

Combined Non-financial Statement of the Beiersdorf Group and the Beiersdorf AG

General Information

ESRS 2 – General Disclosures

General Basis for Preparation of the Non-Financial Statement

With this statement, Beiersdorf provides information on material sustainability aspects within the Management Report. The Non-financial Statement (NFS) was prepared in accordance with §§ 289b ff. *Handelsgesetzbuch* (German Commercial Code, *HGB*) as well as 315b to 315c *HGB* and thus represents the consolidated NFS of the Beiersdorf Group and Beiersdorf AG as the parent company. Unless otherwise stated, the qualitative information regarding the Consumer business segment also applies to Beiersdorf AG. The results of the concepts for Beiersdorf AG are comparable to the presentation for the Consumer business segment.

Beiersdorf reports partially in accordance with the first set of the “European Sustainability Reporting Standards” (ESRS) as a framework for non-financial reporting in accordance with § 315c *HGB* in conjunction with § 289d *HGB*. This means that not all components of our NFS were prepared in compliance with the ESRS. An overview of all disclosure requirements included in the NFS is provided in [“Appendix A.”](#) This shows which disclosure requirements have been fully or partially implemented.

Since the 2021 financial year, Beiersdorf has been reporting within the NFS in accordance with Article 8 of the EU Taxonomy Regulation on revenue, capital expenditures, and operating expenses associated with environmentally sustainable activities.

For our NFS with regard to Beiersdorf AG pursuant to § 289b *HGB*, we did not use a framework because a (at least partially ESRS-compliant) NFS for the group is relevant to our stakeholders.

The scope of consolidation of the NFS is the same as that for the Annual Report (see [“Notes to the Consolidated Financial Statement”](#)) with the exceptions of our joint venture NIVEA-Kao, our majority shareholding S-Biomedic and the Chantecaille, La Prairie and Coppertone brands. Deviations exist in chapters ESRS E1, ESRS E3, ESRS S1 and ESRS G1. The brands mentioned are partially included in the figures there. These discrepancies are explained at the appropriate points in the report.

In the process of the materiality assessment, impacts, risks and opportunities in own operations and along the upstream and downstream value chain have been considered. A detailed overview of the positive and negative impacts, financial risks and opportunities identified as material and their location in the value chain is provided in the section [“Material impacts, risks and opportunities and their interaction with strategy and business model”](#) and in the respective topical chapters. There are no material risks arising from our own business activities, or from our business relationships, products, and services, that are very likely to have severe negative impacts on the non-financial aspects pursuant to § 289c *HGB*.

Policies, actions, targets and metrics relating to the material topics are presented in the following chapters. Whether these concern own operations or the upstream and/or downstream value chain depends on the materiality assessment of the respective sustainability aspect and its location in the value chain.

The safeguard clause is not applicable; no information on intellectual property, know-how or results of innovation has been omitted.

Disclosures in Relation to Specific Circumstances

Changes in the preparation or presentation of sustainability information

Compared with previous periods, there were significant changes in the preparation and presentation of sustainability information in the management report during the 2024 reporting year. These concerned both the structure and the content of the NFS, which are now prepared partially in accordance with the ESRS. This means that Beiersdorf is already starting to implement the requirements of the framework in its business and reporting processes before the "Corporate Sustainability Reporting Directive" (CSRD) regulations are implemented into German law. Some of the metrics and information previously reported under environmental, social, and governance aspects have been supplemented or replaced by new disclosures required under ESRS. Any methodological changes resulting in adjustments to or recalculations of metrics (e.g. new scientific findings such as the "Intergovernmental Panel on Climate Change" (IPCC) reports) were performed in the current reporting period. This is explained at the appropriate point in the report.

Value chain estimation

We use estimates when calculating metrics in cases that extend beyond Group boundaries, such as Scope 3 emissions, as these involve complex and often indirect processes of data collection from our value chain. In-depth information on the methods used for these estimates is provided at the relevant points in the report.

The Role of the Administrative, Management, and Supervisory Bodies

As required by law in Germany for stock corporations (*Aktiengesellschaften*), Beiersdorf AG has a dual management and supervisory structure consisting of the Executive Board and the Supervisory Board.

Executive Board

Our Executive Board takes sole responsibility for managing the company and conducting the company's business. It performs its duties in the company's best interests and is dedicated to sustainably increasing the enterprise value. The members of the Executive Board are appointed by the Supervisory Board. An Executive Committee was established to support the operational control of the Beiersdorf Group's Consumer Business Segment. This comprises the members of the Executive Board and two individuals with global management functions.

The Beiersdorf Group Executive Board has seven members, in 2024 43% of them were female (Astrid Hermann, Nicola D. Lafrentz, and Grita Loeb sack).

Collectively, all members of the Executive Board must possess extensive relevant international experience acquired from years of working abroad or special expertise in our key international markets. Sector-specific knowledge is also required.

Primary responsibility for sustainability matters within the Executive Board lies with the Chairman of the Executive Board, Vincent Warnery, and Labor Director Nicola D. Lafrentz. Within the Executive Committee, Dr. Gitta Neufang (Chief Research & Development Officer) and Michael Frey (Chief Supply Chain Officer) also have environmental, social, and governance (ESG) expertise. Dr. Gitta Neufang is also a sponsor of the Sustainability Council, the cross-functional management body for material sustainability matters in the Consumer Business Segment (see "ESG governance" section).

Supervisory Board

Our Supervisory Board comprises 12 members. In 2024

- 58% were female,
- 50% of shareholder representatives and 100% of employee representatives were independent within the meaning of the German Corporate Governance Code in the opinion of the Supervisory Board, and
- six members were employee representatives.

The Supervisory Board ensures that its members collectively have the knowledge, skills, and professional experience needed to perform their duties properly. In terms of their expertise, the members must collectively, in accordance with § 100 (5) *Aktiengesetz* (German Stock Corporation Act, *AktG*), be familiar with the sector in which the company operates; in addition, there must be at least one member with expertise and experience in each of the following specific areas:

- Business areas and sectors (consumer goods, beauty and skin/body care, international markets, including emerging markets)
- Marketing and Sales (brand development and management, distribution and retail, communication and media)
- Research and Development (R&D), including innovation management
- Supply Chain (supply chains and production)
- Human Resources and Organization (personnel development and management, corporate organization, corporate culture, diversity)
- ESG (sustainability, corporate social responsibility, ethics)
- Law and Governance (law, compliance, auditing, regulatory law, corporate governance)
- Information Technology (IT) and Digitalization (digitalization, data management, IT and IT security)
- Finance (finance and controlling, accounting and auditing, each including sustainability reporting, risk management and internal control systems)

Donya-Florence Amer has been responsible for ESG matters within the Supervisory Board since 2024.

Further information on the composition and diversity of the Executive Board and Supervisory Board is provided in the "[Corporate Governance Statement](#)."

Compliance management

The Executive Board is responsible for establishing and monitoring an appropriate compliance management system (CMS). Both Business Segments, Consumer and tesa, have implemented CMS that conform to uniform standards and are implemented in close coordination with their Corporate Compliance departments for all Consumer and tesa subsidiaries. The Corporate Compliance departments are also responsible for developing and monitoring the CMS and defining minimum standards for our compliance programs.

The Corporate Compliance departments of Consumer and tesa report annually to the Executive Board and the Supervisory Board on the Group-wide effectiveness of our CMS as well as progress on other compliance issues such as anti-corruption. To this end, compliance incidents and the implementation status of our compliance programs are recorded centrally and in our subsidiaries worldwide. The results are used to identify any further action required, with appropriate measures implemented by the

Corporate Compliance departments to ensure continual improvement. Reports on selected compliance issues are also submitted to the Executive Committee during the year.

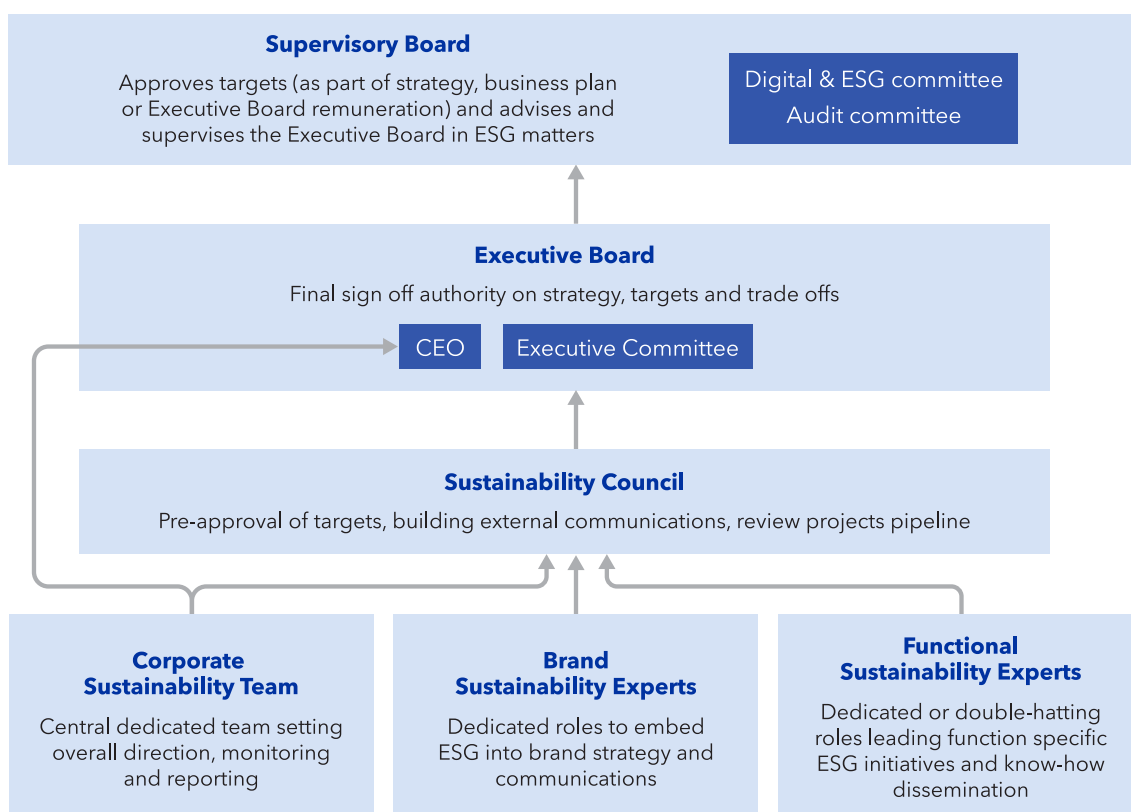
In addition to these reports, the Executive and Supervisory Boards receive regular information and training on fundamental compliance issues and legal aspects.

