GRI content index Sustainability Report 2023

Standard	Disclosure	Relevant section	Page # in report	Omission
GRI 2: Gener	ral Disclosures 2021			
1. The organi	ization and its reporting practices			
2-1	Organizational details	Who we are Corporate governance: Legal structure and leadership	4 - 5 69	
2-2	Entities included in the organization's sustainability reporting	About this report: Reporting approach and criteria	79	
2-3	Reporting period, frequency and contact point	About this report: Reporting approach and criteria Colophon: Contact	79 89	
2-4	Restatements of information	Materiality	80 - 83	
2-5	External assurance	About this report; Reporting approach and criteria Independent assurance statement	79	
2. Activities 2-6	and workers Activities, value chain and other business relationships	Who we are Our role in society	4 - 5 7 - 8	
2-7	Employees	Safe, engaged and responsible workforce	45 - 59	
2-8	Workers who are not employees		N/A	Data currently unavailable
3. Governand	ce			
2-9	Governance structure and composition	Corporate governance: Legal structure and leadership Sustainability governance	69 77	
2-10	Nomination and selection of the highest governance body	Corporate governance: Legal structure and leadership Sustainability governance	69 77	
2-11	Chair of the highest governance body	Corporate governance: Legal structure and leadership Sustainability governance	69 77	

1

Standard	Disclosure	Relevant section	Page # in report	Omission
2-12	Role of the highest governance body in overseeing the management of impacts	Corporate governance: Legal structure and leadership Sustainability governance	69 77	
2-13	Delegation of responsibility for managing impacts	Sustainability governance	77	
2-14	Role of the highest governance body in sustainability reporting	Sustainability governance About this report: Materiality About this report: Stakeholder engagement	77 80 - 83 84	
2-15	Conflicts of interest	Safe, engaged and responsible workforce: Reinforcing our ethical responsibility Stakeholder engagement	58 - 59 60 -67	
2-16	Communication of critical concerns	Safe, engaged and responsible workforce: Reinforcing our ethical responsibility Stakeholder engagement	58 - 59 60 - 67	
2-17	Collective knowledge of the highest governance body	Sustainability governance	77	
2-18	Evaluation of the performance of the highest governance body	Sustainability governance Report to Bondholders 2023	77	
2-19	Remuneration policies	Corporate governance: Legal structure and leadership Report to Bondholders 2023	69	
2-20	Process to determine remuneration	Corporate governance: Legal structure and leadership Report to Bondholders 2023	69	
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'.

Standard	Disclosure	Relevant section	Page # in report	Omission
4. Strategy,	policies and practices			
2-22	Statement on sustainable development strategy	Foreword	3	
2-23	Policy commitments	Safe, engaged and responsible workforce: Reinforcing our ethical responsibility	58 - 59	
		Stakeholder engagement: Promoting transparency	61 - 63	
2-24	Embedding policy commitments	Safe, engaged and responsible workforce: Reinforcing our ethical responsibility	58 - 59	
		Stakeholder engagement: Promoting transparency	61 - 63	
2-25	Processes to remediate negative impacts	Who we are: Value Creation Model Safe, engaged and responsible workforce Sustainability governance About this repor: Stakeholder engagement	14 45 - 59 77 84	
2-26	Mechanisms for seeking advice and raising concerns	Safe, engaged and responsible workforce: Reinforcing our ethical responsibility	58 - 59	
2-27	Compliance with laws and regulations	Improving product safety and quality through innovation: Advancing product safety and compliance	21 - 22	
		Environmentally conscious facilities: Adopting an integrated approach to environmental management	29 - 30	
		Safe, engaged and responsible workforce: Reinforcing our ethical responsibility	58 - 59	
2-28	Membership associations	Stakeholder engagement: Promoting transparency	60 - 63	
		Stakeholder engagement: Inspiring our peers through thought leadership	65 - 67	
2-29	Approach to stakeholder engagement	Stakeholder engagement	60 - 67	
		About this report: Stakeholder engagement	84	
