

The background of the cover features a woman with dark hair, eyes closed, and hands gently touching her face, set against a field of tall, golden-brown grass under a clear blue sky. The overall mood is serene and natural.

DOUGLAS
GROUP

SUSTAINABILITY REPORT

FY 2022/23

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DOUGLAS SUSTAINABILITY REPORT FOR FY 2022/23

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INTRODUCTION

MESSAGE FROM OUR CEO

Dear Readers,

DOUGLAS is Europe's number one omnichannel premium beauty destination. It is only fitting for us to reflect this leading position in our sustainability ambition: To be a leading beauty retailer in ESG as well.

This report depicts the current state of our environmental, social and governance (ESG) affairs – which at DOUGLAS Group we simply call sustainability. It is packed with information about our sustainability strategy, targets and progress, and the concrete measures we hold ourselves accountable towards.

DOUGLAS Group looks at sustainability from two angles. First, from the perspective of our stakeholders. We recognize the environmental and social responsibility we have towards our customers, employees and brand partners, and the world we operate in. We strive to be sustainable in all our activities and respect all human beings and nature. Our stakeholders, most importantly our customers and employees, rightly expect this from us – in line with a regulatory environment and standards that are constantly increasing the requirements for companies.

Second, from the perspective of our business. There is a clear business case for sustainability. Reducing emissions and waste, for instance, reduces costs. Higher sustainability standards help us to gain new customers. And by motivating



and inspiring our employees, we can potentially increase productivity and attract new talent.

We strive to manage our environmental, social and economic impact in a way that creates long-term value – for us as a company and for other stakeholders.

DOUGLAS Group first developed a sustainability road map in 2021 and published its inaugural Sustainability Report in 2022, with ambitious goals to achieve together with customers, employees and business partners. Since then, the world has changed. While the Covid-19 pandemic has faded out, geopolitical and macroeconomic uncertainty has taken its place. Sustainability has further emerged into a megatrend, accelerating a change in consumer behavior.

In turn, we have worked hard to elevate our sustainability efforts - very successfully. DOUGLAS Group has signed the UN Global Compact, a United Nations pact to get businesses worldwide to adopt sustainability and social responsibility policies. As a signatory, we are working towards achieving the 17 Sustainable Development Goals (SDGs) of the United Nations. While we endorse the full set of 17 SDGs, we decided to focus on the five most relevant SDGs for DOUGLAS Group. Working closely with our industry, we have joined the EcoBeautyScore Consortium, which aims to develop an environmental impact assessment and scoring system for cosmetic products to serve the growing expectations for transparency and sustainability from consumers and regulators. Recently, we updated our sustainability strategy, which is based on three focus areas: People, Planet and Products. In each focus area, we have identified a clear ambition and relevant domains in which to work towards progress. All pillars rest on the foundation of good corporate governance at DOUGLAS Group.

From driving diversity, equity and inclusion to elevating our company culture and developing our people. Taking care of the planet by reducing our energy consumption in stores and offices, reducing waste and emissions from transport and our supply chain, and lowering the environmental footprint of our store interior. And of course, at the core of our business: The products our customers love. Teaming up with brand partners to drive sustainability efforts, making our own corporate brands excel in sustainability and making sustainable beauty visible in the customer journey.

Sustainability is becoming deeply anchored at DOUGLAS Group. No matter which function, country or team you look at, sustainability is part of the discussion and decision-making process. To underline this, we linked the Short-Term Incentive of the Management Board and Executive Management at our headquarters and in our countries to our ESG strategy.

The progress of this is overseen by our ESG Committee: The steering and decision-making body including members of our Management Board and relevant functions as well as the CEOs of our segments.

Sustainability at DOUGLAS Group remains a journey. A journey that requires constant transformation. We are taking a long-term perspective and will continue to keep sustainability a core element in any investment decision. On this journey, we are also continuously incorporating the perspectives of our various internal and external stakeholders. As we progress with our strategy, we will continue to learn, iterate and improve.

A major milestone will be our commitment to Science-Based Targets (SBTs), a clearly defined path to cut our greenhouse gas emissions. We committed to set SBTs by 2025 and encourage our strategic partners to do the same.

Going forward, we must report our sustainability efforts in line with the Corporate Sustainability Reporting Directive (CSRD) and update our materiality analysis accordingly. We are already today improving all required systems and processes to meet these requirements, also for the EU Taxonomy - not only to fulfill future ESG reporting obligations, but also to further increase transparency.

I am excited about the progress that our teams have achieved so far. With a clear direction in place, we're looking forward to updating you on our further progress.

Yours sincerely,



Sander van der Laan
DOUGLAS Group CEO



ABOUT THIS REPORT

The information presented in this Sustainability Report relates to Kirk Beauty A GmbH (referred to as DOUGLAS or DOUGLAS Group in this report), including its fully consolidated subsidiaries as stated in the Financial Report for financial year (FY) 2022/23. This Sustainability Report covers our financial year from October 1, 2022 to September 30, 2023 and was published on February 1, 2024 on our corporate website www.corporate.douglas.de. We plan to annually report about DOUGLAS' progress in sustainability.

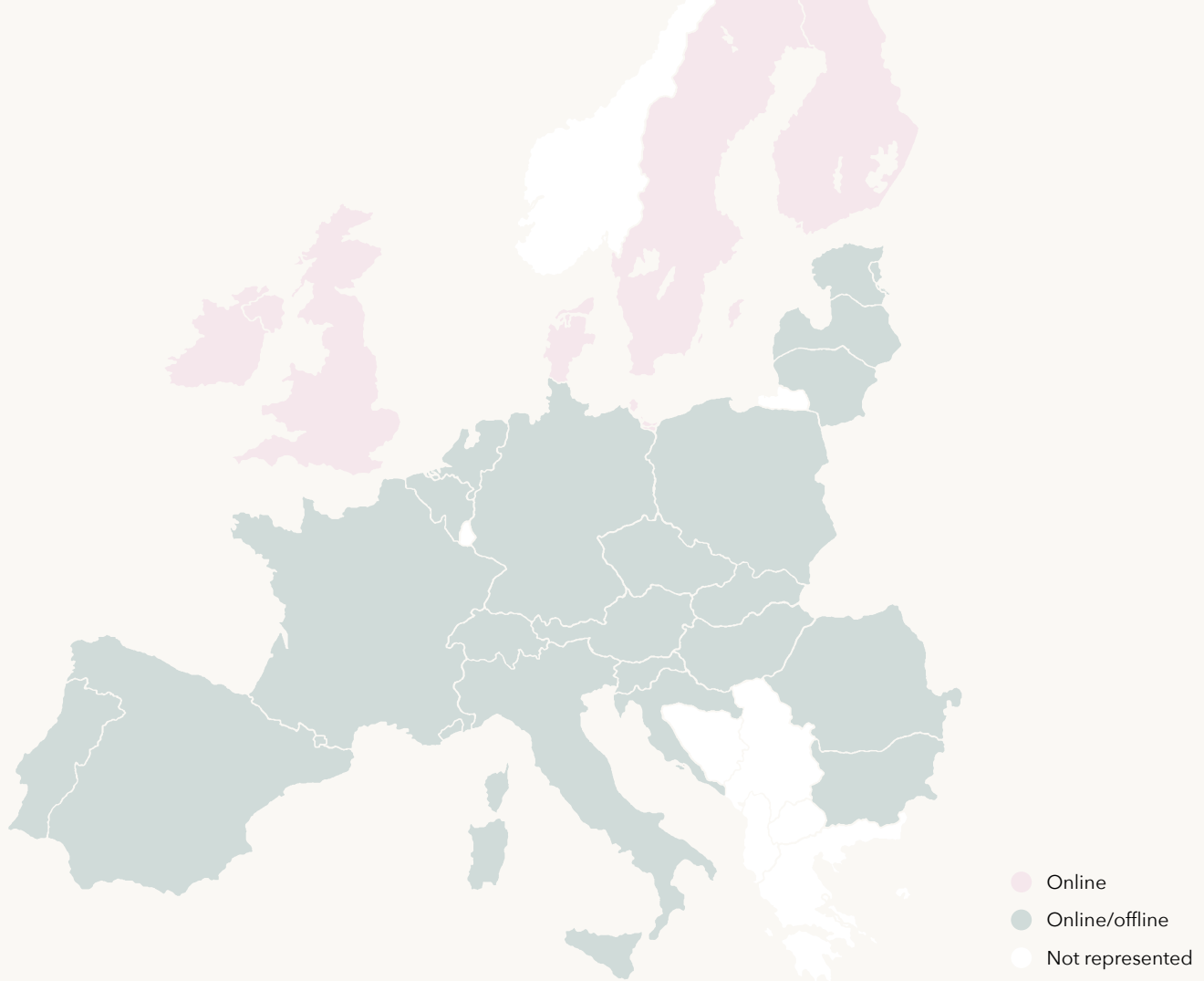
DOUGLAS reports on the company's (Kirk Beauty A GmbH's) ESG (environmental, social and governance) structure in the introductory chapter "ESG Governance and Management Structure" of this Sustainability Report.