Further information on the CMS is provided in the chapter [“ESRS G1 – Business Conduct.”](#)

ESG governance

The Executive Board chaired by Chief Executive Officer (CEO) Vincent Warnery is responsible for approving the sustainability strategies and the Group targets they involve. It delegates implementation of the sustainability strategy to the Corporate Sustainability function, headed by Vice President Sustainability Jean-François Pascal, and the sustainability experts within the brands and functions, who report to the Executive Board on a monthly basis concerning implementation of the strategies and progress made in terms of targets and milestones.

ESG Governance (Consumer Business Segment)



In addition, the Executive Board is responsible for ensuring internal control and risk management that is commensurate with the business activities and risk situation. This includes sustainability-related targets relevant to the company. The Executive Board provides the Supervisory Board with regular, timely, and comprehensive reports (approx. three to five times a year and additionally in urgent cases) on all questions of relevance to the company, also regarding sustainability in particular, and explains discrepancies between the actual course of business and the planning and targets.

The Supervisory Board appoints, advises, and supervises the Executive Board in connection with the latter's management of the company, as laid down by the law, the Articles of Association, and the by laws. This also includes sustainability matters. The Supervisory Board and Executive Board work closely together to make a positive contribution to society and to achieve sustainable added value.

A new Digital and ESG Committee was established within the Supervisory Board in 2024, comprising three shareholder representatives and three employee representatives. The Digital and ESG Committee advises and supervises the Executive Board in its business conduct with respect to sustainability matters. These include strategies, targets, and initiatives relating to climate and environmental impacts, circular economy, social matters, human rights, and the commitment to an inclusive society along the entire value chain and beyond. The Digital and ESG Committee also supports the Presiding Committee in preparing the ESG targets to be set for Executive Board remuneration.

The responsibilities for monitoring sustainability matters are incorporated into the duties and offices of the Executive Board and Supervisory Board. These responsibilities are set out in our Corporate Governance Guidelines, in which the obligations with regard to the monitoring and management of sustainability matters are described in detail.

The members of the Executive Board and Supervisory Board receive specific training as needed, usually once a year. This ensures they have sufficient sustainability-related knowledge of the material positive and negative impacts, financial risks and opportunities as identified.

Information Provided to and Sustainability Matters Addressed by the Company's Administrative, Management, and Supervisory Bodies

Our Group-wide Corporate Sustainability function is responsible for setting the strategic direction of our sustainability activities and regularly reports to the Executive Board on progress and the need for action. This Corporate Sustainability function reports monthly directly to the Chairman of the Executive Board of Beiersdorf AG, who is responsible for sustainability. The Chief Financial Officer receives quarterly reports on matters relating to compliance and reporting (e.g., the *Lieferkettensorgfaltspflichtengesetz* (German Supply Chain Due Diligence Act, *LkSG*), the "Corporate Sustainability Due Diligence Directive" (CSDDD), the CSRD, and the "European Deforestation Regulation" (EUDR)). Meetings are also held with members of the Executive Board, Executive Committee, Supervisory Board and the entire Executive Board, as needed. The Audit Committee receives reports of sustainability matters two to three times per year.

Two cross-functional steering committees oversee the management of material sustainability matters: the Sustainability Council for the Consumer Business Segment and the Global Executive Committee for tesa. The directors of all relevant business units headed by the members of the Executive Board are represented on the Sustainability Council. This committee convenes at least once every quarter. The Global Executive Committee at tesa is composed of the members of the Executive Board and other executives. The committee meets every two weeks; it also discusses sustainability-related topics in the course of its meetings. In addition, the Chief Sustainability Officer reports directly to the Chairman of the Executive Board of tesa.

The following sustainability matters were discussed at Executive Board and Supervisory Board meetings during the reporting year:

- Sustainability reporting
- Human rights risks
- Biodiversity
- Climate change adaptation
- Social protection
- Diversity
- Circular economy

The regular reports on sustainability matters to the Executive Board and the Supervisory Board are intended to ensure that they consider material impacts, risks, and opportunities in their oversight of the strategy, decisions on major transactions, and in risk management, and that trade-offs are dealt with if necessary.

Integration of Sustainability-Related Performance in Incentive Schemes

Achievement of sustainability targets is firmly enshrined in the Beiersdorf remuneration and incentive schemes. This underscores the Executive Board's responsibility for creating long-term value for people, the environment, and society.

The Supervisory Board is responsible for the determination of the remuneration of the members of the Executive Board. The total remuneration payable to the members of the Executive Board is composed of fixed and variable elements. The fixed remuneration, which is not tied to performance, comprises the base remuneration plus ancillary benefits. The variable, performance-related remuneration is composed of a short-term variable bonus with annual targets (variable bonus) and a long-term variable bonus (LTP). The sustainability and ESG-related targets are integrated into this variable remuneration.

Variable bonus

The members of the Executive Board receive a variable bonus tied to the performance of the Consumer Business Segment for each financial year. This is paid out after the Annual General Meeting of the year following the financial year in question. The variable bonus is composed of joint and individual performance criteria that are tied to the company's financial and non-financial performance as well as its strategic and operational development. The specific performance criteria can also be related to sustainability or ESG.

The performance criteria within the individual variable bonus targets in 2024 included (depending on the member) reduction of greenhouse gas emissions, receipt of the Triple-A rating from CDP, NIVEA sustainability projects, gender diversity, internationalization, and other diversity and inclusion targets. The average proportion of sustainability and ESG-related performance criteria in the 2024 variable bonus was 18% of target remuneration.

Long-term bonus (LTI)

Executive Board members receive a multi-annual bonus measured, in accordance with the currently valid remuneration system, on the basis of the targets for the achievement of strategic criteria after the expiry of a four-year bonus period from 2021 through 2024 (LTP 2021-2024). Climate-related targets accounted for 20% of the weighting of the entire LTP 2021-2024 (based on target remuneration). The climate targets were to reduce global Scope 1, 2, and 3 emissions by 20% (vs. 2018) and increase the share of recycled materials in plastic packaging by 20%, both by 2024 (see chapter [“ESRS E1 – Climate Change”](#)). Targets relating to diversity and employee development also accounted for 20% of the weighting.

The average proportion of sustainability and ESG-related targets in the entire performance-related variable remuneration for 2024 was 32% of target remuneration.

Risk Management and Internal Controls over Sustainability Reporting

As part of a risk analysis, the relevant positions and their associated processes were identified along with the key risks for sustainability reporting. Group-wide safeguarding and control measures have been defined for these positions and processes.

These measures include, among others, segregation of duties, manual approval processes based on the four-eyes principle, IT controls, access restrictions, and authorization concepts within the IT system, as well as system-supported procedures for data processing.

Compliance with recording and control mechanisms is regularly reviewed by Internal Audit. Sustainability-related risks are recorded and consolidated in an integrated IT system. In close coordination with Internal Audit, the Executive Board continuously monitors and oversees these safeguarding and control measures.

To meet the increasingly complex requirements of sustainability reporting, Beiersdorf will continue to expand its internal control system in the future.

Strategy, Business Model, and Value Chain

With a portfolio of global brands, Beiersdorf has developed into one of the world's leading companies in the consumer goods industry over the past 143 years – with over 190 international subsidiaries and more than 22,000 employees worldwide. Our business is divided into two separate, independently operating business segments: Consumer and tesa. As a wholly-owned subsidiary of Beiersdorf AG, tesa SE has been operated as an independent subgroup with its own management and corporate strategy since 2001.

In the Consumer Business Segment, our focus is on skin and body care for end consumers. We are represented in three market segments with our worldwide brands NIVEA, Eucerin and La Prairie: the mass market, dermocosmetics, and the premium segment. Our products are sold in 180 countries, with Europe representing our main sales market. Information on changes during the reporting period regarding sales market developments and the product segments offered can be found in the chapters [“Results of Operations – Business Segments”](#) in the management report and [“Regional Reporting”](#) in the consolidated financial statements.

