



**FOR A BETTER
WORLD**

OUR 2030 ESG PLAN



1. ADVANCING SUSTAINABILITY



We are developing sustainable operations and product and service solutions



2. CHAMPIONING EDUCATION AND INNOVATION



We are building skills and fostering innovative solutions that improve lives



3. EMPOWERING OUR PEOPLE



We are creating a safe, inclusive and dynamic culture where our people can thrive and grow



4. DOING BUSINESS RESPONSIBLY



We ensure the highest ethical standards throughout our business and global value chain



LINDSLEY RUTH, CHIEF EXECUTIVE OFFICER

“Our strong ESG approach is embedded fully into our Destination 2025 strategy and guides the way we do business. This is accelerating our positive impact and delivering sustainable growth and long-term returns for all our stakeholders.

“We are proud of the progress we have made to step change our ESG approach over the last year and we will continue to evolve and strengthen our commitments in the year ahead. In doing so, we will deliver greater value for our stakeholders and realise our Destination 2025 strategy.

“But we need to do this together. I know you all believe in this business as much as I do. Let’s all work to play our part and make amazing happen for a better world. Together we can drive the right culture, serve our society, build a sustainable business and a legacy we can all be proud of.”



OUR 2030 ACTIONS



ADVANCING SUSTAINABILITY

- **Net Zero:** Be net zero with a science-based target to reduce absolute emissions from our own operations by 75%*
- **Packaging:** Make our packaging more sustainable: reduce intensity by 30%*, with 100% of packaging widely reusable, recyclable, or compostable and made with 50% recycled content
- **Waste:** Reduce, reuse and recycle our waste: reduce intensity by 50%*, recycle > 95% and achieve zero waste to landfill in our direct operations
- **Committed to net zero in the direct operation:** Work toward a net-zero global value chain by 2050
- **Transport:** Reduce Scope 3 transport emissions by 25% per tonne sold*
- **Supplier engagement:** Engage 65% of our suppliers by spend to set science-based targets by 2025
- **Product and service solutions:** Develop innovative and sustainable products and service solutions for all our customers

*By 2029/30 from 2019/2020



CHAMPIONING EDUCATION AND INNOVATION

- **Education:** Reach 1 million young people with educational technologies, learning content and skills development to support future engineers and innovators
- **Social impact partnerships:** Support our social impact partners to develop solutions that improve lives – including supporting The Washing Machine Project to help 100,000 people in need
- **Innovation:** Engage with 1.5m engineers and innovators in creating socially responsible and sustainable solutions



EMPOWERING OUR PEOPLE

- **Diversity and inclusion:** Ensure our team is reflective of the customers and communities we serve by working towards 40% of our leaders being women and 25% being ethnically diverse
- **Engagement:** Achieve and maintain an employee engagement score in the top 10% of high performing companies
- **Health & Safety:** Aim for zero accidents with our people
- **Volunteering:** Inspire 50% of colleagues to volunteer to support their communities



DOING BUSINESS RESPONSIBLY

- **Supplier management:** Evaluate our suppliers against our high ethical and environmental standards. Set ESG objectives for strategic suppliers
- **ESG in rewards:** ESG related targets included in our employee rewards programmes