2-30	Collective bargaining agreements	Safe, engaged and responsible workforce: Reinforcing our ethical responsibility	58 - 59	

Standard	Disclosure	Relevant section	Page # in report Omission
Material topi	cs		
GRI 3: Materi	al topics		
3-1	Process to determine material topics	About this report: Materiality	80 - 83
3-2	List of material topics	About this report: Materiality	81
Material topi	c 1: Product safety and compliance		
3-3	Management of material topics	Who we are: Our role in society: How we add value Who we are: Value Creation Model Who we are: Our role in society: How we approach sustainability	8 - 14 14 15 - 16
		Improving product safety and quality through innovation: Advancing product safety and compliance Corporate governance: Risk Management Corporate governance: Sustainability governance About this report: Materiality About this report: Stakeholder engagement	21 71 - 76 77 80 - 83 84
GRI 416-01 Customer health and safety 2016	Assessments of health and safety impacts of products and service categories	Improving product safety and quality through innovation: Advancing product safety and compliance About this report: Materiality	21 80 - 83
GRI 416-02 Customer health and safety 2016	Incidents of non- compliance considering the health and safety impacts of products and services	Improving product safety and quality through innovation: Advancing product safety and compliance About this report: Materiality	21 80 - 83



Own indicator management system innovations. Safeguarding product quality through innovations. Safeguarding product quality about this report: Materiality 80 - 83 Material topic 4: CHG emissions 3-3 Management of material topics Who we are: Our role in society: How we add value 14 Who we are: Our role in society: How we add value 15 - 16 sustainability 15 - 16 sustainability 15 - 16 sustainability 15 - 16 sustainability 16 mitegrated approach to environmental management 17 - 16 Environmentally conscious facilities: Adopting an 29 - 30 integrated approach to environmental management 18 - 17 - 18 sustainable sourcing: Reducing Scope 3 emissions 17 - 76 Corporate governance: Sustainability governance 20 - 30 Sustainable sourcing: Reducing Scope 3 emissions 20 - 23 About this report: Stakeholder ongagement 21 - 24 - 24 - 24 - 24 - 24 - 24 - 24 -	Standard	Disclosure	Relevant section	Page # in report	Omission
Material topic 4: GHG emissions 3-3 Management of material topics Who we are: Our role in society: How we add value Who we are: Value Creation Model 14 Who we are: Our role in society: How we approach 15 - 16 sustainability Environmentally conscious facilities: Adopting an integrated approach to environmental management Environmentally conscious facilities: Reducing carbon emissions from our operations Sustainable sourcing: Reducing Scope 3 emissions 42 - 44 Corporate governance: Sustainable sourcing: Reducing Scope 3 emissions 42 - 44 Corporate governance: Sustainablity governance 77 About this report: Materiality 80 - 83 About this report: Stakeholder engagement 84 Environmentally conscious facilities: Reducing carbon emissions from our operations About this report: Materiality 80 - 83 CRI 305 - 02 Energy 2016 Energy 2016 Energy 2016 Energy 2016 Energy 2016 Energy 2016 Sustainable sourcing: Reducing Scope 3 emissions 31 - 33 Energy 2016 Sustainable sourcing: Reducing Scope 3 emissions 31 - 33 Energy 2016 Reduction of GHG emissions Environmentally conscious facilities: Reducing carbon emissions from our operations About this report: Materiality 80 - 83 CRI 305 - 04 Reduction of GHG emissions Environmentally conscious facilities: Reducing carbon emissions from our operations About this report: Materiality 80 - 83 CRI 305 - 04 Reduction of GHG emissions Environmentally conscious facilities: Reducing carbon emissions from our operations About this report: Materiality 80 - 83 CRI 305 - 04 Reduction of GHG emissions Environmentally conscious facilities: Reducing carbon emissions from our operations active facilities: Reducing carbon emissions from our operations active facilities: Reducing carbon emissions from our operations active facilities: Reducing carbon emissions from our operations carbon emissions from our operations active facilities: Reducing carbon emissions from our operations carbon emissions from our operations emissions form our operations carbon emissions form our operations carbon emissions form		· · · · · · · · · · · · · · · · · · ·	innovation: Safeguarding product quality	22	