In the tesa Business Segment, we concentrate on developing innovative adhesive tapes and self-adhesive solutions for industry, craft businesses, and end consumers. In the Industry division, tesa supplies specialized product and system solutions directly to industrial customers, especially in the automotive, electronics, printing and paper, and building and construction industries worldwide.

The tesa Consumer division encompasses those markets in which retail partners or retail-like channels supply end consumers with market-driven products. These include product ranges aimed at private consumers and craftspeople. tesa also uses e-commerce business to offer products for sale directly to end customers. The Consumer business is focused on Europe and Latin America. It sells both long-established and innovative product solutions intended for various applications, including for daily use in offices, at home, and in crafts.

In total 22,678 employees had an active employment contract with Beiersdorf as of December 31, 2024.

Headcount of Employees by Geographic Region

	Consumer	tesa	Total
Europe	9,192	3,384	12,576
Americas	3,487	645	4,132
Africa/Asia/Australia	4,620	1,350	5,970
Total	17,299	5,379	22,678

Consumer

Our updated corporate strategy for the Consumer Business Segment “Win with Care” was announced in 2024. The aim of the strategy is to build on the growth of recent years in terms of both sustainability and profit. The strategic pillar “Performance with Purpose” sets out our objective of continuing to advocate for sustainability, with a particular focus on climate change mitigation and an inclusive society.

Beiersdorf aims to expand its climate action ambitions through this updated strategy. The new targets for 2032 are to reduce greenhouse gas (GHG) emissions by 30% by 2025 and by 50% by 2032 (vs. 2018) and to carry out an additional comprehensive product transformation. At present, the most important product groups in terms of our sustainability targets in all global markets are deodorants, soaps, body care, cream, and shower products. This is where we see the greatest leverage for emissions reduction. We have therefore set ourselves the following targets for our global product portfolio by 2032:

Packaging

- 100% of our plastic packaging made of recycled or renewable materials
- 100% designed for recycling

Product formulations

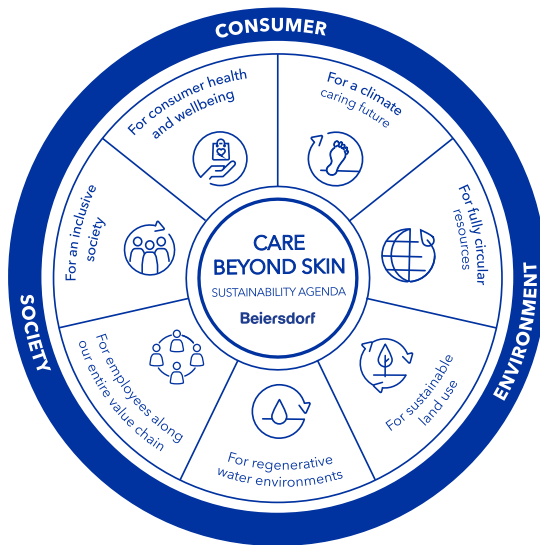
- 100% of soaps free from tallow
- 100% of cosmetics free from synthetic polymer microparticles
- 90% of ingredients biodegradable

These targets are aimed at achieving the company's Net Zero target by 2045, which was validated by the “Science-Based Targets initiative” (SBTi) in February 2024. For more details on our specific targets and actions for the sustainable transformation of our products, please refer to the chapters [“ESRS E1 – Climate Change”](#) and [“ESRS E5 – Resource Use and Circular Economy.”](#)

Our CARE BEYOND SKIN Sustainability Agenda remains an integral part of "Win with Care." It comprises seven focus fields that concentrate on the impact of our activities throughout the value chain: from the climate impact of our products and processes, the circularity of the resources we use and their influence on land and water use, through to the health and safety of our employees and consumers, and our commitment to an inclusive society. We have set ourselves ambitious targets in all areas, which we aim to achieve by 2025 and 2030, respectively.

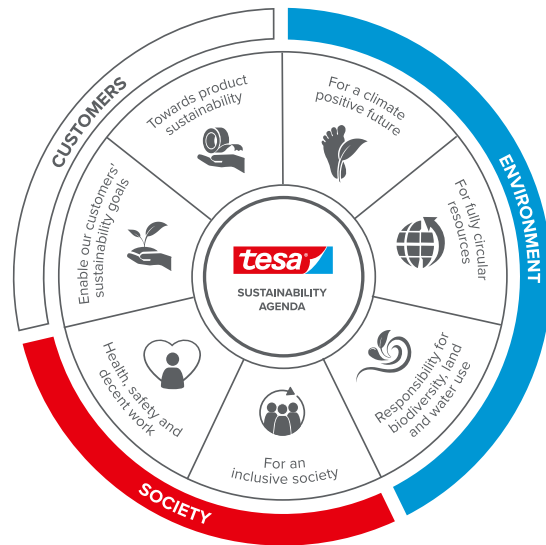
CARE BEYOND SKIN Sustainability Agenda

(Consumer Business Segment)



Sustainability Agenda

(tesa Business Segment)



tesa

At tesa, sustainability is firmly enshrined in the business strategy. Our ambition is to use our technological know-how and passion to develop more sustainable adhesive solutions and products. The framework for this is formed by five strategic action areas for which tesa has defined the following long-term targets for the period through 2030:

Reduction of emissions

- Climate-neutral production (Scope 1 and 2) and a 20% reduction in Scope 3 emissions vs. 2018.

Responsible sourcing

- We aim for full supply chain transparency, with the goal of at least 80% of our purchasing volume sourced exclusively from suppliers who have an EcoVadis assessment of at least 45 points and meet our responsible supply chain standards overall.

Use of recycled and bio-based materials

- 70% of product and packaging materials made from recycled or bio-based materials. We also aim to halve the use of non-recycled fossil-based plastics.

Circularity and reduction of waste

- We plan to offer sustainable end-of-life solutions for selected products. In production, we aim to further work on solvent-free processes and full solvent recovery.

Enable sustainability at our customers

- We plan to offer customers innovative adhesive solutions that contribute to the sustainability of their processes and products, and to make the joint work results measurable.

The strategic action areas extend across the business segment's entire value chain. As a production company in the chemicals sector, we see the greatest leverage for achieving our targets in:

- increased use of recycled and renewable raw materials for our adhesive solutions;
- close cooperation with suppliers; and
- use of renewable energy in our own production and in the supply chain.

An important product group in the context of sustainability targets is our adhesive solutions in the industrial sector in all global markets. By developing more sustainable products, we support our customers in achieving their own sustainability goals and underpin our own emissions reduction ambitions. The sustainability agenda, which is based on the Ten Principles of the "United Nations Global Compact" (UNGC) and the "Sustainable Development Goals" (SDGs) of the United Nations, continues to be an additional cornerstone of the strategy. It now reflects our aspiration to view sustainability holistically and thus also includes topics that go beyond the strategic action areas – such as occupational safety.

We see the three main challenges to the future realization of the sustainability strategies of the Consumer and tesa Business Segments as the availability of renewable energy for the existing supply chains, particularly in the chemicals industry, and the increasing digitalization of internal processes and supply chains to generate transparency. The increased transparency for consumers, including the supporting regulations from the legislator, will also play a key role in achievement of sustainability targets. The main solutions and projects for these challenges are set out in the topic-specific chapters below.

Value chain

Beiersdorf relies on extraction of raw materials for the production of its products. The raw materials used are associated with the following activities: cultivation and harvesting of agricultural raw materials (primarily palm oil, soy, coconut, wood, and natural rubber), animal husbandry (tallow), and mining and extraction of fossil and mineral raw materials. These raw materials are processed and refined to produce emulsifiers, surfactants, oils, adhesives and other substances, as well as packaging materials. We procure these raw materials from our suppliers via multi-tier supply chains and use them at our production sites. The intermediate products that we procure directly are primarily chemical products and packaging materials comprising plastic, aluminium, glass and paper.

Beiersdorf manufactures a wide range of products in its own operations. The Consumer Business Segment focuses on development and production of skin and body care products, and the tesa Business Segment makes self-adhesive product solutions for industrial customers and consumers. There are 15 production centers for the Consumer Business Segment, located in Europe, North and South America, Africa and the Asia-Pacific region. These centers focus on mixing and filling activities and produce primarily for their local and regional markets. tesa has seven production centers in Germany, Italy, the USA, China and Vietnam. The production network is supplemented by selected third-party manufacturers (3PMs).

Our production sites and 3PMs deliver the goods to our customers via a network of warehouses and distribution centers. Most warehousing and transportation services are purchased externally. Two warehouses are owned and operated by Beiersdorf. Individual adjustments to products shortly before dispatch (last minute adjustments and co-packing) are largely integrated into warehouse operations. Products are largely distributed to customers by truck and sea freight, increasing also by rail, and in exceptional cases by air freight.

Products in the Consumer Business Segment are predominantly delivered to food retail partners, who sell our products to the end consumers. The tesa Business Segment primarily supplies industrial customers, and to a lesser extent retail partners from the food and building materials sectors.

We rely on agile supply chains, and perform ongoing analyses of our production and supply networks and update them as necessary to ensure procurement of our most important materials and address the needs of our customers and consumers.