When presenting figures by region, we refer to the reporting segments as presented in our Financial Report 2022/23. Compared with the Sustainability Report 2020/21, the composition of the operating and reporting segments has changed. As a result, DOUGLAS now has the reporting segments DACH/NL, France, Southern Europe, Central, Eastern Europe, Parfumdreams / Niche Beauty and Central

functions (+ Disapo)¹. Also, due to the introduction of an external service provider, the methodology to calculate the carbon footprint has changed since the previous Sustainability Report.

We have prepared our Sustainability Report in reference to the Global Reporting Initiative (GRI) standards. A GRI index table is included at the end of this document. The scope of a limited assurance engagement performed by KPMG Wirtschaftsprüfungsgesellschaft AG was limited to the KPIs marked with "⊕" in this report. The scope of the audit procedures and, consequently, the assurance engagement is less in a limited assurance engagement than in a reasonable assurance engagement. None of the other disclosures in this Sustainability Report were subject to the audit. This also applies to the overall presentation, which contains audited information. The audit was completed on 31.01.2024, and no further audit procedures have been performed since then. Accordingly, it cannot be ruled out that facts which became known after the aforementioned date were not taken into account in the audit.

¹ Central functions (+ Disapo) refer to the central departments at the level of DOUGLAS Group's headquarters in Germany, which are responsible for functions that comprise key parts of the value chain.



ABOUT DOUGLAS

DOUGLAS is the leading European omnichannel premium beauty destination in both, store business as well as E-Com business, based on DOUGLAS' market positions across the company's five largest countries Germany, France, Italy, the Netherlands and Poland in 2022.² As an omnichannel premium beauty retailer, DOUGLAS offers selective premium beauty products as well as corporate brand products. This range of brands is complemented with the brands available through DOUGLAS' Partner Program, under which we source products from further suppliers. In the financial year 2022/23, DOUGLAS achieved sales (net) of EUR 4,093.9 million and an adjusted EBITDA of EUR 725.9 million, respectively. DOUGLAS is active across Europe under the widely recognized DOUGLAS brand and in France and Monaco under the Nocibé brand, with omnichannel operations in 22 countries as of September 30, 2023,

focusing on the structurally growing and resilient premium beauty category. In addition, we operate two e-commerce pure play premium beauty retailers: Parfumdreams and Niche Beauty.

DOUGLAS' omnichannel approach is focused on giving customers a seamless shopping experience across all available retail channels by further deepening the level of integration between offline and online channels. To this end, we operate a store network comprising 1,850 stores (including 132 franchised stores) in 22 European countries as of September 30, 2023, with the latest additions following from market entries in Belgium and Slovenia in 2023. Niche Beauty is active in 90 countries as of September 30, 2023, whereas Parfumdreams is active in 19 countries as of September 30, 2023.

² Reference: OC&C analysis (2023), based on retail sales value in 2022, excluding hair care.

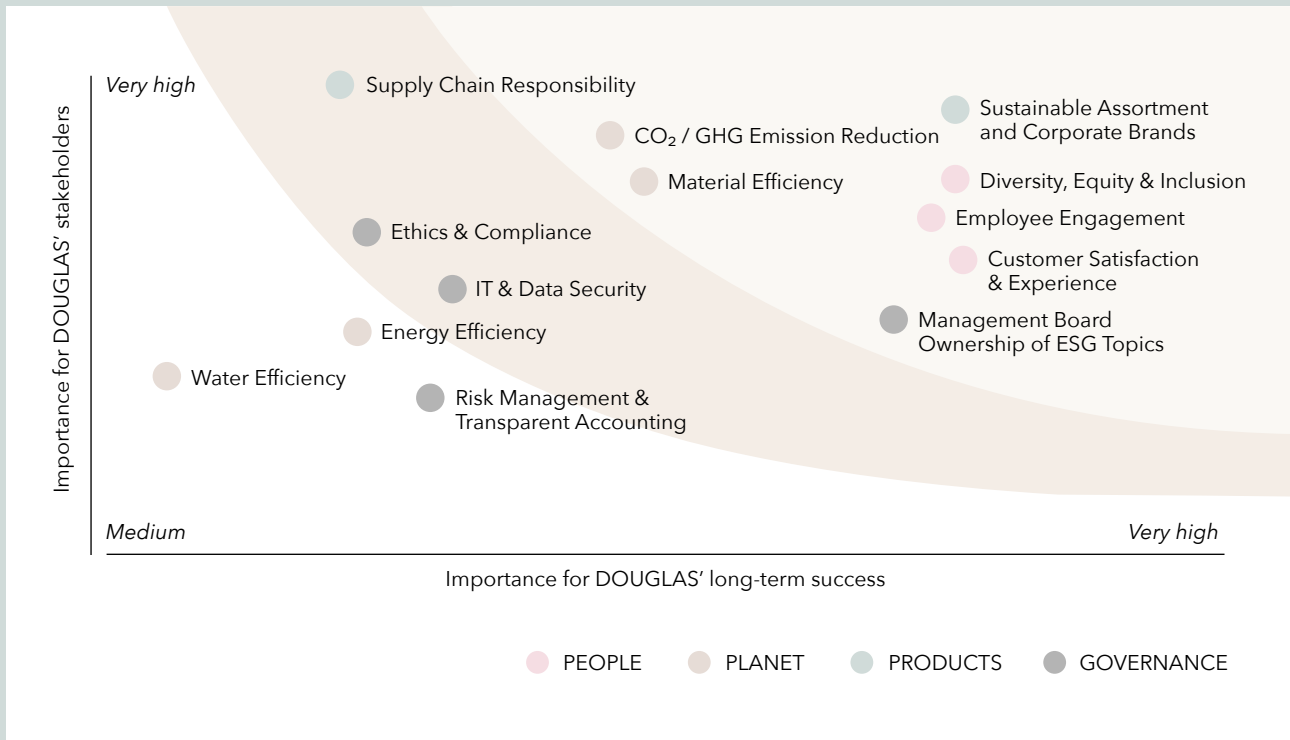
DOUGLAS SUSTAINABILITY STRATEGY

MATERIALITY ASSESSMENT

In 2021, DOUGLAS conducted its first Materiality Assessment to identify stakeholder priorities and to map factors essential for its long-term success. Seven material topics were identified in the process, which form the basis for the company's ESG activities:



DOUGLAS' MATERIALITY MATRIX



These topics identified in 2021 served as the basis for the DOUGLAS ESG strategy update in FY 2022/23.

In addition, DOUGLAS has considered topics such as Water Efficiency and Supply Chain Responsibility, however those have not been formally classified as material topics. Other topics such as Risk Management & Transparent Accounting, IT & Data Security and Ethics & Compliance are part of our key business practices and form the foundation of our strategy.