Management of material topics Mowe are: Our role in society: How we add value Who we are: Value Creation Model Who we are: Our role in society: How we approach sustainability Environmentally conscious facilities: Adopting an integrated approach to environmental management Environmentally conscious facilities: Reducing carbon emissions from our operations Sustainable sourcing: Reducing Scope 3 emissions Corporate governance: Risk management Torporate governance: Sustainability governance About this report: Materiality About this report: Stakeholder engagement Environmentally conscious facilities: Reducing carbon emissions from our operations About this report: Materiality Environmentally conscious facilities: Reducing carbon emissions from our operations About this report: Materiality Bo - 83 GRI 305 -02 Energy 2016 Energy 2016 Energy indirect (Scope 2) GHG emissions Environmentally conscious facilities: Reducing carbon emissions from our operations About this report: Materiality Bo - 83 GRI 305 -03 Other indirect (Scope 3) CHG emissions Environmentally conscious facilities: Reducing carbon emissions from our operations About this report: Materiality Bo - 83 GRI 305 -04 Reduction of GHG emissions Environmentally conscious facilities: Reducing carbon about this report: Materiality Bo - 83 GRI 305 -04 Reduction of GHG emissions Environmentally conscious facilities: Reducing carbon emissions from our operations Sustainable sourcing: Reducing Scope 3 emissions Sustainable sourcing: Reducing Scope 3 emissions About this report: Materiality Bo - 83 GRI 305 -04 Reduction of GHG emissions Environmentally conscious facilities: Reducing carbon emissions from our operations Sustainable sourcing: Reducing Scope 3 emissions 42 - 44			About this report: Materiality	80 - 83	
Who we are: Value Creation Model Who we are: Value Creation Model Who we are: Value Creation Model Who we are: Our role in society: How we approach sustainability Environmentally conscious facilities: Adopting an integrated approach to environmental management Environmentally conscious facilities: Reducing carbon amissions from our operations Sustainable sourcing: Reducing Scope 3 emissions Sustainable sourcing: Reducing Scope 3 emissions 42 - 44 Corporate governance: Risk management Corporate governance: Sustainability governance About this report: Materiality About this report: Stakeholder engagement Environmentally conscious facilities: Reducing carbon emissions from our operations About this report: Materiality 80 - 83 GRI 305 -02 Energy 2016 Ener	Material topic	: 4: GHG emissions			
Who we are: Our role in society: How we approach sustainability Environmentally conscious facilities: Adopting an integrated approach to environmental management Environmentally conscious facilities: Reducing carbon emissions from our operations Sustainable sourcing: Reducing Scope 3 emissions Sustainable sourcing: Reducing Scope 3 emissions 42 - 44 Corporate goverance: Risk management 71 - 76 Corporate goverance: Sustainability governance About this report: Materiality 80 - 83 About this report: Stakeholder engagement 84 GRI 305 -01 Energy 2016 Energy 2016 Energy indirect (Scope 2) GHG emissions Environmentally conscious facilities: Reducing carbon emissions from our operations About this report: Materiality 80 - 83 Environmentally conscious facilities: Reducing carbon emissions from our operations About this report: Materiality 80 - 83 GRI 305 -02 Energy 2016 Energy 2016 Energy indirect (Scope 2) GHG emissions Environmentally conscious facilities: Reducing carbon emissions from our operations About this report: Materiality 80 - 83 GRI 305 -03 Cher indirect (Scope 3) GHG emissions Environmentally conscious facilities: Reducing carbon emissions from our operations About this report: Materiality 80 - 83 GRI 305 -04 Energy 2016 Reduction of GHG emissions Environmentally conscious facilities: Reducing carbon emissions from our operations About this report: Materiality 80 - 83 GRI 305 -04 Energy 2016 Reduction of GHG emissions Environmentally conscious facilities: Reducing carbon emissions from our operations Sustainable sourcing: Reducing Scope 3 emissions 42 - 44 44 45 - 44 46 - 44 47 - 47 - 48 48 - 49 - 49 49 - 40 - 49 40 - 41 - 41 40	3-3	Management of material topics	· · · · · · · · · · · · · · · · · · ·		