Interests and Views of Stakeholders

The transition to a more environmentally-friendly and socially responsible economy requires collective action. We are therefore in continual dialog with our stakeholders and endeavor to understand their positions, concerns and expectations. We share the insights from this dialog several times per year in the relevant decision-making bodies and with the Executive Board and Supervisory Board. This enables us to subject our business strategy to constant scrutiny and make targeted adjustments as necessary.

Stakeholders	Relevance and purpose of engagement	Type and examples of engagement	Frequency
Own workforce	As an employer, we have a significant impact on the personal and professional development of our employees. We can have a positive influence on our employees by offering them a safe workplace, and personal and professional development opportunities, as well as promoting a healthy work-life balance with fair pay and social benefits. These factors may have a profound effect on the personal development, satisfaction, health, and general well-being of our employees outside of their working lives.	Our engagement with our own workforce involves open and transparent communication, fostering employee development, and designing an attractive working environment. The dialog between Beiersdorf and its employees takes place at various levels, such as at staff meetings, through employee representatives, via annual employee surveys and in one-on-one employee meetings.	Several times per year
Consumers	Dialog with our customers as a key stakeholder group is extremely relevant.	Participation in the "Consumer Goods Forum," an organization that brings together consumer goods retailers and manufacturers from around the world to work on trusting and future-ready relationships with consumers.	Ongoing
Industrial customers	Dialog with this group of stakeholders is highly relevant, as industrial customers have their own sustainability targets that we must address with our products and technologies. Demanding customer requirements may also have the effect of accelerating our own transformation. On the other hand, we must convince industrial customers of our own commitment and illustrate the added value of more sustainable products.	Communicating and raising awareness of the Beiersdorf sustainability agenda, targets, progress and specific examples of sustainability measures among industrial customers. Each tesa business unit has its own sustainability manager to coordinate customer requirements and enable specialist cooperation.	Ongoing
Suppliers	Our suppliers can have a positive impact throughout our value chain, and are therefore key stakeholders. Open dialog with suppliers enables us to work together to define sustainability standards, initiate improvements, and increase transparency in the supply chain.	Integrating external knowledge and promoting close cooperation with our suppliers through dialog and joint projects. Strategic supplier management with clearly defined standards in terms of quality, working conditions, and environmental protection. Dialog with suppliers on decarbonizing the value chain (Net Zero/reducing Scope 3 emissions). Involvement in the "AIM-Progress" international collaboration initiative, a global forum of leading fast-moving consumer goods (FMCG) manufacturers.	Ongoing

Retail partners	Distributors are a relevant group of stakeholders as they are involved in the daily shopping decisions of customers and can steer them towards more sustainable products. Our partnerships with retailers enable us to make the supply chain more sustainable while also meeting the needs and expectations of consumers in an increasingly environmentally conscious market.	<p>Participation in events, programs, campaigns and platforms offered by retailers on sustainability.</p> <p>Participation in annual reporting via retail or third-party platforms; provision of our latest sustainability data.</p> <p>Strategic top level dialog on sustainability, e.g., top-to-top meetings; participation in annual discussion formats between sustainability experts.</p>	Ongoing
Investors	Investors play a key role in the long-term performance of our company and are therefore a relevant stakeholder group. We convey our sustainability strategy and performance to investors to enable them to make well-founded decisions as well as to understand their expectations of our company.	<p>Annual/regular events based on the financial calendar at which sustainability information is also provided (Annual General Meeting, annual report publication, etc.).</p> <p>Specific meetings with investors who specialize in sustainability and/or demand certain minimum standards.</p> <p>Ongoing support from Investor Relations (responding to investor/rating queries; needs-based, topic-specific meetings with investors/rating agents on sustainability matters).</p> <p>Annual participation in the CDP rating process.</p>	Several times per year
Policy makers	Policy makers are a relevant group of stakeholders as they shape the framework for corporate and market development. We raise policy makers' awareness of the value chain for the beauty and body care industry and the key role played by the sector in both economic and societal terms.	Cooperation with companies from the beauty and body care sector for the "Value of Beauty" alliance. The alliance's mission since January 2024 has been to foster a fundamental understanding of the beauty and body care industry in relation to the economy, sustainability and innovation, health and well-being, and society and culture. The alliance underscores the role of the industry in driving sustainability and climate action at European level, such as through sustainable sourcing of raw materials and product development, production, transportation, consumption, research and innovation.	Ongoing
Local communities	The nature of our business means that we always operate in social spaces, which makes local communities and neighborhoods relevant stakeholders. We also consider the local communities directly linked with our value chain to be key stakeholders. We are therefore keen to make a contribution to social development, environmental protection, and climate change mitigation at local level.	<p>Cooperation with various organizations at local level with the aim of giving back to the local communities and being visible in the community (e.g., through the "Hanseatic Help" and "Die Arche" charities).</p> <p>Activity directly in palm (kernel) oil cultivation areas with the aim of improving the local working and living conditions of farmers for the long term.</p>	Ongoing

Value chain workers	The well-being of workers along our entire value chain is a key priority for us, making them a relevant group of stakeholders. We ensure good working conditions and monitor our suppliers accordingly.	Establishing various grievance mechanisms to enable workers in the supply chain and all other stakeholders to report noncompliant behavior or voice concerns.	Ongoing
		Various media channels and audit reports of our direct and indirect business partners; we receive information via these channels if business partners in upstream supply chains have, or are suspected to have committed breaches of human rights or labor and environmental standards.	
		Participation in multi-stakeholder initiatives such as the "Roundtable on Sustainable Palm Oil" (RSPO) and "Action for Sustainable Derivatives" (ASD), which offer comprehensive reporting systems. Reports from affected communities of suspected noncompliance are investigated jointly, and assessed for veracity, and suitable actions determined.	
NGOs	NGOs expect us to actively advocate for sustainable development. Our close and critical dialog with NGOs helps us to refine our sustainability strategy and scrutinize past behavior.	Partnerships with non-governmental organizations (NGOs); we consider the perspective of vulnerable groups in our strategy.	Ongoing
		Strategic partnership with the "World Wide Fund for Nature" (WWF); since 2016, this cooperation has enabled us to understand the WWF's perspective on a range of sustainability matters and to integrate them into our sustainability strategy.	
		Cooperation with aid organizations "Care" and "Plan International."	
		Additional cooperation with NGOs at local level (e.g., "Das Geld hängt an den Bäumen" and "Hanseatic Help").	

Material Impacts, Risks, and Opportunities and Their Interaction with Strategy and Business Model

The table below lists the material sustainability-related impacts, risks, and opportunities (IROs) that we have identified in our ESRS-compliant materiality assessment. The IROs are allocated to the topical ESRS and the sub-topics listed in ESRS 1. All listed IROs are covered by the ESRS requirements and no further entity-specific topics were identified. The IROs generally apply to both, the Consumer Business Segment and the tesa Business Segment; exceptions are clearly indicated in the table.

The identified impacts on the environment and people are all to be put into the context of our business model as a global consumer goods manufacturer. The impacts in our own operations are primarily associated with the process of manufacturing our products. Impacts in the upstream and downstream value chain arise through our business relationships with suppliers that supply us with raw materials and intermediate products or deliver our products. Impacts also arise through the use and disposal of our products by consumers or at the end of the product life cycle.

Our business model and strategy are heavily influenced by the necessity for sustainable conduct. The direct effects of the impacts, risks, and opportunities listed below are already noticeable: They include the increasing regulatory pressure, potential reputational risks, transitioning our production sites, and the need for good working conditions both for our own staff and throughout the value chain. We expect additional challenges going forward, such as rising costs, stronger shifts in consumer preferences, and operational adjustments to meet regulatory requirements.

Beiersdorf performed a qualitative analysis of the resilience of its corporate strategy and business model with a view to the material IROs in 2024. The focus was on the extent to which these topics are integrated in the business processes, strategy, and reporting. The results of the analysis underpin the assessment that the company is capable of addressing the material impacts and risks and taking

advantage of its material opportunities. Sustainability is firmly enshrined in our business strategy and integrated in our strategic planning with the objective of ensuring the long-term success and resilience of our company.

As regards the identified opportunities and risks, we do not expect any material financial effects on Beiersdorf's net assets, financial position, results of operations this reporting year or next.

Further information on the actions we are carrying out in the various areas is provided in the topic-specific chapters under "[Environment](#)", "[Social](#)", and "[Governance](#)."