As part of the process of preparing for the Corporate Sustainability Reporting Directive (CSRD) reporting obligations, we are currently updating this Materiality Assessment –

considering the required double materiality approach (including both the relevant inside-out and outside-in perspectives), screening stakeholder priorities, and mapping factors essential for DOUGLAS' long-term success – to identify an updated list of material topics.

The most important stakeholders, whose perspective formed the basis of this materiality analysis, are customers, employees and suppliers such as brand partners, as well as service providers, investors and rating agencies. On a wider scale, we also engaged with the media, academics and NGOs to include their perspectives. Stakeholder expectations are regularly monitored.



OVERVIEW AND STRATEGY

As Europe's number one omnichannel premium beauty destination, we have the ambition to also be a leading beauty retailer in sustainability.

We recognize our environmental and social responsibility towards our customers, our employees and the planet, and strive to be sustainable in all our activities as well as respect all human beings and nature. Not only do our stakeholders, most importantly our customers and employees, expect this

from us - in line with a regulatory environment and standards that constantly tighten ESG requirements for corporations - our environmental and social responsibility also has a clear business rationale for us. Reducing emissions and waste, for instance, can reduce costs. Higher sustainability standards can help to attract customers and employees. And by motivating and inspiring our employees, we can potentially increase productivity and attract new talent.

OUR ESG STRATEGY



In 2023, we formulated an updated, more ambitious sustainability strategy that expands and adjusts the initial 2021 approach. In this process, we updated existing targets, introduced additional ones and set up more detailed action plans to achieve them, based on specific quantifiable ESG performance data categories.

DOUGLAS' ESG strategy forms an integral part of the company's "Let it Bloom - DOUGLAS 2026" strategy: With a strict focus on the customer and a targeted omnichannel setup, DOUGLAS aims to accelerate growth. ESG remains firmly anchored in the first strategy pillar "Be the #1 BEAUTY DESTINATION" and is based on the three focus areas People, Planet and Products. In each focus area, the company has defined clear ambitions and identified relevant domains that are filled with well-defined objectives and concrete

actions, flanked by clear responsibilities, to achieve timely and measurable progress, including specific investments in ESG efforts across all relevant areas of the business. The three focus areas are supported by our practice of good corporate governance throughout the entire organization. Our ESG strategy addresses our material topics and is mapped to tie back to the UN Sustainable Development Goals (SDGs), with a focus on the five SDGs most relevant to DOUGLAS' business: SDG 8, Decent Work and Economic Growth; SDG 10, Reduced Inequalities; SDG 12, Responsible Consumption and Production; SDG 13, Climate Action; and SDG 17, Partnerships for the Goals. As we progress with the implementation of our ESG strategy, particularly in our countries of operation, we expect to learn, iterate and improve.

**As Europe's leading premium beauty destination,
DOUGLAS has the ambition to be a leading beauty retailer in sustainability.**

PEOPLE



Set culture of belonging and promote collaboration and appreciation

- Drive diversity, equity & inclusion
- Grow our culture
- Develop our people

PLANET



Aim for -50% CO₂e by 2025 (Scopes 1 & 2 vs. '18/19) in first step, develop further reduction targets for Scopes 1-3 in line with SBTs

- Reduce energy consumption in stores & offices
- Reduce waste
- Reduce emissions from transport / supply chain
- Lower environmental footprint of store interior

PRODUCTS



Improve the sustainability of the products we offer

- Working together with brand partners on sustainability
- Make our corporate brands excel in sustainability
- Visibility on sustainable beauty in customer journey

GOVERNANCE

Clear ownership and responsibilities among management to empower and to deploy ESG within the organization

- ESG as recurring part of management remuneration
- Continuously maintain our Compliance Management System (CMS)
- Reporting system for annual ESG report

ESG GOVERNANCE AND MANAGEMENT STRUCTURE

DOUGLAS' ESG governance and management structure reflects the importance of ESG to and for our Group and our business.

The responsibility for ESG is anchored at the highest level of the organization, with the CEO overseeing DOUGLAS ESG efforts. To effectively implement our ESG strategy and empower and deploy ESG throughout our organization, we have established clear ownership and responsibilities among our management. As an important tool to achieve this, we have integrated the fulfillment of ESG targets into our incentive scheme for our Management Board and top management.

OUR ESG COMMITTEE

We have established a dedicated ESG governance framework, with the ESG Committee serving as the central steering and decision-making body. The ESG Committee is chaired by CEO Sander van der Laan. Further members are CFO Mark Langer, executive managers of the relevant central functions, and our CEOs. The committee approved the ESG strategy and road map, as well as the selection of our ESG targets, and reports on annual performance and target achievements. The ESG Committee meets regularly to discuss and align on strategic opportunities and risks.

The Supervisory Board is regularly involved in topics within the corporate strategy of DOUGLAS Group, and thus also in the topics discussed in the ESG Committee. Below the ESG Committee, on the operating level, a Group-wide ESG Council deploys the strategic initiatives within the framework of our ESG strategy and road map. The council also oversees the implementation of the strategy across our organization and in our countries of operation. It acts as a sounding board towards the ESG Committee, flagging risks and updating the ESG Committee on progress and achievements. The ESG Council is composed of representatives of relevant central functions, such as our HR, Real Estate, Corporate Brand, and Purchasing departments, and of our segments. The work of the ESG Committee and of the ESG Council is facilitated by our Group ESG team, led by our Head of Sustainability. The ESG team develops the strategic ESG framework, is responsible for regularly reviewing the ESG strategy and tracks its implementation. In addition, it coordinates and leads stakeholder management and engagement. The Head of Sustainability reports to the Senior Vice President Group Communications & Sustainability. Both are members of the ESG Committee and the ESG Council. Sustainability efforts across the entire Group are cross-functional to ensure alignment with business priorities and a long-term focus on ESG.

2

PEOPLE





AMBITION

DOUGLAS' ambition is to create a workplace that champions diversity, equity and inclusion, and actively drives these by setting clear priorities to increase representation. We foster a culture of belonging that encourages collaboration

and appreciation, and continuously invest in the growth and development of our employees to ensure that they have the tools and opportunities to thrive in our diverse world and lead our Group to further success.

INITIATIVES

DRIVE DIVERSITY, EQUITY AND INCLUSION

We aim to increase the representation of underrepresented groups in all leadership positions at our headquarters.

These can be, for example, women, people with disabilities, people with different cultural backgrounds and nationalities or people from different age groups. To reach this goal, we are setting up a diversity, equity, and inclusion framework and tracking mechanisms with specific KPIs and targets, and we are enhancing internal and external communication around diversity, equity and inclusion topics. We intend to raise this engagement by involving employee resource groups and by supporting our employees with diversity trainings. Employee resource groups are formally established affinity groups for employees organized around a common interest or shared identity, providing the opportunity to connect with like-minded individuals and serve as a sounding board towards the Management Board. Since financial year 2021/22, we have formed employee resource groups for LGBTQ+, family, and international employees at our Düsseldorf headquarters and plan to establish further groups throughout the organization. Furthermore, DOUGLAS strives to provide equal opportunities for employees with disabilities and to better accommodate employees' needs within the workforce overall.

DOUGLAS Group was the first company to receive full certification by the German diversity network BeyondGenderAgenda in financial year 2019/20 after an independent certification process on the company's efforts in the areas of diversity, equal opportunities and an inclusive work environment. DOUGLAS is actively involved in the network, with executive managers serving as members of the network's Advisory Board. In addition, DOUGLAS was listed as a Financial Times Leader in Diversity 2022, an annual ranking based on employees' perception of companies' inclusiveness or efforts to promote various aspects of diversity. Furthermore, we signed the German Diversity Charter (Charta der Vielfalt), which promotes diversity in companies and institutions and is under the patronage of the German chancellor, in May 2022 and joined the Leading Executives Advancing Diversity (LEAD) Network. The network aims to attract, retain and advance women in the retail and consumer goods industries in Europe through education, leadership and business development.