sustainability Environmentally conscious facilities: Adopting an integrated approach to environmental management Environmentally conscious facilities: Reducing carbon emissions from our operations Sustainable sourcing: Reducing Scope 3 emissions 42 - 44 Corporate goverance: Risk management 71 - 76 Corporate goverance: Sustainability governance 77 About this report: Materiality 80 - 83 About this report: Stakeholder engagement 84 GRI 305 -01 Direct (Scope 1) GHG emissions Environmentally conscious facilities: Reducing carbon emissions from our operations About this report: Materiality 80 - 83 GRI 305 -02 Energy indirect (Scope 2) GHG emissions Environmentally conscious facilities: Reducing carbon emissions from our operations About this report: Materiality 80 - 83 GRI 305 -03 Other indirect (Scope 3) GHG emissions Sustainable sourcing: Reducing Scope 3 emissions 31 - 33 Energy 2016 GRI 305 -04 Reduction of GHG emissions Environmentally conscious facilities: Reducing carbon emissions from our operations About this report: Materiality 80 - 83 GRI 305 -04 Reduction of GHG emissions Environmentally conscious facilities: Reducing carbon and this report: Materiality 80 - 83 GRI 305 -04 Reduction of GHG emissions Environmentally conscious facilities: Reducing carbon and the support of the support of the support of this report: Materiality 80 - 83 GRI 305 -04 Reduction of GHG emissions Environmentally conscious facilities: Reducing carbon and the support of the support					
integrated approach to environmental management Environmentally conscious facilities: Reducing carbon emissions from our operations Sustainable sourcing: Reducing Scope 3 emissions Sustainable sourcing: Reducing Scope 3 emissions Sustainable sourcing: Reducing Scope 3 emissions 42 - 44 Corporate goverance: Risk management 71 - 76 Corporate goverance: Sustainability governance 77 About this report: Materiality 80 - 83 About this report: Stakeholder engagement 84 GRI 305 -01 Energy 2016 Energy 2016 Energy indirect (Scope 2) GHG emissions Environmentally conscious facilities: Reducing carbon emissions from our operations About this report: Materiality 80 - 83 Environmentally conscious facilities: Reducing carbon emissions from our operations About this report: Materiality 80 - 83 GRI 305 -02 Energy 2016 Energy indirect (Scope 2) GHG emissions Environmentally conscious facilities: Reducing carbon emissions from our operations About this report: Materiality 80 - 83 GRI 305 -03 Other indirect (Scope 3) GHG emissions Energy 2016 Reduction of GHG emissions Environmentally conscious facilities: Reducing carbon emissions from our operations About this report: Materiality 80 - 83 Sustainable sourcing: Reducing Carbon emissions from our operations Sustainable sourcing: Reducing Carbon emissions from our operations Sustainable sourcing: Reducing Carbon of GHG emissions Sustainable sourcing: Reducing Scope 3 emissions 42 - 44			sustainability	15 - 16	
emissions from our operations Sustainable sourcing: Reducing Scope 3 emissions Corporate goverance: Risk management 71 - 76 Corporate goverance: Risk management 77 - 76 Corporate goverance: Sustainability governance About this report: Materiality About this report: Stakeholder engagement 84 GRI 305 -01 Energy 2016 Direct (Scope 1) GHG emissions Environmentally conscious facilities: Reducing carbon emissions from our operations About this report: Materiality 80 - 83 GRI 305 -02 Energy indirect (Scope 2) GHG emissions Environmentally conscious facilities: Reducing carbon emissions from our operations About this report: Materiality 80 - 83 GRI 305 -03 Corporate goverance: Risk management 84 GRI 305 -04 Energy 2016 Energy indirect (Scope 2) GHG emissions Environmentally conscious facilities: Reducing carbon emissions from our operations About this report: Materiality 80 - 83 GRI 305 -03 Corporate goverance: Risk management 71 - 76 Corporate goverance: Risk management 71 - 76 Reduction of GHG emissions Environmentally conscious facilities: Reducing carbon and a support of the support				29 - 30	