E1 Climate Change

IRO	Value chain	Description	Time horizon
Climate change adaptation			
Risk (physical)	Own operations	The increase in extreme weather events due to climate change increases the risk of damage to material property and higher insurance costs at our sites in regions under climate threat.	Medium term
Risk (transition)	Upstream	Prices of raw and other materials may rise due to the effects of resource depletion caused by climate change and because of new regulations.	Medium term
Risk (physical)	Upstream and downstream	The increase in extreme weather events due to climate change increases the risk of disruptions in the supply chains and transportation networks, which may result in delayed dispatch of goods, damage to the infrastructure, and increased costs for rerouting.	Medium term
Climate change mitigation			
Negative impact (actual)	Own operations	Some of the energy used for production and office buildings is from non-renewable sources and therefore causes greenhouse gas (GHG) emissions.	Short term
Negative impact (actual)	Upstream	The business activities in the upstream value chain, such as sourcing of raw materials and packaging manufacture, are energy intensive and currently rely on fossil fuels, which results in GHG emissions.	Short term
Negative impact (actual)	Downstream	The end products are distributed via fleets with internal combustion engines operated with non-renewable fuels, and the disposal of products results in GHG emissions.	Short term
Risk (transition)	Own operations	Governments around the world are introducing policies to mitigate climate change. The European Commission's "European Green Deal" laid down a large number of new climate-related requirements for businesses. Companies that fail to comply with these requirements can expect fines, legal action, or reputational damage.	Medium term
Opportunity	Own operations (Consumer Business Segment)	Consumers increasingly expect companies to have a positive impact on the environment. Developing products with a reduced carbon footprint drives innovation and presents Beiersdorf with an opportunity to set itself apart from the competition.	Medium term
Energy			
Negative impact (actual)	Upstream	The extraction and production of some materials used, such as aluminum for packaging purposes, is highly energy intensive.	Short term

E2 Pollution

IRO	Value chain	Description	Time horizon
Pollution of air			
Negative impact (actual)	Upstream	Energy-intensive business activities in the upstream value chain, such as sourcing of raw materials, manufacture of packaging, management of third-party manufacturers (3PMs), and transportation and distribution of raw materials and intermediate products are often associated with the use of fossil fuels. This may cause emissions of pollutants and adversely affect air quality.	Short term
Pollution of water			
Negative impact (potential)	Upstream	Water pollution caused by suppliers in the chemical industry who may release pollutants into the environment. Production of paper (pulp) for tesa is among the largest industrial water pollutants in some countries.	Long term
Negative impact (actual)	Downstream (Consumer Business Segment)	Use of skin care products by consumers may transfer substances into wastewater, thereby adversely affecting the water quality.	Long term
Substances of very high concern			
Negative impact (potential)	Downstream (Consumer Business Segment)	Some products such as deodorants may contain substances of very high concern. Use of such products may cause these substances to be released into wastewater and build up in the environment.	Medium term
Microplastics			
Negative impact (actual)	Downstream (Consumer Business Segment)	Some products may contain microplastics that can be released into the environment through consumer use. They do not decompose, but build up and may have an adverse effect on the environment, and - via the food chain - also on human health.	Long term

E3 Water and Marine Resources

IRO	Value chain	Description	Time horizon
Water consumption and withdrawal			
Negative impact (actual)	Own operations (Consumer Business Segment)	The Consumer Business Segment in particular manufactures products that require large amounts of water in the production process that cannot be returned to the water cycle.	Long term
Negative impact (potential)	Upstream	Large amounts of water are consumed for some intermediate products and raw materials (e.g., on palm oil and cotton plantations, etc.) that cannot be returned to the water cycle in the region.	Long term
Negative impact (potential)	Own operations	The major water withdrawal in the production process may lead to water scarcity in the vicinity of production sites. This ultimately has an impact on the natural environment and may result in a depletion of groundwater.	Medium term
Risk	Upstream	The shortage of raw materials for materials with high water consumption (e.g., agricultural products) may result in an increase in procurement costs.	Medium term
Risk	Own operations	An acute water shortage in regions with very high water risk may disrupt industrial processes and lead to production delays, reduced efficiency, increased downtime, and costs for alternative solutions.	Medium term

E4 Biodiversity and Ecosystems

IRO	Value chain	Description	Time horizon
Direct impact drivers of biodiversity loss			
Negative impact (actual)	Upstream	Beiersdorf sources palm oil and natural rubber from Southeast Asia. The associated destruction of habitats through deforestation of large areas of tropical rain forest for the purpose of expanding plantations and monocultures results in a loss of biodiversity.	Medium term

E5 Resource Use and Circular Economy

IRO	Value chain	Description	Time horizon
Resource inflows			
Negative impact (potential)	Own operations	A large volume of many different biological materials, new fossil materials, and packaging are used in the manufacture of our products.	Short term
Risk	Own operations	A plastic tax on packaging made from fossil plastics has been agreed at European level. This results in increased procurement costs, as Beiersdorf products fall under this rule.	Medium term
Resource outflows			
Negative impact (potential)	Own operations	The products contribute to a significant outflow of materials and plastic packaging.	Short term
Negative impact (actual)	Downstream (tesa Business Segment)	Most tesa products (e.g., adhesive tape) cannot be recycled at the end of their life cycle, which has a negative impact on the circular economy of the plastics stream.	Long term
Risk	Own operations	New EU regulations concerning the circular economy are causing additional fees and investment in sustainable packaging innovations.	Medium term
Waste			
Negative impact (potential)	Downstream	Packaging waste is created at the end of the life cycle. The products are primarily packaged in plastic and/or cardboard boxes, and although these can be recycled, they are not fully biodegradable. These may ultimately be incinerated in countries without a proper recycling system.	Medium term

S1 Own Workforce

IRO	Value chain	Description	Time horizon
Working conditions (working time, work-life-balance)			
Positive impact (actual)	Own operations	The enforcement of collective agreements ensures that working conditions for our own workforce are appropriate or above the industry standard (in terms of working time, work-life-balance, parental leave, etc.).	Medium term
Working conditions (social dialog, freedom of association, collective bargaining)			
Positive impact (actual)	Own operations	Our own workforce is represented by a trade union. There is a works council that ensures the involvement and consultation of the employees, freedom of association, and collective bargaining.	Medium term
Working conditions (health and safety)			
Negative impact (actual)	Own operations	The staff at the production sites handle dangerous materials and machinery that could jeopardize their general health and safety.	Medium term
Equal treatment and equal opportunities (gender equality and equal pay for work of equal value)			
Positive impact (actual)	Own operations (Consumer Business Segment)	By signing the "Consumer Business Gender Parity Ambition," the Consumer Business Segment committed to achieving gender parity across all management levels (1-4) by 2025.	Medium term
Equal treatment and equal opportunities (diversity)			
Positive impact (actual)	Own operations (Consumer Business Segment)	The principles of diversity and inclusion are incorporated in the "Global DE&I Roadmap" and enable a strategic approach to promoting diversity in the corporate culture and company processes.	Medium term
Equal treatment and equal opportunities (training and skills development)			
Positive impact (actual)	Own operations	Training and upskilling programs enable employees to develop their skills on an ongoing basis. These programs are supported by regular, constructive performance appraisals. The aim of this approach is to provide the best possible support for employee development and ensure the effectiveness of the programs.	Medium term

S2 Workers in the Value Chain

IRO	Value chain	Description	Time horizon
Working conditions (working time, adequate wages, freedom of association)			
Negative impact (potential)	Upstream	The business activities in the supply chains of our global activities are associated with high pressure on workers in various sectors, such as agricultural products. This is an indirect contribution to difficult working conditions, particularly at the lower end of high risk supply chains, such as production of raw materials based on palm oil or rubber. Negative impacts may include deductions from wages, working time or wage violations under local law, and suppression of freedom of association.	Medium term
Equal treatment and opportunities for all (measures against violence and harassment)			
Negative impact (potential)	Upstream	The business activities in the supply chains of our global activities are associated with high pressure on workers in various sectors, such as agricultural products. This is an indirect contribution to difficult working conditions, particularly at the lower end of high risk supply chains, such as production of raw materials based on palm oil or rubber. Negative impacts may include discrimination in the workplace.	Medium term
Other work-related rights (child labor, forced labor)			
Negative impact (potential)	Upstream	The business activities in the supply chains of our global activities are associated with high pressure on workers in various sectors, such as agricultural products. This is an indirect contribution to difficult working conditions, particularly at the lower end of high risk supply chains, such as production of raw materials based on palm oil or rubber. Negative impacts may include child or forced labor.	Medium term

S3 Affected Communities

IRO	Value chain	Description	Time horizon
Rights of indigenous peoples (free, prior, and informed consent)			
Negative impact (actual)	Upstream (Consumer Business Segment)	The expansion of palm oil plantations may be associated with displacement of indigenous communities and conflicts regarding land rights.	Long term

S4 Consumers and End-Users

IRO	Value chain	Description	Time horizon
Personal safety of consumers (health and safety)			
Positive impact (actual)	Downstream (Consumer Business Segment)	The products from the Consumer Business Segment help to prevent and treat dermatological conditions for end consumers.	Short term
Negative impact (potential)	Downstream (Consumer Business Segment)	Despite a detailed and comprehensive safety assessment of all products, individual sensitivities, improper application or misuse of products may result in adverse health effects to consumers, for example, skin reactions such as irritant or allergic contact dermatitis. This is unavoidable and does not confirm that the products have not been properly evaluated.	Short term
Risk	Downstream (Consumer Business Segment)	The sale of products that are not safe or do not meet quality criteria may result in product recalls and potential legal action. This would involve financial loss due to the associated costs. Reputational damage is another possible consequence.	Short term
Opportunity	Own operations (Consumer Business Segment)	Beiersdorf's focus on high quality, safe, and health-promoting products enables it to set its brands apart in the market, build a loyal customer base, and position itself as a leading company in the health-conscious cosmetics sector.	Short term

G1 Business Conduct

IRO	Value chain	Description	Time horizon
Corporate culture			
Positive impact (actual)	Own operations	The Consumer and tesa Business Segments have guidelines on business conduct that promote the corporate culture. This creates the obligation to actively identify, report, and investigate behavior that violates the law or the Code of Conduct.	Long term
Protection of whistleblowers			
Positive impact (actual)	Own operations	There are whistleblowing channels open not only to our own employees, but also to customers, consumers, suppliers, and other external stakeholders who wish to report possible misconduct.	Long term
Corruption and bribery			
Positive impact (actual)	Own operations	There is a Group-wide compliance management system (CMS) that helps to prevent and detect corruption and bribery through targeted training. The participation rate has been close to 100% in recent years.	Long term
Risk	Own operations	If employees are not properly trained on preventing and detecting corruption and bribery, this may result in unintended breaches with legal consequences, fines and penalties.	Medium term
Risk	Own operations	Cases of corruption – even if they are unintentional – may result in negative attention in the media, which causes reputational damage and a potential threat to the brand value of the company.	Medium term

Description of the Processes to Identify and Assess Material Impacts, Risks, and Opportunities

We have relied on materiality assessments as a strategic tool to orient our sustainability strategy and our reporting since 2011. In 2024, we revised our materiality assessment process extensively in line with new requirements under the ESRS, and performed a double materiality assessment pursuant to ESRS provisions. We also consolidated the assessment at Group level for the tesa and Consumer Business Segments.