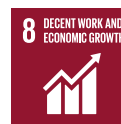
GROW OUR CULTURE

Our culture is shaped by our purpose and values, which we revised and updated in FY 2022/23.

We are in the process of integrating our new purpose and values into recruiting communications, trainings and employee development measures, including employee assessments.

We aim to improve employee satisfaction and engagement, to reduce employee turnover and to improve other employee engagement and satisfaction metrics. To achieve this, DOUGLAS follows a listen, learn and act approach based on employee surveys and a regular exchange with employee resource groups - both of which we consider to be key in our effort to learn from our employees about our company culture's strengths and areas of improvement. We conducted an employee survey at our Düsseldorf head-

quarters in 2023 as part of a culture audit by the independent Great Place to Work Institute, which measures workplace culture based on various aspects such as credibility, respect, fairness, pride and team spirit. Based on this initial survey, DOUGLAS aims to improve its employee engagement score from 56% (FY 2022/23) to more than 65% (by FY 2025/26). Since employee satisfaction is a decisive factor, DOUGLAS plans to conduct more of these surveys in the future across the Group. In addition, DOUGLAS strives to continuously increase and improve the external ratings of our Group as an employer, such as on the independent and anonymous German online employer rating platform Kununu, across countries.



DOUGLAS PURPOSE AND VALUES

MAKE LIFE MORE BEAUTIFUL

PASSION

We are passionate about people and beauty and serving our customers best.

APPRECIATION

We embrace uniqueness and value everyone's contribution while we work as one team.

OWNERSHIP

We take responsibility to achieve common results and strive to be better every day.

DEVELOP OUR PEOPLE



DOUGLAS aims to provide all employees with regular skill-building opportunities and career advancement pathways, as well as to increase the share of leadership positions filled with internal candidates, in the coming years.

We aim to create a Group-wide standardized and harmonized training approach, our DOUGLAS Academy, to foster a consistent and professional learning culture. In addition, DOUGLAS develops succession plans for the top 30 Group functions. We plan to complement these by detailed international succession plans for management positions and plans to enhance the development of young talents within the organization to create high potential and young talent pools that sustainably fill our internal succession pipeline.

The Group-wide employer branding campaigns "THE CODE BEHIND BEAUTY", launched in December 2021, and "THE NEXT GEN BEHIND BEAUTY", launched in November 2022, increased the number of applications, proving to be successful in attracting new talent. In 2023, DOUGLAS launched the interational and omnichannel employer branding campaign "THE PEOPLE BEHIND BEAUTY". As the "Voices of DOUGLAS", employees act as corporate influencers to show an authentic employer image of DOUGLAS.

DOUGLAS implements a job-level architecture and performance management that structures the way leaders evaluate performance in co-creation with their employees. To attract, develop and retain talent, several initiatives have been rolled out since FY 2021/22, including:

- Three international leadership programs that relate to the different career levels.
- The new e-learning platform Skillsoft, available to all employees at headquarters in all countries where DOUGLAS is represented.
- Country-specific, individual e-learning opportunities to ensure that our store employees are up to date regarding our latest brands and products – expansion and standardization will take place as part of the roll-out of the DOUGLAS Academy.
- The mentoring program DO.MENTORING.
- Half-day trainings on sustainability for all employees in France as well as for area and store managers in Germany.
- An apprenticeship program and jobs for students and interns in all departments of our Düsseldorf headquarters, including dual-course studies in which secondary school graduates combine a bachelor's degree with practical work in different parts of the Group. In 2023, the LEADING YOUNG TALENTS training was initiated to train the supervisors of our young talents (working students, interns, and/or dual-course students).
- DOUGLAS Germany uses an employee-only channel, @wir.sind.do., which enables direct communication with, information of and training updates for our store employees. Around 50% of our store employees in Germany follow this account on Instagram (as of December 31, 2023). A rollout in Austria and Switzerland is planned for 2024.

PEOPLE KPIs

NUMBER OF EMPLOYEES IN FY 2022/23

The following table shows the number of employees (headcount and FTE, including temporary employees, trainees and apprentices) for the financial year 2022/23 as of September 30, 2023, broken down by segment, gender, type of employment and function. In financial year 2022/23, people from 104 nations worked for DOUGLAS.

We work with temporary workers to meet the demands of the business during peak trading periods, in particular during our peak season. We employ part-time employees

at the holding level and the store level, whereas the share of part-time employees at the store level is significantly higher.

In line with our industry and driven by a particularly high share of female employees in stores, the overall share of women across all our employees has traditionally been very high. In the financial year 2022/23, approximately 97% of DOUGLAS store employees and approximately 70% of the office employees were female.

NUMBER OF EMPLOYEES IN FINANCIAL YEAR 2022/2023

As of September 30, 2023			thereof by gender ^①		thereof by employment type		thereof by function	
	Headcount	FTE	Female	Male	Full-time	Part-time	Stores	Offices
DACH/NL	7,594	4,569	94%	6%	28%	72%	87%	13%
France	3,399	3,071	96%	4%	73%	27%	90%	10%
Southern Europe	3,304	2,751	93%	7%	53%	47%	85%	15%
Central Eastern Europe	2,984	2,619	96%	4%	67%	33%	87%	13%
Parfumdreams/ Niche Beauty	514	421	76%	24%	61%	39%	76%	24%
Central functions (+ Disapo)	536	500	60%	40%	80%	20%	0%	100%
Total employees	18,331³	13,931	93%	7%	50%	50%	83%	17%

^① Data has been audited with limited assurance.

³ The table above shows total headcount as of September 30, 2023 while the Financial Report for FY 2022/23. shows the average number of employees in the financial year.

WOMEN IN LEADERSHIP POSITIONS FOR DOUGLAS GROUP

In addition, we want to promote adequate representation of women in management positions. In the financial year 2022/23, 89% of management positions in DOUGLAS

Group were held by women, thereof 97% in stores and 60% in offices, whereby leadership positions refer to all roles with management responsibility.

As of September 30, 2023	Overall	Female managers ⁴	
		in offices	In stores
DACH/NL	81%	54%	96%
France	95%	65%	98%
Southern Europe	94%	60%	97%
Central Eastern Europe	96%	76%	98%
Parfumdreams / Niche Beauty	68%	37%	100%
Central functions (+ Disapo)	63%	63%	0%
Total female managers	89%	60%	97%

WOMEN IN LEADERSHIP POSITIONS FOR DOUGLAS GMBH

As of September 30,	2023	2022	Target ratio ⁵
Managing directors	0%	67%	33%
Supervisory board	50% ⁶	42%	33%
First management level	60%	78%	43%
Second management level	50%	44%	44%

The first and second management levels are defined in accordance with the German Limited Liability Companies Act (*Gesetz betreffend die Gesellschaften mit beschränkter Haftung*), which is different from our internal broader definition of leadership positions. A quota for female managing directors, for women on the Supervisory Board and for women on the two management levels must be determined and a target quota must be set. The target ratio

for the Management Board and the Supervisory Board was set by the Supervisory Board, and for the first and second management levels by the Management Board.

For details on the composition of the company's Management Board and Supervisory Board, see "About DOUGLAS" on the DOUGLAS corporate website: www.corporate.douglas.de.

⁴ Excluding Niche Beauty, Disapo (CN and NL), Latvia, Estonia, Slovenia, Spain and Portugal.

⁵ Target date: September 30, 2025.

⁶ Including Tina Mueller, who left the Supervisory Board with effect from the end of September 30, 2023.