Sustainable sourcing: Reducing Scope 3 emissions 42 - 44 Corporate goverance: Risk management 71 - 76 Corporate governance: Sustainability governance 77 About this report: Materiality 80 - 83 About this report: Stakeholder engagement 84 GRI 305 - 01 Direct (Scope 1) GHG emissions Environmentally conscious facilities: Reducing carbon emissions from our operations About this report: Materiality 80 - 83 GRI 305 - 02 Energy indirect (Scope 2) GHG emissions Environmentally conscious facilities: Reducing carbon emissions from our operations About this report: Materiality 80 - 83 GRI 305 - 02 Energy indirect (Scope 2) GHG emissions Environmentally conscious facilities: Reducing carbon emissions from our operations About this report: Materiality 80 - 83 GRI 305 - 03 Other indirect (Scope 3) GHG emissions About this report: Materiality 80 - 83 GRI 305 - 04 Reduction of GHG emissions Environmentally conscious facilities: Reducing carbon emissions from our operations Sustainable sourcing: Reducing Scope 3 emissions 42 - 44			· · · · · · · · · · · · · · · · · · ·	31 - 33	
Corporate governance: Sustainability governance About this report: Materiality About this report: Stakeholder engagement 84 GRI 305 -01 Direct (Scope 1) GHG emissions Energy 2016 Energy 2016 Energy indirect (Scope 2) GHG emissions Environmentally conscious facilities: Reducing carbon emissions from our operations About this report: Materiality 80 - 83 GRI 305 -02 Energy indirect (Scope 2) GHG emissions Environmentally conscious facilities: Reducing carbon emissions from our operations About this report: Materiality 80 - 83 GRI 305 -03 Other indirect (Scope 3) GHG emissions Energy 2016 CRI 305 -04 Reduction of GHG emissions Environmentally conscious facilities: Reducing carbon emissions About this report: Materiality 80 - 83 About this report: Materiality 80 - 83 Energy 2016 Reduction of GHG emissions Environmentally conscious facilities: Reducing carbon emissions from our operations Sustainable sourcing: Reducing Scope 3 emissions Sustainable sourcing: Reducing Scope 3 emissions 42 - 44			Sustainable sourcing: Reducing Scope 3 emissions	42 - 44	
About this report: Materiality About this report: Stakeholder engagement RENIFORM ABOUT THIS REPORT: Stakeholder engagement BO - 83 About this report: Stakeholder engagement BO - 83 About this report: Stakeholder engagement BO - 83 About this report: Materiality conscious facilities: Reducing carbon emissions from our operations About this report: Materiality BO - 83 BO -			Corporate goverance: Risk management	71 - 76	
About this report: Stakeholder engagement GRI 305 -01 Energy 2016 Direct (Scope 1) GHG emissions Energy 2016 Energy 2016 Energy indirect (Scope 2) GHG emissions Energy 2016 Energy 2016 Energy indirect (Scope 2) GHG emissions Energy 2016 Energy 2016 Energy indirect (Scope 2) GHG emissions Environmentally conscious facilities: Reducing carbon emissions from our operations About this report: Materiality 80 - 83 GRI 305 -03 Other indirect (Scope 3) GHG emissions Energy 2016 GRI 305 -04 Energy 2016 Reduction of GHG emissions Environmentally conscious facilities: Reducing Scope 3 emissions About this report: Materiality 80 - 83 Environmentally conscious facilities: Reducing carbon emissions About this report: Materiality 80 - 83 Sustainable sourcing: Reducing Scope 3 emissions Environmentally conscious facilities: Reducing carbon emissions from our operations Sustainable sourcing: Reducing Scope 3 emissions 42 - 44				77	