The first step of the assessment involves defining potential and actual positive and negative impacts, as well as financial risks and opportunities. To do this, we identified business activities along our entire value chain at the level of the sub-topics specified in the ESRS, in which impacts, risks, and opportunities could arise. This allocation of the value chain provided an overview of potential interdependencies between the environmental and social impacts and the associated risks and opportunities within the materiality assessment. As a player in the cosmetics and FMCG industry, our focus is on resource use, packaging management and supply chain conditions. For example, we analyze how the extraction and processing of key raw materials such as palm oil or water produce environmental risks such as deforestation or water scarcity, while addressing social challenges such as fair working conditions in the supply chain. These interactions are analyzed not only for potential risks, but also for opportunities such as innovative packaging solutions or sustainable raw material alternatives. The aim is to ensure that our sustainability strategy is not developed in isolation, but as a dynamic response to complex interdependencies.

Our data basis was drawn from internal sources such as topic-specific risk analyses, and external data sources that deal with industry-specific risks.

We considered both our own operations and the upstream and downstream value chain in identifying and assessing the impacts of our company on people and the environment. The focus was on our main business activities, product groups, business relationships, and key raw materials supply chains in which multiple negative and positive impacts, opportunities, and risks are likely. Individual sites and assets were not reviewed and affected communities were not consulted with a view to impacts, opportunities,

and risks in the areas of pollution, water, resource use and circular economy. In some cases, individual impacts were assessed separately because of the different business models of the Consumer and tesa Business Segments.

In the next step, these impacts, risks, and opportunities were assessed and prioritized in several internal workshops involving representatives from all affected departments. In planning the workshops, we made sure that specialist representatives were in attendance, who were in regular dialog with relevant external stakeholders and whose perspectives could therefore be directly included in the discussions. No external experts were involved.

The assessment of impacts, risks, and opportunities was based on the methodology and thresholds set out in the implementation guidance of the "European Financial Reporting Advisory Group" (EFRAG). Negative impacts were assessed in terms of scale, scope and irremediable character, and potential impacts in terms of likelihood. Positive impacts were not assessed in terms of irremediable character. Having assessed the positive and negative impacts, we classified these according to the scales and materiality thresholds determined by the EFRAG.

In our financial materiality assessment, the likelihood of occurrence and the potential scale of the financial effect were considered. We applied the scales and thresholds used in the Group-wide risk management system. This was also a net risk assessment, in line with the Group-wide risk management system. Such methodological alignment is intended to ensure that the knowledge obtained from the materiality assessment can be integrated into the company's general risk management and thus also in the associated management processes. Sustainability risks are generally regarded as equally as important as other risk types in the Group-wide risk management system. Where sustainability risks are categorized as strategic risks, they are given special consideration (see "[Risks and Opportunities Report](#)").

Where an impact, opportunity, or risk exceeded the materiality threshold, the associated topic was classed as material. The final results were then validated by the relevant sustainability bodies from the two business segments: the Sustainability Council (Consumer Business Segment) and the Executive Committee (tesa Business Segment). The Executive Board and Supervisory Board (Audit Committee) of Beiersdorf AG were also informed and discussed the possible strategic implications of the results.

Based on the impacts, risks and opportunities identified as material, Beiersdorf selected the disclosures to be reported and assigned material data points to the IROs. Data points that are voluntarily reported or subject to phase-in options were eliminated. Where Beiersdorf identified individual data points or data elements in the remaining data points that were not considered material due to company-specific circumstances, these were not included in the reporting. An overview of all reported disclosure requirements can be found in "[Annex A](#)."

Monitoring identified impacts and risks is a key part of our sustainability management. Developments and progress within the framework of our sustainability strategy are measured against clearly defined KPIs and targets, allowing any necessary adjustments to be made at an early stage. The results are presented to the relevant committees so that the identified risks and impacts can be strategically addressed. Regular reviews of the materiality assessment ensure that our actions remain relevant. The materiality assessment is scheduled to be reviewed during reporting year 2025 and updated as necessary.

Assessment of climate-related impacts, risks, and opportunities

To identify climate-related impacts in the materiality assessment, we considered in particular our Scope 1-3 emissions, in order to take account of the impacts from both our own operations and the upstream and downstream value chain. We perform regular analyses to assess physical and transition climate risks

and opportunities – most recently in 2023 – in line with the requirements of the “Task Force on Climate-related Financial Disclosures” (TCFD). These results were also included in the materiality assessment. The transition risks and opportunities were assessed based on the “Net Zero Emissions by 2050” (NZE) scenario of the “International Energy Agency” (IEA). This involved assessing the extent to which certain business activities and assets are directly or indirectly affected by regulatory, technological, reputational or market risks, the scale and likelihood of the impacts, and which remediation actions Beiersdorf takes.

We also performed an additional site-specific assessment of physical risks for all production sites in 2024. This was based on currently available scientific findings and relevant methods in line with the latest report by the “Intergovernmental Panel on Climate Change” and recognized scientific publications. The assessment covered both chronic and acute natural hazards, aiming to identifying all material risks to production sites under current and future climate conditions. We analyzed the hazards based on an ensemble of 20 climate models, taking into account emission scenarios SSP1-2.6, SSP2-4.5 and SSP5-8.5 for four periods (2000, 2030, 2050, 2085).

The three emission scenarios covered the entire spectrum of currently conceivable developments:

- SSP1-2.6: This scenario assumes a slight increase in emissions from 2020 with an increase in temperature of below 2 °C against pre-industrial levels. This requires extensive climate change mitigation actions.
- SSP2-4.5: This scenario represents a medium emission pathway, with a balance between climate change mitigation actions and economic performance. There is a moderate increase in GHG emissions as fossil fuels continue to be used, resulting in a greater need for adaptation strategies, especially in vulnerable regions.
- SSP5-8.5: This scenario assumes a sharp rise in emissions. Increased use of fossil fuels and an energy intensive lifestyle result in a temperature rise of around 5 °C by the end of the century. Minimal climate change mitigation actions are implemented. Climate adaptation challenges require international coordination.

A site and building-based risk assessment was carried out for each climate-related hazard. The risk comprises the threat at the site due to natural hazards (hazard analysis) and the associated damage potential for the property assessed (vulnerability).

Assessment of impacts, risks, and opportunities related to biodiversity and ecosystems

We applied a two-step process to assess actual and potential impacts on biodiversity and ecosystems, both from our own operations and along the upstream and downstream value chain. First, we performed a traceability study on our palm oil supply chain. It then assessed biodiversity risks in the specific regions of our own sites and the oil mills in the upstream supply chain using such tools as the WWF’s “Biodiversity Risk Filter” (BRF) and “Water Risk Filter” (WRF). Moreover, as a founding member of the “Action for Sustainable Derivatives” (ASD), we have been conducting an annual transparency analysis of our palm oil supply chain since 2019 to identify hotspots, disclose upstream supply chains, and support targeted local projects (see chapter [“ESRS E4 – Biodiversity and Ecosystems”](#)).

The WWF’s BRF covers both the regions in which our sites are located and the sector in which we operate. Together, these factors determine the overall biodiversity risk of a site, using 33 indicators that cover different aspects of biodiversity risk. A risk score is calculated for every indicator based on an assessment of the state of the biodiversity-related issue at a specific site and the dependency/impact of the sector on this indicator. Dependency in this context means that the selected sector relies on ecosystems, for instance to provide water and wood, or to regulate and mitigate environmental impacts. On the other hand, sectors have an impact on biodiversity at their sites, for example through

direct or indirect exploitation, pollution and land-use changes (including conversion, degradation and changes to ecosystems).

Physical risks were assessed based on our dependency on intact ecosystems and our exposure to ecosystem degradation and natural hazards. Sites located in regions with high water scarcity or poor soil conditions may be exposed to greater physical risks. The BRF assesses these risks by taking into account the local environmental conditions and the dependency of the industry on ecosystem services. The tool also assesses transition risks by considering how political changes, consumer trends, and technological developments could affect the business activities of a sector.

At present, Beiersdorf does not consider systemic risks in its assessment and has not directly consulted affected communities on the materiality assessment of shared biological resources and ecosystems.