AGE STRUCTURE OF DOUGLAS GROUP EMPLOYEES

thereof by age 			
As of September 30, 2023	<29 years	30-49 years	>50 years
DACH/NL	34%	36%	29%
France	39%	44%	17%
Southern Europe	17%	59%	23%
Central Eastern Europe	33%	57%	10%
Parfumdreams / Niche Beauty	28%	49%	23%
Central functions (+ Disapo)	25%	54%	21%
Total employees	32%	46%	22%

 Data has been audited with limited assurance.

The average employee age was 38 years, and the average employment period within DOUGLAS Group was 9.6 years in financial year 2022/23. Our overall attrition

rate in financial year 2022/23 was 18% at the Group level, remaining stable at this level over the past financial years and below the industry level.⁷

⁷  Data has been audited with limited assurance. Attrition rate represents the number of employees leaving DOUGLAS during the year. Calculated as the total number of leavers qualified as permanent salaried employees versus the average headcount during the year. Apprentices, trainees and employees on a limited contract are not included, while retirees and people leaving during their probation period and due to dismissal are counted as salaried employees. Industry level refers to German retail (reference: *Fluktuation der Beschäftigung nach Wirtschaftszweigen 2021* | Statista).

3

PLANET





AMBITION

DOUGLAS' ambition is to reduce Scopes 1 and 2 greenhouse gas emissions⁸, measured in tons of CO₂ equivalents, by 50% by 2025 (compared with the baseline financial year 2018/19) as a first step and to develop further reduction targets for Scopes 1 to 3 in line with Science-Based Targets by 2025.⁹

After conducting an initial Group-wide data collection process to map Scope 1 and 2 emissions in 2021, DOUGLAS partnered with a certified third-party provider and set up a carbon accounting tool in 2023 to improve and standardize the data collection process. In addition, DOUGLAS already tracks parts of Scope 3 emissions relevant to the

business – from e-commerce transportation, waste at sites and waste to customer, to business travel, servers and cloud services. To create a pathway for the future, DOUGLAS is currently preparing a road map for Scope 3 emissions and aims to set a corresponding target for emissions reduction by 2025. To tackle the most relevant Scope 3 emissions in DOUGLAS' business model, in other words emissions from purchased goods and services, DOUGLAS is conducting an assessment of the environmental footprint, including carbon emissions for corporate brand products, and is striving to intensify the dialogue and strengthen the co-operation with its largest brand partners in this regard.

⁸ Scopes 1 to 3 are layers of greenhouse gas emissions according to the Greenhouse Gas Protocol.

⁹ These targets are considered "science-based" if they are in line with what the latest climate science deems necessary to meet the goals of the Paris Agreement. They must be submitted to the Science Based Targets initiative (SBTi) for validation. We intend to assess all our ambitions in accordance with Science-Based Targets (SBTs).

INITIATIVES



REDUCE ENERGY CONSUMPTION IN STORES AND OFFICES

Highly relevant for the reduction of greenhouse gas emissions in DOUGLAS' business operations is the lowering of energy consumption in stores, offices and warehouses. DOUGLAS aims to reduce energy consumption by 50% by 2027 compared with the financial year 2018/19. To achieve this reduction target, a Group-wide Energy Council has been established to create an interface for energy-knowledge transfer across the Group. Members are executives from the Düsseldorf headquarters, including our CEO, CFO and regional CFOs, as well as the relevant subject matter experts responsible for real estate and energy management. DOUGLAS has implemented an energy policy applicable to all countries DOUGLAS operates in, to increase awareness and give guidance on concrete energy usage. In addition, a catalogue of relevant ESG criteria is integrated in real estate investment decisions. DOUGLAS intends to continue to replace technical equipment - from light bulbs to air conditioning - with eco-friendly alternatives, and to switch to renewable electricity where feasible. Renewable electricity is already used in Germany and Austria, and the majority of the sales areas in Germany, Belgium, Spain and Portugal are equipped with LED lights. DOUGLAS plans to switch to full LED lighting in all sales areas by 2027. In France, it is planned to roll out a building management system to intelligently control temperatures in stores, and to manage energy efficiently nation-wide, after the system proved successful in the pilot phase. Our Düsseldorf headquarters building was awarded the Green Building LEED Gold status as awarded by the German Green Building Association (GGBA), showing that its renovation met certain requirements in several environmental categories. As almost all DOUGLAS stores are leased, a continuous dialogue with the various landlords to jointly reduce emissions in stores is an important lever. In this context, DOUGLAS aims to conclude green lease¹⁰ contracts in the future, which comply with certain sustainability criteria and standards.

REDUCE WASTE

DOUGLAS aims to decrease the demand for materials and reduce the amount of waste generated. To achieve this, DOUGLAS has started to conduct a waste assessment, which identifies the main impact areas for improving waste management in stores, warehouses and offices. We currently track waste at offices and warehouses as well as waste to customer, which we understand as supplementary items provided to our customers, such as bags or gift wrapping and the packaging of our corporate brand products.

The DOUGLAS waste reduction target is expected to include both the reduction of waste volumes, particularly from packaging as one of the primary waste streams, as well as an increase in recycling rates. We already utilize reusable boxes for most warehouse-to-store and store-to-warehouse shipping and have made considerable strides to reduce transportation packaging in our E-Com business, for example by introducing optimized packaging sizes, which we developed upon analyzing order sizes and that allow us to reduce paper and chemical consumption as well as pallet and truck use. Specially designed boxes further enable Douglas to cut back on filling material. DOUGLAS' return rates in e-commerce were 3.2% in financial year 2021/22, and 3.5% in financial year 2022/23. Any returns in Germany and France that cannot be resold are donated to the extent suitable. DOUGLAS Germany uses digital receipts at store checkouts. This initiative is currently being evaluated for a Europe-wide rollout.

REDUCE EMISSIONS FROM TRANSPORT / SUPPLY CHAIN

"Transport, logistics and supply chain" is an important domain for us to tackle greenhouse gas emissions, both business-to-business and business-to-customer. DOUGLAS aims to make logistics more efficient, for example by reducing the transport frequency to the stores. For last-mile deliveries to customers, we are already partly using carbon-neutral services by third-party carriers and intend to roll these out further. The warehouses are also part of our continued energy consumption reduction efforts. By implementing the One Warehouse, All Channels (OWAC) strategy, we expect to achieve considerable CO₂ savings since we are reducing the number of our distribution points. In addition, innovative collaborations with suppliers and service providers will enhance leverage, such as the use of electric trucks by one of DOUGLAS' major brand partners to deliver their products to us.

LOWER ENVIRONMENTAL FOOTPRINT OF STORE INTERIOR

With a large number of stores, the store interiors are a substantial lever to lower DOUGLAS' environmental footprint. We aim to identify and reduce the carbon footprint of the furniture in stores, for example by designing it to be robust and feature at timeless design, natural colors and high-quality materials. This also includes the use of sustainable materials, such as recycled material for micro furniture, and the reuse of furniture whenever possible.

¹⁰ Green leases are lease agreements aligning tenant and landlord interests around sustainability, including energy efficiency, water conservation and other environmentally friendly measures. It requires the tenant to use the property sustainably and the landlord to manage the property sustainably, improving the environmental performance of a building.

PLANET KPIs

METHODOLOGY

DOUGLAS published its initial carbon footprint and energy consumption KPIs in its Sustainability Report 2020/21. In 2023, the carbon accounting methodology was updated. We now collect the relevant data and make carbon-footprint - related calculations using an external service provider. Due to this change in process and methodology, figures for the baseline year of DOUGLAS' climate target, financial year 2018/19, shown in this report differ from the figure previously published. Scopes 1, 2 and 3 figures reported are in line with the Greenhouse Gas (GHG) Protocol, a comprehensive global standardized framework to measure and manage greenhouse gas emissions from private and public sector operations, value chains, and mitigation actions, and a customary metric in ESG management. The scopes are determined by the origin of the emissions. While Scope 1 emissions are direct emissions from sources we control or own, Scope 2 covers indirect emissions from purchased energy, and Scope 3 covers other indirect emissions in DOUGLAS' value chain, both upstream (related to the goods and services purchased) and downstream (related to the goods and services sold).

