





























Top 10 sustainability targets

▼ Sustainability areas of action

▼ Top 10 strategic targets 2021 and beyond

▼ KPIs for each area of action

▼ Status 2020

 Strategy and growth  p. 11    	<ul style="list-style-type: none"> At least 35 percent of sales should come from Next Generation Solutions^a 	<ul style="list-style-type: none"> Percentage of sales generated by Next Generation Solutions 	35 %
 Governance and compliance  p. 25  	<ul style="list-style-type: none"> Percentage of women at the first and second management levels below the executive board: 30 percent at each level by year-end 2024 	<ul style="list-style-type: none"> Women at the first and second management levels below the executive board 	26.9 %/26.3 %
 Value chain and products  p. 38   	<ul style="list-style-type: none"> 100 percent of all raw materials suppliers where annual procurement volume is >€100 thousand to be covered by TfS assessments by year-end 2025 Generate more than €1 billion in additional sales^b in our six innovation growth fields by 2025 	<ul style="list-style-type: none"> Suppliers of raw materials covered by TfS assessments^c Sales growth in € million 	73 % -- ^d
 The environment  p. 63    	<ul style="list-style-type: none"> Reduce greenhouse gas emissions <ul style="list-style-type: none"> – absolute scope 1 and scope 2 emissions by 50 percent by 2025 (reference base 2008) – absolute scope 3 emissions from the upstream value chain—principally from the “raw material backpack”—by 15 percent by 2025 (reference base 2020) Reduce both absolute and specific energy consumption by 5 percent by 2025 (reference base 2020) 	<ul style="list-style-type: none"> Reduction in greenhouse gas emissions (scope 1 and 2/scope 3) Reduction in energy consumption in petajoules 	–44 % / -- --
 Employees  p. 78 	<ul style="list-style-type: none"> 20 percent intercultural mix^e in top management by 2023 23 percent women in top and senior management by 2023 	<ul style="list-style-type: none"> Intercultural mix in top management Percentage of female managers 	12.9 % 15.9 %/14.2 %
 Safety  p. 90  	<ul style="list-style-type: none"> Safety <ul style="list-style-type: none"> – Accident frequency rate $\leq 0.26^f$ – Incident frequency rate $\leq 0.40^g$ Occupational health performance index ≥ 5.0 	<ul style="list-style-type: none"> Accident frequency/incident frequency Occupational health performance index 	0.80/1.45 5.4