None of our production centers coincide with biodiversity-sensitive areas as defined in the WWF's BRF. Therefore, the activities at these sites neither negatively affect these areas, nor lead to deterioration of natural habitats or the habitats of species. We have not so far assessed whether we need to implement actions to mitigate the impact on biodiversity associated with our business activities, as set out in Directive 2009/147/EC of the European Parliament and the Council.

Environmental Information

ESRS E1 - Climate Change

Material Impacts, Risks, and Opportunities

Climate change is one of the greatest challenges of our time – both for civil society and for businesses. Climate-related risks and opportunities therefore influence the Beiersdorf business strategy and activities.

In our materiality assessment, we have identified several physical and transition risks in the area of climate change adaptation. They are related to extreme weather events caused by climate change, raw material shortages, and supply chain disruptions. In relation to climate change mitigation we identified a material transition risk – caused by potential non-compliance and associated financial or reputational damages – and an opportunity connected to increased innovation for CO₂-reduced products.

In addition, there are actual negative climate change mitigation impacts related to the emission of greenhouse gas (GHG) emissions in our own operations and in our upstream and downstream value chain; their main source is the use of fossil fuels in our production and raw materials procurement. Since these procurement processes are highly energy-intensive, we have also identified a negative upstream impact regarding energy.

A detailed overview of all identified impacts, risks and opportunities and the methodology used for the double materiality assessment can be found in the chapter ["ESRS 2 – General Disclosures."](#)

Transition Plan for Climate Change Mitigation

Climate change mitigation is a key area of activity in the sustainability strategies of the Beiersdorf Consumer and tesa Business Segments. In 2024, we developed and published a "Climate Transition Plan" that serves as our roadmap to our 2032 climate targets and sets us on the path to Net Zero emissions by 2045. Our climate targets are in line with the "Paris Agreement" and are set out in detail in the sections ["Targets related to climate change"](#) and ["Metrics related to climate change."](#)

The “Climate Transition Plan”, which incorporates requirements of the [“Science Based Target initiative \(SBTi\) Net Zero Standard”](#) and the [“Technical Note on Climate Transition Plan”](#) from CDP, is a culmination of collaborative efforts across all business functions. It builds upon sectoral Net Zero transition plans in energy, chemicals, and aluminium. The transition plan is integrated into our vision for the future of our brands and the cosmetics sector. It is aligned with the Beiersdorf business strategy and was approved by the Executive Board in June 2024.

Under our corporate business strategy “Win with Care”, we are committed to leading in climate change mitigation. Our strategic choice of performance with purpose is demonstrated by our goal of achieving Net Zero by 2045. This target will be realized through the transformation of our business and our entire value chain, driven by collaborative efforts.

Beiersdorf identified key actions to initiate the decarbonization journey based on an assessment of technical and market readiness. An important building block is the transformation of production infrastructure. Increasing energy efficiency, expanding renewable energies, and electrification are among the key decarbonization levers. As part of the reduction of indirect GHG emissions along the value chain, the focus is on switching to sustainable materials for packaging and ingredients, and low-carbon logistics. Moreover, engaging with suppliers and customers is crucial for indirect GHG emissions reduction as collaboration with our business partners enables us to implement all the actions identified.

Beiersdorf annually reports financial information in line with the “EU Taxonomy Regulation”, disclosing the share of sales, CapEx, and OpEx associated with environmentally sustainable economic activities (see chapter [“EU Taxonomy”](#)). Currently our core business activities do not cover any activities listed in the latest version of the Delegated Acts. Only one activity in the tesa Business Segment, which relates to the production of subcomponents for batteries (Activity 3.4), was identified as taxonomy-eligible. However, this activity is of minor importance compared to the core business activities of Beiersdorf and only makes up a small proportion of the Group’s sales. For this reason, Beiersdorf has no objective or CapEx plan(s) in place for aligning economic activities.

In our transition to Net Zero, our investments in any infrastructure, facilities and equipment that have a carbon lock-in effect will be limited to the minimum. Our existing assets are also not subject to long-term carbon lock-in. In the value chain, we are clear on our Net Zero ambition, thus discouraging further investment from suppliers in carbon-intensive infrastructure. We do not expect any carbon lock-in effect from our own production or value chain.

Our goal is to convince our stakeholders that we are serious about following our ambitions and taking tangible action to address climate change. We remain committed to regularly reassessing and refining our plan in response to any significant shifts in the assumptions underlying the plan. Our progress towards our climate targets is disclosed in this chapter.

Our company is not excluded from the EU benchmarks, which are in line with the “Paris Agreement.”

Policies Related to Climate Change

To mitigate our climate-related negative impacts and adapt to identified climate risks, and to capitalize on our opportunity, we have set ambitions for both our own operations and our value chain. These commitments are outlined in our corporate policies. The ambitions defined in the policies are detailed through corresponding action plans and translated into concrete actions in the areas of climate change mitigation and adaptation, energy efficiency, and renewable energy deployment (see section [“Actions related to climate change”](#)).

Consumer

Beiersdorf Environmental Policy

In the "Environmental Policy", the Consumer Business Segment states its commitments – which have been informed by stakeholder exchange through strategic partnerships with environmental organizations, memberships in industry associations, and participation in conferences – and ambitions regarding its responsibility toward the following environmental aspects: climate, water, resource use and circular economy, biodiversity, responsible sourcing, pollution, as well as compliance. The overarching objective in each of these areas is to minimize the impact of the business segment's activities on the environment. In the area of climate change, the policy addresses the topics of climate change mitigation and adaptation, energy efficiency, as well as renewable energy deployment. Through the policy's implementation and related actions, the Consumer Business Segment contributes to the "Paris Agreement's" 1.5°C target.

The "Environmental Policy" applies to all operations of the Consumer Business Segment globally, encompassing all stages of the value chain from raw material sourcing to product end-of-life, unless otherwise specified for the respective topic. The Beiersdorf Vice President Sustainability is accountable for the policy implementation. The policy is publicly available on our website for all relevant stakeholders.

tesa

tesa Environmental Guidelines

The tesa "Environmental Guidelines" set out aspirations to protect the environment which the business segment operates in, among other things by addressing climate change mitigation and adaptation via reducing GHG emissions and increasing energy efficiency. The policy serves as a framework for continuous improvement in environmental performance, resource efficiency, and decarbonization along the entire value chain. Energy consumption is one important control parameter for reducing the environmental impact – e.g. through further energy-saving opportunities, optimized energy-intensive processes, and reduced CO₂ equivalent (CO₂e) emissions.

The "Environmental Guidelines" are part of the environmental management system of tesa. At all seven production facilities, the business segment uses ISO 14001-certified environmental management systems for the continuous organization and planning of operational environmental protection. In addition, tesa uses energy management systems in line with internationally recognized standards. Four production sites and the tesa headquarters are certified in accordance with ISO 50001.

The "Environmental Guidelines" apply to all tesa operations globally. Through a yearly management review, the tesa management board is involved in monitoring the policy implementation. Operational responsibility lies with the environmental and energy experts at the respective locations. The policy is publicly available on our website for all relevant stakeholders.

Actions Related to Climate Change

As part of our "Climate Transition Plan" we have created an action roadmap. It encompasses our entire value chain and reflects cross-functional plans to reduce GHG emissions. The focus is on our main levers for decarbonization, i.e. direct operations, packaging, raw materials, product transformation, and logistics as well as stakeholder engagement with an emphasis on suppliers, retail customers, and consumers. The implementation of the actions is subject to the availability of financial resources, which can be provided mainly from the Group's own resources. This is why Beiersdorf integrated the implementation of its transition plan into its overall financial planning process (see section "[Transition plan for Climate Change Mitigation](#)"). The group has committed to providing the needed resources.

Lever: Direct operations

Description: To reduce emissions from our production which is the major part of Scope 1 and 2 emissions, we have started to analyse emissions as well as energy consumption, and derive necessary actions. These mainly include the following:

- operational improvements such as replacing inefficient equipment, smart control systems, or LED lighting with daylight dimming and motion detectors,
- converting our heat and steam from natural gas to alternative green energy sources,
- shifting from purchasing renewable energy certificates to directly procuring green electricity, or in the future (virtual), utilizing "Power Purchasing Agreements" (PPAs),
- applying "Green Building Standards" to all new construction and expansion projects,
- installing photovoltaic systems and wind turbines, as well as
- transitioning our car fleet, forklifts, and trucks to low- or zero-emission vehicles.

Scope: Own operations (Consumer and tesa) globally

Time horizon: 2030

Expected outcome: As a result, we expect to reduce operational GHG emissions (Scope 1 and 2) and achieve our reduction target. Please see sections "[Targets related to Climate Change](#)" and "[Metrics related to Climate Change](#)" for achieved reduction.

Lever: Packaging

Description: To design and use packaging with a lower carbon footprint, we follow the "4R" principle (reduce, reuse, recycle, replace):

- **Reduce:** We strive to reduce all types of packaging materials. This includes removing all unnecessary packaging materials and making packaging as light as possible.
- **Reuse:** We want to increase reusable and refillable packaging. That's why we design our packaging to last longer and offer our customers more refillable packaging sets. Building on market trends and educating consumers is key here. We also cooperate with suppliers to create circularity packaging concepts.
- **Recycle:** We use recycled materials from mechanical, chemical, and advanced recycling technology in our major packaging materials including plastics, paper, and aluminum.
- **Replace:** We aim to replace existing packaging materials with more sustainable solutions or materials, e.g., recycled plastics and plastics from renewable sources like plant residue or side streams from other industries. For aluminum packaging, we rely not only on recycled aluminum but also on low-carbon aluminum.