CARBON FOOTPRINT OF DOUGLAS GROUP IN t CO₂e

DOUGLAS' carbon footprint is presented according to the market-based approach and measured in metric tonnes of CO₂ equivalents (CO₂e). While the emissions from company vehicles result from the kilometers driven by DOUGLAS' vehicle fleet, the other Scopes 1 and 2 emissions reported result from energy used in our stores, offices and ware-

houses. Cloud services include emissions derived from DOUGLAS web shop hosting. Business travel refers to travel by train, airplane and rental car. Further Scope 3 dimensions will be included in a next step based on the outcome of the Scope 3 inventory assessment currently being conducted.

It should be noted here that more activity based consumption values were available for FY 2021/22 than for 2022/23, as energy consumption of many buildings had not yet been invoiced for FY 2022/23 at the time this data collection was conducted. Estimations were made for consumption values where no activity data was available. In years 2022/23 and 2021/22, a different, more standardized and conservative methodology was applied than in the baseline year. This estimation methodology is based on a daily factor for kilowatt hours per square meter, which is derived from the activity data of DOUGLAS-specific building clusters and is allocated according to a country-specific distribution of energy sources. This has been agreed upon with our auditor.

The reduction in Scope 1 "Emissions from company vehicles" is due to the fact that company vehicles were used less intensively than in financial year 2018/19 and a small proportion was already replaced with electric vehicles.

The increase in Scope 1 "Direct emissions from fuel combustion for heating" can be attributed to the more conservative estimation methodology compared with financial year 2018/19. Fugitive emissions from refrigerant losses were estimated for the first time in financial year 2021/22.

CARBON FOOTPRINT OF DOUGLAS GROUP IN t CO₂e

	FY 2022/23 t CO ₂ e	FY 2021/22 t CO ₂ e	FY 2018/19 t CO ₂ e
Emissions from company vehicles ¹¹	1,391	1,255	2,820
Direct emissions from stores, offices and warehouses	11,599	10,964	6,400
<i>Thereof emissions from fuel combustion for heating</i> ¹²	8,456	7,957	6,400
<i>Thereof emissions from refrigerant losses</i> ¹³	3,143	3,007	-
Scope 1 ✓	12,990	12,219	9,220
Emissions from generation of purchased electricity ^{12, 14}	32,617	39,539	57,634
Emissions from generation of purchased district heating/cooling ¹²	2,349	2,233	3,656
Scope 2 ✓	34,966	41,772	61,290
Subtotal ✓	47,956	53,991	70,510
Emissions from E-com deliveries / fulfillment	16,272	13,131	5,980
Emissions from business travels	1,284	743	892
Emissions from waste to customer	11,718	13,023	8,435
Emissions from fuel- and energy-related activities	15,593	15,263	18,450
Emissions from waste generated at warehouses and offices ¹⁵	811	235	1,086
Emissions from cloud services	72	73	83
Scope 3	45,750	42,468	34,926
Total emissions	93,706	96,459	105,436

✓ Data has been audited with limited assurance.

11 No activity data was available for the calculation of emissions caused by company vehicles in Switzerland, therefore the number of cars was estimated.

12 The proportion of gas and electricity consumption in FY 2022/23 and 2021/22, which is not based on activity data, was estimated using a standardized and audited methodology carried out by DOUGLAS, which differs from the methodology in FY 2018/19. For FY 2022/23, a higher proportion was estimated using this methodology than in FY 2021/22, as many buildings had not yet been billed for FY 2022/23 at the time the report was prepared.

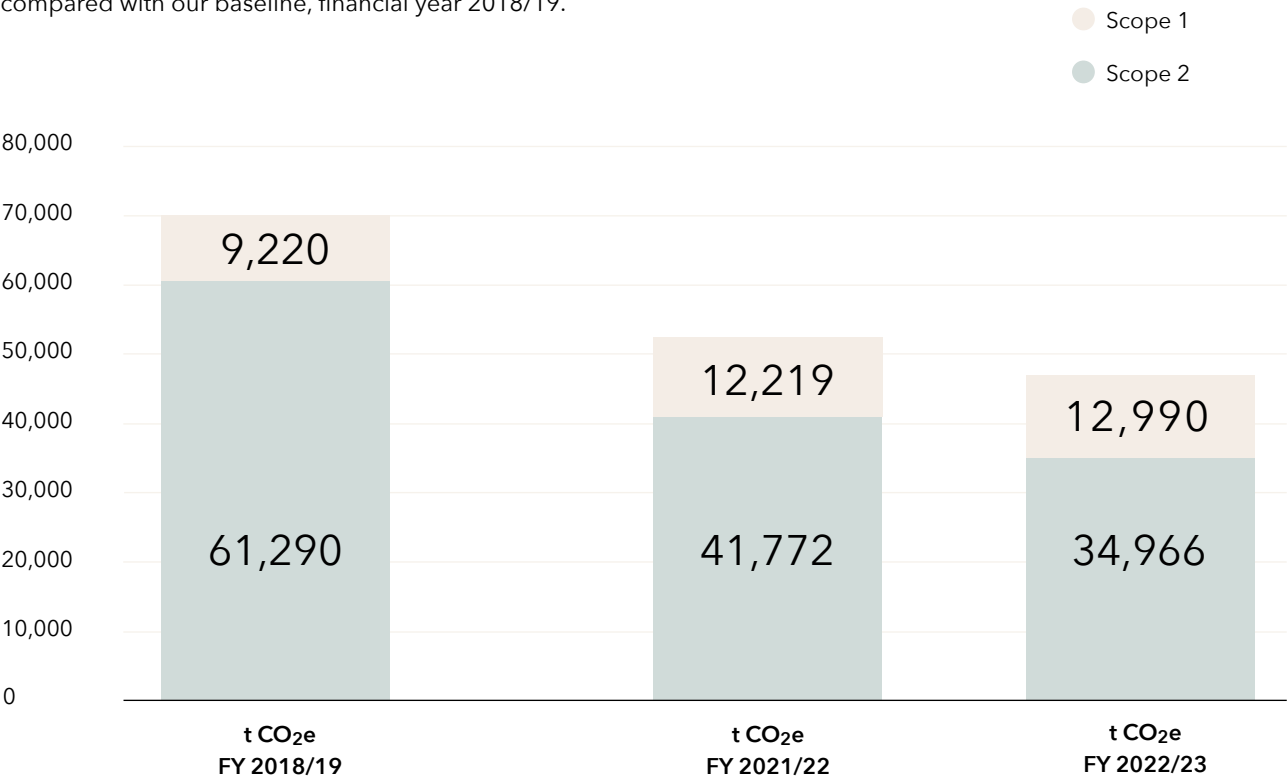
13 The refrigerant losses reported are based on an estimate by our external service provider. This estimate was initially carried out in FY2021/22, which is why no values are reported in FY2018/19.

14 Electricity for hybrid vehicles is not recognized in 2021/22 and 2022/23, whereas it is included for hybrid vehicles in France in 2018/19.

15 FY 2021/22 incl. waste in warehouses for France, Italy, Spain, the Netherlands, Parfumdreams and Niche Beauty. FY 2022/23 incl. waste in warehouses for Germany, France, Italy, Spain, the Netherlands, Parfumdreams and Niche Beauty.

DEVELOPMENT OF DOUGLAS' CLIMATE TARGET ACHIEVEMENT

The graph shows the development of DOUGLAS' Scope 1 and 2 emissions for financial year 2021/22 and 2022/23, compared with our baseline, financial year 2018/19.