GRI 305 -01 Direct (Scope 1) GHG emissions Environmentally conscious facilities: Reducing carbon emissions from our operations About this report: Materiality 80 - 83 GRI 305 -02 Energy indirect (Scope 2) GHG emissions Environmentally conscious facilities: Reducing carbon emissions from our operations About this report: Materiality 80 - 83 GRI 305 -03 Other indirect (Scope 3) GHG emissions Environmentally conscious facilities: Reducing carbon emissions from our operations About this report: Materiality 80 - 83 GRI 305 -03 Energy 2016 Reduction of GHG emissions Environmentally conscious facilities: Reducing carbon emissions and Environmentally conscious facilities: Reducing carbon emissions from our operations Sustainable sourcing: Reducing carbon emissions from our operations Sustainable sourcing: Reducing Scope 3 emissions 42 - 44			· · · · · · · · · · · · · · · · · · ·		
Energy 2016 emissions from our operations About this report: Materiality 80 - 83 GRI 305 -02 Energy indirect (Scope 2) GHG emissions Environmentally conscious facilities: Reducing carbon emissions from our operations About this report: Materiality 80 - 83 GRI 305 -03 Other indirect (Scope 3) GHG emissions Energy 2016 GRI 305 -04 Reduction of GHG emissions Environmentally conscious facilities: Reducing Scope 3 emissions 31 - 33 About this report: Materiality 80 - 83 GRI 305 -04 Reduction of GHG emissions Environmentally conscious facilities: Reducing carbon emissions from our operations Sustainable sourcing: Reducing Scope 3 emissions 42 - 44			About this report: Stakeholder engagement	84	
About this report: Materiality 80 - 83 GRI 305 -02 Energy indirect (Scope 2) GHG emissions Environmentally conscious facilities: Reducing carbon emissions from our operations About this report: Materiality 80 - 83 GRI 305 -03 Other indirect (Scope 3) GHG emissions Sustainable sourcing: Reducing Scope 3 emissions 31 - 33 Energy 2016 Reduction of GHG emissions Environmentally conscious facilities: Reducing carbon emissions from our operations Sustainable sourcing: Reducing Scope 3 emissions 31 - 33 Energy 2016 Energy 2016 Sustainable sourcing: Reducing Carbon emissions from our operations Sustainable sourcing: Reducing Scope 3 emissions 42 - 44		Direct (Scope 1) GHG emissions	· · · · · · · · · · · · · · · · · · ·	31 - 33	
Energy 2016 emissions from our operations About this report: Materiality 80 - 83 GRI 305 -03 Other indirect (Scope 3) GHG emissions Sustainable sourcing: Reducing Scope 3 emissions About this report: Materiality 80 - 83 GRI 305 -04 Reduction of GHG emissions Environmentally conscious facilities: Reducing carbon emissions from our operations Sustainable sourcing: Reducing Scope 3 emissions 42 - 44			About this report: Materiality	80 - 83	
About this report: Materiality 80 - 83 GRI 305 -03 Other indirect (Scope 3) GHG emissions Energy 2016 Sustainable sourcing: Reducing Scope 3 emissions About this report: Materiality 80 - 83 GRI 305 -04 Reduction of GHG emissions Environmentally conscious facilities: Reducing carbon emissions from our operations Sustainable sourcing: Reducing Scope 3 emissions 42 - 44		Energy indirect (Scope 2) GHG emissions		31 - 33	
Energy 2016 About this report: Materiality 80 - 83 GRI 305 -04 Reduction of GHG emissions Environmentally conscious facilities: Reducing carbon 31 - 33 Energy 2016 emissions from our operations Sustainable sourcing: Reducing Scope 3 emissions 42 - 44	33			80 - 83	
GRI 305 -04 Reduction of GHG emissions Environmentally conscious facilities: Reducing carbon 31 - 33 Energy 2016 emissions from our operations Sustainable sourcing: Reducing Scope 3 emissions 42 - 44	GRI 305 -03	Other indirect (Scope 3) GHG emissions	Sustainable sourcing: Reducing Scope 3 emissions	31 - 33	
Energy 2016 emissions from our operations Sustainable sourcing: Reducing Scope 3 emissions 42 - 44	Energy 2016		About this report: Materiality	80 - 83	
Sustainable sourcing: Reducing Scope 3 emissions 42 - 44		Reduction of GHG emissions		31 - 33	
	0,0			42 - 44	
				80 - 83	

Standard	Disclosure	Relevant section	Page # in report	Omission
Material top	ic 5: Product ecodesign			
3-3	Management of material topics	Who we are: Our role in society: How we add value	8 - 14	
		Who we are: Value Creation Model	14	
		Who we are: Our role in society: How we approach sustainability	15 - 16	
		Improving product safety and quality through innovation: Innovating to lead	23 - 27	
		Corporate goverance: Risk management	71 - 76	
		Corporate governance: Sustainability governance	77	
		About this report: Materiality	80 - 83	
