

Area	Unit	2015	2016	2017	2018	2019	Ambition 2020
Economic							
Product/service							
Eco-premium solutions with customer benefits	% of revenue	20	21	21	22	22	20
Customer delivery efficiency index	% service performance	94	96	97	97	96	>95 (2018)
Supplier management							
PR ⁵ suppliers signed Business Partner CoC ^{1,2}	% of spend	98	99	97	98	98	–
NPR ⁶ suppliers signed Business Partner CoC ^{1,2}	% of spend	81	86	86	83	84	–
Suppliers participating in CSR program	% against baseline				60	65	
Suppliers in line with our expectations	% against baseline				38	47	
Third party on-site sustainability audits (TfS) ⁵	number	54	131	219	270	263	–
SSBS ³ improvement against baseline	%				11	14	–

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Environmental							
Maintain natural resources/fresh air							
Total energy consumption	1000TJ	6,29	6,32	6,39	6,20	6,02	–
per ton of production	GJ/ton	1,91	1,91	1,88	1,91	1,88	1,81
Renewable energy (own operations)	%	22	27	30	31	31	–
Direct CO ₂ (e) emissions (scope 1) ⁹	kiloton	80,45	72,72	69,66	62,90	58,29	–
per ton of production	kg/ton	24,47	21,96	20,53	19,42	18,18	–
Indirect CO ₂ (e) emissions (scope 2)	kiloton	258,9	244,3	237,8	226,0	183,1	–
per ton of production	kg/ton	78,73	73,78	70,11	69,77	57,13	–
VOC emissions	kiloton	2,18	2,00	1,71	1,57	1,19	–
per ton of production	kg/ton	0,66	0,60	0,50	0,49	0,37	0,45
NOx emissions	kiloton	0,07	0,07	0,07	0,06	0,07	–
per ton of production	kg/ton	0,02	0,02	0,02	0,02	0,02	–
SOx emissions	kiloton	0,04	0,03	0,03	0,02	0,04	–
per ton of production	kg/ton	0,01	0,01	0,01	0,01	0,01	–
Fresh water use	million m ³	10,09	9,61	9,62	9,27	8,05	–
per ton of production	m ³ /ton	3,07	2,90	2,84	2,86	2,51	–
COD emissions	kiloton	0,20	0,04	0,03	0,03	0,02	–

per ton of production	kg/ton	0,06	0,01	0,01	0,01	0,01	–
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Raw material efficiency							
Total waste	kiloton	87	85	77	67	67	–
per ton of production	kg/ton	26,38	25,65	22,77	20,97	21,00	21,50
Total non-reusable waste	kiloton	39	43	40	34	33	
per ton of production	kg/ton	11,88	12,92	11,90	10,63	10,28	
Hazardous waste total	kiloton	35	35	33	30	29	
per ton of production	kg/ton	10,74	10,72	9,76	9,13	9,07	
Hazardous waste non-reusable	kiloton	12	15	16	15	14	
per ton of production	kg/ton	3,68	4,62	4,64	4,59	4,46	
Hazardous waste to landfill	kiloton	1,5	0,7	0,6	0,69	0,45	
per ton of production	kg/ton	0,46	0,20	0,17	0,21	0,14	

Area	Unit	2015	2016	2017	2018	2019	Ambition 2020
Value chain							
Renewable raw materials	% organic RM	6	6	5	5	5	
Scope 3, category 1. Purchased goods and services ¹⁰	million tons CO ₂ (e) (estimated)				7,3	7,1	
Scope 3, category 2. Capital goods	million tons CO ₂ (e) (estimated)				0,4	0,4	
Scope 3, category 3. Fuel- and energyrelated activities	million tons CO ₂ (e) (estimated)				<0.1	<0.1	
Scope 3, category 4. Upstream transportation and	million tons CO ₂ (e) (estimated)				0,0	0,0	

distribution							
Scope 3, category 5. Waste generated in operations	million tons CO ₂ (e) (estimated)				<0.1	<0.1	
Scope 3, category 6. Business travel	million tons CO ₂ (e) (estimated)				<0.1	<0.1	
Scope 3, category 7. Employee commuting	million tons CO ₂ (e) (estimated)				<0.1	<0.1	
Scope 3, category 8. Upstream leased assets	million tons CO ₂ (e) (estimated)				<0.1	<0.1	
Scope 3, category 9. Downstream transportation and distribution	million tons CO ₂ (e) (estimated)				0,1	0,1	
Scope 3, category 10. Processing of sold products ¹⁰	million tons CO ₂ (e) (estimated)				5,8	5,6	
Scope 3, category 11. Use of sold products ¹⁰	million tons CO ₂ (e) (estimated)				(Included in cat. 10)	(Included in cat. 10)	
Scope 3, category 12. End-of-life treatment of sold products ¹⁰	million tons CO ₂ (e) (estimated)				1,7	1,6	
Scope 3, category	million tons				<0.1	<0.1	