DOUGALS' current climate target aims to reduce Scope 1 and Scope 2 greenhouse gas emissions, measured in tons of CO₂ equivalents, by 50% by 2025 (compared with the baseline financial year 2018/19). The combined Scope 1 and 2 emissions in financial year 2022/23 were reduced by 32%, versus our baseline year. While Scope 1 emissions have increased, Scope 2 emissions have decreased. Compared with financial year 2018/19,

the decrease in Scope 2 emissions in financial year 2021/22 is mainly due to the closure of stores and the start of purchasing renewable electricity in Germany. Considering the development from financial year 2021/22 to 2022/23, it must be noted that a larger proportion of data had to be estimated conservatively in financial year 2022/23. Initiatives to improve energy efficiency are being implemented in stores, such as the large-scale switch to LED bulbs.

ENERGY CONSUMPTION

FY 2022/23 in kWh 				
Energy source	Stores	Offices	Warehouses	Total
Electricity	107,126,260	4,847,731	7,252,175	119,226,165
<i>Thereof renewable</i>	34,345,480	348,186	0	34,693,666
Natural gas	39,280,932	2,888,464	8,076,227	50,245,622
Oil	69,690	18,754	242,443	330,888
Liquefied gas	0	0	71,944	71,944
District heat	21,396,656	561,329	93,572	22,051,557
Total energy consumption	167,873,537	8,316,277	15,736,361	191,926,176

FY 2021/22 in kWh 				
Energy source	Stores	Offices	Warehouses	Total
Electricity	108,911,286	3,953,311	6,863,958	119,728,555
<i>Thereof renewable</i>	19,093,699	139,168	0	19,232,867
Natural gas	37,095,207	2,845,406	6,866,893	46,807,506
Oil	66,313	6,269	152,650	225,231
Liquefied gas	0	0	45,298	45,298
District heat	20,324,729	510,682	58,007	20,893,418
Total energy consumption	166,397,534	7,315,667	13,986,806	187,700,008

 Data has been audited with limited assurance.

Data for warehouses also include energy consumed in outsourced warehouses. The total energy consumption in financial year 2021/22 was 187,700,008 kWh, which translates to an average energy consumption of 319 kWh per

square meter of store area. The total energy consumption in financial year 2022/23 was 191,926,176 kWh, which translates to an average energy consumption of 345 kWh per square meter of store area.¹⁶

¹⁶ Changes in kWh/store sqm as compared with the last report are due to a change in methodology. The kWh/sqm in FY 2021/22 and 2022/23 consider all energy consumption in DOUGLAS' stores, offices and warehouses, whereas the numbers shown in the last report for FY 2018/19, 2019/20 and 2020/21 only include energy consumption in stores.

4

PRODUCTS





AMBITION

DOUGLAS supports customers throughout their journey, enabling them to make informed shopping decisions by enhancing visibility and transparency on sustainable beauty.

This commitment extends across the entire customer journey, both in-store and online. In its business model as a beauty retailer, DOUGLAS has the leverage needed to drive sustainability topics throughout the value chain together with its suppliers. Here, we aim for collaboration with manufacturers of DOUGLAS' corporate brands and product and brand partners in the beauty industry. We work closely with brand partners to increase ESG transparency for customers, employees and the public. Initiatives and measures for climate action are evaluated and jointly defined. DOUGLAS further collaborates with partners to reduce packaging and to enhance recycling and reuse.

Besides the brand partner assortment, DOUGLAS is also working to improve the environmental impact of its corporate brands:

- DOUGLAS is currently assessing the environmental impact of each category of corporate brand products. Based on the findings of this baseline measurement, DOUGLAS intends to include specific reduction plans in product development that aim for a reduction of 10% for the corporate brand portfolio's carbon footprint, measured in tons of CO₂ equivalents, based on the GHG Protocol (emissions from the production of purchased goods and services), by 2027 and 20% by 2030, compared with the baseline financial year 2022/23.
- The share of certified natural cosmetic products in new launches shall double by 2027, compared with the baseline financial year 2022/23.
- In addition, DOUGLAS has set the goal of ensuring 80% of DOUGLAS' corporate brands are vegan by 2030, referring to products free of animal or animal-based ingredients.
- To also reduce the impact of packaging of the corporate brands, 100% of packaging shall be recyclable, recycled or reusable by 2030. DOUGLAS' corporate brands will use more paper-based product packaging that is compliant with third-party certifications. We aim to ensure that 100% of the relevant packaging for new launches comply with the respective external standards by 2025.

INITIATIVES



WORKING TOGETHER WITH BRAND PARTNERS ON SUSTAINABILITY

Sustainability is ingrained in discussions with our largest assortment brand partners, fostering a collaboration on critical issues like climate action, the overall reduction of plastic and packaging materials, and the enhancement of transparency towards customers. In financial year 2022/23, DOUGLAS joined the EcoBeautyScore Consortium, an initiative of the cosmetics industry consisting of manufacturers, retailers and associations, to enable consumers to make more informed and sustainable choices. The consortium is currently developing an environmental impact assessment and scoring system for cosmetic products. In the context of implementing the necessary processes to ensure adherence with the German Supply Chain Act (*Lieferkettensorgfaltspflichtengesetz*), we updated our Code of Conduct for our suppliers and other business partners and published our Human Rights Statement on the corporate website: [DOUGLAS-Menschenrechtserklaerung.pdf](#).

MAKE OUR CORPORATE BRANDS EXCEL IN SUSTAINABILITY

All DOUGLAS corporate brands' products fully comply with EU regulations relating to animal testing and are therefore cruelty-free. The DOUGLAS corporate brands' range of vegan products includes items offered by the Jardin Bohème and one.two.free! brands. In addition, we are closely monitoring the regulatory developments in the EU regarding microplastic-free products. In financial year 2022/23, DOUGLAS corporate brands launched a second organic range and plans to further increase the share of certified natural products that are in line with the COSMOS organic standard. This certification defines criteria that companies must meet to ensure that all relevant drivers of the products are organic, including ingredient origin and labeling.

DOUGLAS corporate brands continue to partner with Plastic Bank, a social enterprise that prevents plastic waste from polluting the oceans by creating recycling ecosystems in coastal communities. For financial year 2022/23, the cooperation with Plastic Bank and DOUGLAS corporate brands resulted in the prevention of an equivalent of 10 million plastic bottles from entering the ocean. This was linked to

customer initiatives, for example the collection by Plastic Bank of bottles with each purchase of products of the DOUGLAS Naturals, DOUGLAS Home Spa and Essential lines. In FY 2021/22, the cooperation also contributed to preventing the equivalent of over 10 million plastic bottles from entering the ocean.

DOUGLAS corporate brands entered for a second year into a partnership with the designer collective Ara Lumiere. The organization received the Camera Nazionale della Moda Award in Italy for best design and social cause relating to their work helping female survivors of acid attacks in India to reclaim their lives by working as seamstresses creating hair accessories and other products. DOUGLAS Collection and Ara Lumiere have co-created a limited edition of make-up and body care products. As part of the collaboration, DOUGLAS is committed to finance reconstructive surgeries, health care, access to education and rehabilitation homes for survivors of acid attacks.

In financial year 2022/23, DOUGLAS formed a partnership with the Givaudan foundation on the occasion of the launch of the new perfume range BEAUTIFUL STORIES. Four environmental or social projects with the community were co-financed, one for each fragrance launched, harvesting a key ingredient of each fragrance.

VISIBILITY ON SUSTAINABLE BEAUTY IN CUSTOMER JOURNEY

DOUGLAS offers an intuitive shopping experience through a comprehensive omnichannel offering, combining stores and e-commerce, including the DOUGLAS and other apps. Elements of the omnichannel customer journey are, among others, the "click and collect/return" option, a store finder solution, fast delivery and reliable delivery partners with express options. Furthermore, the DOUGLAS loyalty program, beauty services and the app scanner for product description pages, which can be used to find out more about products in stores, round off the omnichannel experience. In addition, DOUGLAS provides a comprehensive online experience with its partner program, online video tutorials, influencer social media videos, social commerce and the DOUGLAS app. On top of this, DOUGLAS offers 24/7 shopper assistance with an integrated data-driven chatbot for immediate help.



