

THEME		METRIC	2024 PERFORMANCE	NOTES	REFERENCES
Greenhouse gas emissions	GHG emissions	Scope 1 GHG Emissions	2,009 tCO2e	Includes emissions related to the use of fuel in fleet vehicles and in heating our offices. Also includes emissions from F-gases and stationary diesel (from back-up generators) which form less than 5% of our total baseline emissions, and are excluded from our science-based target (SBT).	2024 Annual Report, Combined Non-Financial Report (page 80).
		Scope 2 GHG Emissions	187 tCO2e	Includes emissions related to the use of district heating, electricity for offices and vehicles. Market-based emissions figures include the carbon benefits of purchasing supplier-sourced green and clean electricity and additional purchases of renewable electricity certificates (RECs). Additionally, the figure include emissions relating to electricity purchases which are outside of the scope of our SBT Emissions.	2024 Annual Report, Combined Non-Financial Report (page 80).
		Scope 3 GHG Emissions	102,080 tCO2e	Scope 3 emissions are presented in a variety of ways in our Annual Report. The figure used here uses market-based factors where available (including for categories 8 and 13). The figure includes both minimum boundary reporting (plus well-to-tank (WTT) emissions associated with the extraction and refining of aviation and other transport fuels used by our travel and logistics suppliers, as recommended by the Science Based Targets Initiative(SBTi)), and optional reporting (6,800 tCO2e), as defined by the Greenhouse Gas Protocol's Corporate Value Chain (Scope 3) Accounting and Reporting Standard. Only minimum boundary emissions are within scope of our SBT. These were 95,281 tCO2e in 2024. Other variations are presented in the Annual Report with notes to explain the methodologies used.	2024 Annual Report, Combined Non-Financial Report (page 81).
		Total GHG Emissions	104,276 tCO2e	Detailed disclosure around GHG emissions is included in the Combined Non-Financial Report within the 2024 Annual Report. This figure uses market-based factors and includes optional reporting items as well as minimum boundary reporting.	2024 Annual Report, Combined Non-Financial Report (page 81).
	GHG intensity	GHG Emissions intensity for scope 1, 2 and 3 per €1m revenue	55.18 tCO2e/€1 million revenue		2024 Annual Report, Combined Non-Financial Report (page 81).
Social and employee matters	Exposure to companies active in the fossil fuel sector	Active in fossil fuel sector? (Y/N)	N		
	Share of non-renewable energy consumption and production	% of non-renewable energy consumption & production (of total energy consumption)	32%	We report a figure of 68% renewable and clean electricity purchases, as a proportion of total site energy use. For 2024, the metric has been updated to exclude J-credits purchased for our Tokyo office, which are instead counted as 'carbon offsets'.	2024 Annual Report, Combined Non-Financial Report (page 79).
	Energy consumption intensity per high impact climate sector	Energy consumption in GWh per million EUR of revenue	0.01 GWh/€1m revenue	Calculated from total energy (23 GWh) and our turnover of 1,847 million EUR.	2024 Annual Report, Combined Non-Financial Report (page 79).
	Undadjusted gender pay gap	Gender pay gap	UK gender pay gap is reported on our website.		UK Gender Pay Gap Report 2024 (page 14).
	Board gender diversity	% of female board members	50% women on management board		2024 Annual Report, Combined Non-Financial Report (page 91).

REFERENCE LINKS

[2024 Annual Report including Combined Non-Financial Report](#)
[UK Gender Pay Gap report 2023](#)
[Executive team profile](#)