		About this report: Stakeholder engagement	84	
Own indicator	Percentage of all new product developments that meet our ecodesign	Improving product safety and quality through innovation: Innovating to lead	23 - 27	
	standard	About this report: Materiality	80 - 83	
O1.1.110	Percentage of sales revenue from	Improving product safety and quality through	23 - 27	
	ecodesigned products	innovation: Innovating to lead	20 27	
	<u> </u>		80 - 83	
indicator Material top	ecodesigned products ic 6: Leadership and functional capabilities	innovation: Innovating to lead About this report: Materiality s development	80 - 83	
Own indicator Material top	ecodesigned products	innovation: Innovating to lead About this report: Materiality s development Who we are: Our role in society: How we add value	80 - 83 8 - 14	
indicator Material top	ecodesigned products ic 6: Leadership and functional capabilities	innovation: Innovating to lead About this report: Materiality s development Who we are: Our role in society: How we add value Who we are: Value Creation Model	80 - 83 8 - 14 14	
indicator Material top	ecodesigned products ic 6: Leadership and functional capabilities	innovation: Innovating to lead About this report: Materiality s development Who we are: Our role in society: How we add value Who we are: Value Creation Model Who we are: Our role in society: How we approach sustainability	80 - 83 8 - 14 14 15 - 16	
indicator Material topi	ecodesigned products ic 6: Leadership and functional capabilities	innovation: Innovating to lead About this report: Materiality s development Who we are: Our role in society: How we add value Who we are: Value Creation Model Who we are: Our role in society: How we approach	80 - 83 8 - 14 14	
indicator Material topi	ecodesigned products ic 6: Leadership and functional capabilities	innovation: Innovating to lead About this report: Materiality s development Who we are: Our role in society: How we add value Who we are: Value Creation Model Who we are: Our role in society: How we approach sustainability Sustainable sourcing: Promoting responsible supply	80 - 83 8 - 14 14 15 - 16	
indicator Material top	ecodesigned products ic 6: Leadership and functional capabilities	innovation: Innovating to lead About this report: Materiality s development Who we are: Our role in society: How we add value Who we are: Value Creation Model Who we are: Our role in society: How we approach sustainability Sustainable sourcing: Promoting responsible supply chain Safe, engaged and responsible workforce: Developing	80 - 83 8 - 14 14 15 - 16 39 - 41	
indicator Material top	ecodesigned products ic 6: Leadership and functional capabilities	innovation: Innovating to lead About this report: Materiality sidevelopment Who we are: Our role in society: How we add value Who we are: Value Creation Model Who we are: Our role in society: How we approach sustainability Sustainable sourcing: Promoting responsible supply chain Safe, engaged and responsible workforce: Developing leadership and functional capabilities	80 - 83 8 - 14 14 15 - 16 39 - 41 51 - 53	
indicator Material topi	ecodesigned products ic 6: Leadership and functional capabilities	innovation: Innovating to lead About this report: Materiality sidevelopment Who we are: Our role in society: How we add value Who we are: Value Creation Model Who we are: Our role in society: How we approach sustainability Sustainable sourcing: Promoting responsible supply chain Safe, engaged and responsible workforce: Developing leadership and functional capabilities Corporate governance: Sustainability governance	8 - 14 14 15 - 16 39 - 41 51 - 53	
indicator Material topi	ecodesigned products ic 6: Leadership and functional capabilities	innovation: Innovating to lead About this report: Materiality sidevelopment Who we are: Our role in society: How we add value Who we are: Value Creation Model Who we are: Our role in society: How we approach sustainability Sustainable sourcing: Promoting responsible supply chain Safe, engaged and responsible workforce: Developing leadership and functional capabilities Corporate governance: Sustainability governance About this report: Materiality	8 - 14 14 15 - 16 39 - 41 51 - 53 77 80 - 83	