materiality assessment	75 - 79 33 - 36	



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<b>Material topic 4: GHG emissions</b>				
3-3	Management of material topics	Who we are: Our role in society Who we are: Value Creation Model Resource use and circular economy Corporate & ESG governance: Risk management Corporate & ESG governance: Sustainability governance Basis for preparation: Double materiality assessment About this report: Stakeholder engagement	9 - 15 14 49 - 57 26 - 29 25 33 - 36 100	
GRI 305 -01 Energy 2016	Direct (Scope 1) GHG emissions	Resource use and circular economy Basis for preparation: Double materiality assessment	49 - 57 33 - 36	
GRI 305 -02 Energy 2016	Energy indirect (Scope 2) GHG emissions	Resource use and circular economy Basis for preparation: Double materiality assessment	49 - 57 33 - 36	
GRI 305 -03 Energy 2016	Other indirect (Scope 3) GHG emissions	Climate change Basis for preparation: Double materiality assessment	38 - 48 33 - 36	
GRI 305 -04 Energy 2016	Reduction of GHG emissions	Resource use and circular economy Basis for preparation: Double materiality assessment	49 - 57 33 - 36	
<b>Material topic 5: Product ecodesign</b>				
3-3	Management of material topics	Who we are: Our role in society Who we are: Value Creation Model Consumers and end users Corporate & ESG governance: Risk management Corporate & ESG governance: Sustainability governance Basis for preparation: Double materiality assessment About this report: Stakeholder engagement	9 - 15 14 75 - 79 26 - 29 25 33 - 36 100	
Own indicator	Percentage of all new product developments that meet our ecodesign standard	Consumers and end users Basis for preparation: Double materiality assessment	75 - 79 33 - 36	
Own indicator	Percentage of sales revenue from ecodesigned products	Consumers and end users Basis for preparation: Double materiality assessment	75 - 79 33 - 36	



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<b>Material topic 6: Leadership and functional capabilities development</b>				
3-3	Management of material topics	Who we are: Our role in society Who we are: Value Creation Model Shaping the future through inspiring thought leadership Corporate & ESG governance: Sustainability governance Basis for preparation: Double materiality assessment About this report: Stakeholder engagement	9 - 15 14 95 - 97 25 33 - 36 10	
Own indicator	Percentage of workforce who receive regular performance and career development reviews	Shaping the future through inspiring thought leadership Basis for preparation: Double materiality assessment	95 - 97 33 - 36	