13. Downstream leased assets	CO ₂ (e) (estimated)						
Scope 3, category 14. Franchises	million tons CO ₂ (e) (estimated)				<0.1	<0.1	
Scope 3, category 15. Investments	million tons CO ₂ (e) (estimated)				<0.1	<0.1	

Area	Unit	2015	2016	2017	2018	2019	Ambition 2020
Social							
Employees							
Organizational health score	score				58	61	Top quartile (74)
Female executives ¹	%	19	19	19	20	18	25
Female executive potential pool ¹	%	25	30	28	31	32	30
Executive vacancies filled internally ¹	%	58	61	74	54	53	60
High potential turnover ¹	%	6	4	5	8	4	<5
Total CEO compensation vs median employee compensation	Ratio	69,5	71,4	70,3	71,3	81,9	
Total CEO compensation vs mean employee compensation	Ratio	58,2	60,2	58,6	56,4	65,0	
Total employee turnover rate ¹	%	16	12	13	14	14	
Voluntary employee turnover rate ¹	%	8,0	7,0	6	8	7	
Employees covered by an independent trade union or collective bargaining agreements ^{1, 8}	%		70,0	65	56	56	

Area	Unit	2015	2016	2017	2018	2019	Ambition 2020
People, process and product safety							
Fatalities employees	number	0	0	0	0	2	0

Total reportable injury rate employees/temporary workers	/200,000 hours	0,30	0,26	0,20	0,20	0,24	≤0.20
Lost time injury rate employees/temporary workers	/200,000 hours	0,15	0,13	0,06	0,09	0,08	≤0.04
Occupational illness rate employees	/1,000,000 hours	0,07	0,07	0,06	0,06	0,03	
Occupational illness frequency rate (OIFR)	/1,000,000 hours	0,06	0,06	0,05	0,05	0,03	
New Wellness Checkpoint participants	number	800	795	465	446	388	
Total illness absence rate employees	%	1,90	1,84	1,92	1,98	2,17	
Fatalities contractors (temporary workers plus independent)	number	0	0	1	0	0	0
Total reportable injury rate contractors	/200,000 hours	0,50	0,29	0,12	0,18	0,19	
Lost time injury rate contractors	/200,000 hours	0,24	0,11	0,06	0,07	0,09	≤0.05
Distribution incidents	number	25	23	16	21	26	
Loss of primary containment (Level 1) ⁷	number	1	5	5	6	3	
Loss of primary containment (Level 2)	number	20	45	43	63	64	
Process safety event Level 3	number	568	666	1200	1583	970	
Regulatory actions (Level 4)	number	0	0	0	1	0	0
Regulatory actions (Level 3)	number	0	0	0	2	3	
Priority substances with management plan	%	100	33	67	100	100	100

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HSE management							
Safety incidents (Level 3)	number	0	0	1	0	2	
Safety incidents (Level 1, 2, 3)	number	8	0	2	3	3	
Management audits plus reassurance audits	number	27	34	32	25	32	
ISO-14001/RC-14001 certification	% of manufacturing sites	77	78	76	77	75	
OHSAS-18001/RC-18001 certification	% of manufacturing sites	52	53	53	55	53	

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Social programs							
Community Program, employees	number	1.577	1.449	1.139	1.537	4.300	
Community Program, beneficiaries	number (estimated)	>17.000	>15.000	>20.000	>97.000	>148.000	

Diversity metrics		
Age by gender		
Age groups	Female	Total
<25	1%	3%
25 - <35	8%	25%
35 - <45	8%	33%
45 - <55	6%	24%
55 - <65	3%	13%
≥ 65	0%	1%

Total	25%	100%
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Functions per gender		
Functions	Female	Total
Facilities	1%	1%
General Management	0%	1%
Integrated Supply Chain	6%	42%
Research Development & Innovation	3%	8%
Sales & Marketing	10%	40%
Support	5%	8%
Total	25%	100%

Management level by gender	
Management level	Female
Executive	18%
Senior MM level	27%
Junior MM level	29%
G level	24%
Ungraded	N/A

1 2015-2017 data includes discontinued operations.
2 CoC = Code of Conduct.
3 SSBS = Supplier Sustainability Balanced Scorecard. Baseline is 2018 (new KPI).
4 Includes TfS shared assessments, cumulative.
5 Includes TfS shared audits, cumulative.
6 NPR = Non-product related.

7 Definition change 2016.

8 We operate in some countries where the right to exercise freedom of association and collective bargaining may be at risk. We ensure that systems are in place for employee involvement/ engagement in line with company values and HR policies, for example by inclusion in the Code of Conduct.

9 We have restated our 2018 Scope 1 emissions due to a temporary database outage in the prior year leading to misstated values.

10 We have implemented an improved methodology for calculating Scope 3 category 1, 10, 11 and 12. Values for 2018 are restated using this new methodology.