












# 2025 ESG performance



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

\*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