

# 2025 ESG performance

Selected Group KPIs*		Baseline	2025	Progression
E	 <b>Scope 1 &amp; 2 - absolute emissions</b> <small>(tCO<sub>2</sub>e)</small>	154,078 (2019)	<b>8,747</b>	Baseline -94% 2030 Objectives -80%
	 <b>Scope 3 - business travel</b> <small>(tCO<sub>2</sub>e per head)</small>	1.26 (2019)	<b>0.38</b>	Baseline -70% 2030 Objectives -55%
S	 <b>Learning hours per employee</b>	41.9 (2019)	<b>97.2</b>	Baseline 97.2 2030 Objectives 70h
	 <b>Women in our total workforce</b>	33% (2019)	<b>40.5%</b>	Baseline 40.5% 2030 Objectives 40%
	 <b>Women in executive leadership positions</b>	16.8% (2019)	<b>30.5%</b>	Baseline 30.5% 2030 Objectives 35%
G	 <b>Spend covered by suppliers that have committed to our ESG standards</b>	40% (2023)	<b>72%</b>	Baseline 72% 2030 Objectives 80%

\*KPIs presented here represent a subset of the KPIs defined in the ESG Policy published in 2025. The full set related to this policy is detailed in the press release