PRODUCTS KPIs

CORPORATE BRAND CERTIFICATIONS

As of September 30, 2023, nearly 30% of corporate brands new launches in financial year 2022/23 contained at least 90% ingredients from a natural origin. A total of 94% of corporate brands new launches in financial year 2022/23 were vegan, referring to products free of animal or animal-based ingredients.

CUSTOMER SATISFACTION

The leading weighted net promoter score (NPS) in financial year 2022/23 was 8.5 on average, on a scale of zero to ten among surveyed premium customers in the five largest DOUGLAS countries, according to the report we refer to.¹⁷

DOUGLAS' Beauty Card loyalty program is the largest loyalty program among selected beauty specialist peers, with approximately 55 million Beauty Card members as of September 30, 2023.

¹⁷ Reference: OC&C analysis (2023).

5

GOVERNANCE



For the company's corporate governance structure, please refer to section "Management Practices" of the Annual Report for financial year 2022/23.

COMPLIANCE

DOUGLAS has implemented a compliance management system based on the IDW PS 980 auditing standard. The system contains individual compliance standards and processes and is thus a substantial component of our governance system serving to prevent and monitor risks. It contains standards and processes to ensure we adhere to applicable laws and internal policies, along with a regularly updated regulation radar. Acting responsibly and with integrity towards our customers, business partners and the public is self-evident for us.

A key element of our compliance management system is our Code of Conduct. It sets out standards of behavior that apply to everyone in our Group and illustrates our ethical principles of respect and responsibility, appreciation and honesty, diversity and tolerant behavior in everything we do. We believe that by maintaining an open dialogue, we and our employees jointly contribute to a Group-wide atmosphere of trust and teamwork and strengthen our corporate culture.

We ensure our employees' awareness and understanding of compliance topics and policies, including our Code of Conduct, through regular communication and trainings. Our network of country Compliance Officers provides our employees with additional support and assistance in compliance matters.

We also have a whistleblowing system, to enable employees to report potential compliance violations and to provide our business partners with a means to confidentially and anonymously report alleged compliance violations. The reports may relate to criminal offences or violations of EU or national law, including potential human rights violations or environmental issues.

DATA SECURITY AND DATA PRIVACY

Our Group-wide IT security program includes technical and organizational measures to ensure IT security and data privacy. Our IT Security Panel meets regularly to continuously improve our IT security and perform monthly internal monitoring and external IT security audits. DOUGLAS' IT security system also ensures compliance with the EU Payment Services Directive.

At DOUGLAS, we know that data protection and IT security issues affect us all. We actively educate and train our employees on these issues and rolled out an IT security awareness campaign in financial year 2020/21. As part of the onboarding process, all employees now have to review our employee guidelines on using company Internet services and e-mail, with the aim of limiting private use.

DOUGLAS has set up a comprehensive data protection management system to implement the requirements of the relevant data protection laws, in particular the EU General Data Protection Regulation (GDPR). This includes a Group-wide policy on the protection of personal data or other information and on protection against unauthorized access to or use of such information or Group systems. In addition, technical and organizational measures have been implemented throughout the Group to protect personal data, including ensuring the availability of data.



ESG REPORTING

We are currently preparing to set up all the necessary processes to fulfill future ESG reporting obligations and to enhance transparency. Our basic approach here is to integrate our responsibilities, processes, data and IT landscape for ESG reporting with those established in financial reporting.

Under the Corporate Sustainability Reporting Directive (CSRD), DOUGLAS Group will be required to disclose information on what the company sees as risks and opportunities for its business from social and environmental issues (outside-in perspective), as well as on the impact of our business activities on people and the environment (inside-out perspective). The ESG reporting will have to comply with the European Sustainability Reporting Standards (ESRS) that complement the CSRD.

To be equipped to comply with these and other future ESG reporting requirements, such as under the EU Taxonomy, we have set up an internal reporting landscape for frequent ESG reporting. An update of our materiality analysis in the first step, including the double materiality approach required by the CSRD, will serve as the basis to identify further relevant ESG KPIs. Based on the materiality analysis, we will set our ambition for ESG reporting and carry out a comprehensive gap assessment for the identified disclosure requirements. As a next step, we will develop a holistic concept for setting up of CSRD-compliant governance, processes and disclosure requirements as well as set up internal controls for ESG reporting and implement these.

ESG RISKS

In half-yearly risk cycles, DOUGLAS' risk management identifies, evaluates and reviews potential risks and opportunities that could impact our business development. These cycles also include ESG risks and opportunities that have been jointly analyzed by the ESG and Risk Management teams. In this context, potential non-financial risks and opportunities on the material topics identified were examined. In the recent risk management process, no net risks were identified. We believe DOUGLAS is well positioned to take advantage of current sustainability opportunities and to manage risks.

In addition, we are working on the further integration of the climate-related disclosure recommendations released by the Financial Stability Board's Task Force on Climate-related Financial Disclosures (TCFD), which have already been part of the risk management procedure described above.

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APPENDIX

DOUGLAS has reported the information cited in this GRI content index for the period October 1, 2022 to September 30, 2023 with reference to the GRI Standards.

GRI 1: Foundation 2021

GRI CONTENT INDEX

GRI standard	Disclosure	Location
GRI 2: General Disclosures 2021	2-1 Organizational details	About DOUGLAS About this Report
	2-2 Entities included in the organization's sustainability reporting	About this Report
	2-3 Reporting period, frequency and contact point	About this Report
	2-4 Restatements of information	Our ESG Strategy PLANET KPIs
	2-5 External assurance	About this Report
	2-6 Activities, value chain and other business relationships	About DOUGLAS
	2-7 Employees	Develop our People
	2-9 Governance structure and composition	ESG Governance and Management Structure
	2-11 Chair of the highest governance body	Financial Report 2022/23 (Corporate Bodies)
	2-12 Role of the highest governance body in overseeing the management of impacts	ESG Governance and Management Structure
	2-14 Role of the highest governance body in sustainability reporting	ESG Governance and Management Structure
	2-22 Statement on sustainable development strategy	Message from our CEO
	2-23 Policy commitments	Our ESG Strategy Message from our CEO PRODUCTS Initiatives
	2-24 Embedding policy commitments	Compliance, PRODUCTS Initiatives
	2-28 Membership associations	PRODUCTS Initiatives
	2-29 Approach to stakeholder engagement	Materiality Assessment

GRI standard	Disclosure	Location
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Materiality Assessment
	3-2 List of material topics	Materiality Assessment
	3-3 Management of material topics	Materiality Assessment
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Financial Report 2022/23 (Consolidated Financial Statement)
	201-2 Financial implications and other risks and opportunities due to climate change	ESG Risks
	201-3 Defined benefit plan obligations and other retirement plans	Financial Report 2022/23 (Pension Provisions)
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Compliance
	205-2 Communication and training about anti-corruption policies and procedures	Compliance
GRI 206: Anti-corruption Behavior 2016	206-11 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Compliance
GRI 302: Energy 2016	302-1 Energy consumption within the organization	PLANET KPIs
	302-3 Energy intensity	PLANET KPIs
	302-4 Reduction of energy consumption	PLANET KPIs
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	PLANET KPIs

GRI standard	Disclosure	Location
GRI 305: Emissions 2016	305-2 Energy indirect (Scope 2) GHG emissions	<u>PLANET KPIs</u>
	305-3 Other indirect (Scope 3) GHG emissions	<u>PLANET KPIs</u>
	305-4 GHG emissions intensity	<u>PLANET KPIs</u>
	305-5 Reduction of GHG emissions	<u>PLANET KPIs</u>
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	<u>Reduce waste</u>
	306-2 Management of significant waste-related impacts	<u>Reduce waste</u>
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	<u>PEOPLE KPIs</u>
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	<u>Develop our people</u>
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	<u>PEOPLE KPIs</u>

IMPRINT

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