Scope: Product design, upstream supply chain, product end of life, global product assortment

Time horizon: 2032

Expected outcome: In our Consumer Business Segment, we intend to reach 100% recycled or renewable plastic packaging material and ensure that 100% of our packaging will be designed for recycling. At tesa, our goals are to use a total of 80% FSC®-certified fiber packaging materials and 50%

less virgin fossil plastic in packaging in 2025 vs. 2018 base year. As a result, we will significantly reduce our packaging GHG emissions.

Lever: Raw materials

Description: Our goal is to progressively make our product formulas more sustainable while maintaining the high quality of our products. We plan to implement two major actions for this:

- **Renewable materials and alternative production technologies:** Next to increasing the share of renewable materials, we want to rely on responsibly sourced materials with no or low land use change impact, plant-based materials, or materials from side streams. Alternative production processes that require lower energy consumption and eliminate process emissions also represent a major lever.
- **Reformulation:** Replacing fossil- and animal-based ingredients with renewable ones will potentially require a reformulation of our products, as the replacements will likely demonstrate different characteristics. Similarly, our formulation will need to adapt to changing packaging with more recycled content and more sustainable design.

Scope: Product design, upstream supply chain, product end of life, global supply chain

Time horizon: 2032

Expected outcome: In our Consumer Business Segment, we strive to make 100% of our bar soaps free of tallow, and 100% of our cosmetics free from solid polymer microplastics. In our tesa Business Segment, we plan to use 70% recycled or bio-based raw materials. Replacing animal-based raw materials eliminates CO₂ emissions in the upstream supply chain, and eliminating fossil-based raw materials avoids emissions at the end of the product life cycle.

Lever: Product format transformation

Description: We identified two levers to further reduce our product carbon footprint (PCF):

- **Switch to concentrated formula:** Reducing or minimizing the water content in product formulas could reduce GHG emissions from transportation and, even more significantly, from packaging. Switching from a liquid to a solid formula could also lower the packaging intensity and lead to a reduction in plastic use and connected carbon footprint.
- **Format switches:** A product's carbon footprint can differ significantly depending on its product format. We work together with our value chain partners to explore different CO₂-reduced formats while ensuring consumer benefits.

Scope: Product design, upstream supply chain, product end of life, global supply chain

Time horizon: 2032

Expected outcome: On top of emission reduction from solely changing packaging and formula, these actions are expected to further reduce emissions to reach our Net Zero target. Our goal is to explore different options and gain consumer acceptance by 2032.

Lever: Logistics

Description: In transportation and warehousing, our targets include optimizing among other things, energy efficiency and fuel consumption:

- We aim to avoid air freight and switch to less energy-intensive transport modes, for example by shifting the transportation of our goods from truck to rail, wherever accessible and financially viable.
- In the short term, we want to replace fossil fuels with biofuels. Our truck transportation service providers have used biofuels to transport our products in some regions in Europe. Since 2021, we have purchased mass-balanced biofuels from waste streams via certificates for our global ocean freight shipments. The mass balance approach means that the goal is to increase the amount of biofuel used in the global ocean shipping industry. This is because it is not yet possible to reliably track whether the ships carrying our products are actually running on biofuel. Overall, Beiersdorf aims to drive the transformation to a lower-emission logistics network.
- To power trucks, we are investigating in the use of alternative forms of energy like electricity and gas. This includes, but is not limited to, exploring financing options and partnerships with manufacturers to facilitate the transition to electric trucks.
- We want to identify opportunities for load optimization which can potentially decrease emissions. This concerns determining underloaded areas and increasing capacity utilization as well as utilizing lighter pallets and optimizing pallet stacking techniques. We furthermore strive to implement a transportation management system to automate processes.
- By working with logistics providers, we can understand and implement new transportation technologies and train truck drivers to drive more efficiently.
- In our third-party warehouses, we ask our partners to use renewable electricity.

Scope: Global finished goods transportation and third-party warehousing services

Time horizon: 2032

Expected outcome: The measures will help us achieve our emission reduction target in the transportation area.

Lever: Supplier engagement

Description: To reduce our Scope 3 emissions and eventually reach Net Zero, we engage in dialog with our suppliers through various measures concerning raw materials, packaging, logistics, media, and third-party manufacturing. We focus on the following aspects:

- Disclose GHG inventory.
- Set short- and long-term science-based emission reduction targets.
- Use renewable energy.
- Share knowledge and capacity building.
- Exchange Product Carbon Footprint (PCF) data.
- Collaborate on innovation and technology development.

We tailor our approach in engaging with suppliers depending on their maturity in climate management and the significance of the supplier to our GHG inventory, materials, or services that we source.

Scope: Upstream value chain, suppliers of raw materials, packaging, logistics, media, and third-party manufacturing globally

Time horizon: 2032

Expected outcome: We expect that through our engagement, our suppliers will realize the importance of climate action and the necessity of innovating low-carbon solutions. Overtime, the engagement efforts will enable our Scope 3 emission reduction.

Lever: Distribution partners

Description: In the Consumer Business Segment, we participate in our retailers' sustainability events, programs, campaigns, as well as platforms, and in strategic sustainability exchanges. We furthermore provide retailers with our latest sustainability data. Our employees in relevant functions share their knowledge about our sustainability agenda, targets, progress, and concrete examples of actions with retail customers and other business partners. These activities help us to create a more sustainable supply chain while also recognizing the needs and expectations of consumers in an increasingly environmentally conscious marketplace.

In the tesa Business Segment, we collaborate with our distribution partners to create more sustainable products and optimized packaging – e.g. steering projects for optimized transport and logistics, or engaging in industry initiatives and task forces. We are also working with our retail customers in this segment, too, to reduce emissions with a specific focus on Scope 3.

Scope: Downstream value chain, retail customers, and distribution partners globally

Time horizon: 2032

Expected outcome: Engaging with customers could generate a common understanding of the climate challenge facing our industry, develop a harmonized methodology for GHG accounting and data sharing, and empower end consumers to make sustainable decisions.

Targets Related to Climate Change

Beiersdorf has set ambitious targets to help mitigate the consequences of climate change on our planet and society as well as to acknowledge the identified risks and opportunities that it poses to business. Our Group-wide short- and long-term targets – with milestones to 2025, 2032, and Net Zero by 2045 – have been validated by the SBTi, which confirmed that they are in line with the "Paris Agreement's" 1.5°C target. The Consumer and tesa Business Segments have each set climate targets which correspond to their distinct business contexts and contribute to the overall Beiersdorf Group climate targets. The targets contribute to achieving the commitments set out in the Consumer Business Segment's "Environmental Policy" and the tesa Business Segment's "Environmental Guidelines".

The GHG emission reduction targets were developed through a cross-functional top-down/bottom-up approach following the initial "Task Force on Climate-related Financial Disclosures" (TCFD) implementation. In particular, the R&D, Supply Chain, Marketing, and Finance functions were involved in several workshops and technological feasibility analyses were conducted. Several approaches were discussed with our strategic partner, WWF, to guide the development of the targets. This means that necessary perspectives and business risks were included from the beginning. We want to give all employees the opportunity to contribute to our climate targets and encourage them to contribute their ideas to the climate strategy.

Below shows an overview of the Group's and each business segment's emission reduction target. All of the Beiersdorf emission reduction targets are in absolute terms, regardless of business growth.

Our business ambition is to continue to grow in volume and sales, which will pose a challenge to achieving our climate targets. However, with the decarbonization levers identified and resources planned, achieving the set climate targets is considered feasible.

Climate Goals

	Scope	2025		2030	2032	2045
		Reduction target (%)	Base year emission (tCO ₂ e)	Reduction target (%)	Reduction target (%)	Reduction target (%)
Group	Scope 1 & 2 ¹	-30	140,022	–	-70	-90
	Scope 3	-10	1,889,077	–	-40	-90
Consumer	Scope 1-3 ²	-30	1,566,707	–	-50	–
tesa	Scope 3	–	–	-20	–	–

¹ The share of Scope 1 emissions in the total Scope 1 and 2 emissions in the base year was 77% and the share of Scope 2 emissions was 23%.

² The share of total GHG emissions in the base year: for Scope 1 approx. 4%, for Scope 2 approx. 1% and for Scope 3 approx. 95%.

The 2018 base year was chosen because it was the year with the most recent data available when Beiersdorf submitted the first short-term target to the SBTi in 2019. No outstanding external factors that would reduce the representativeness of 2018 data have been identified. The business activities of Beiersdorf have remained the same since 2018, despite the COVID-19 pandemic as well as some acquisitions and divestment over the years. For acquisitions and divestment since 2018, we have recalculated the baseline value according to our restatement guideline which was developed following "GHG Protocol" standards.

Target boundary

Our GHG emission reduction targets encompass all GHG emissions required by the Kyoto Protocol, without considering GHG removals, carbon credits, or avoided emissions, but including the use of biofuel certificates for transportation emissions as a Scope 3 reduction action.

For Scope 3 emissions, which are indirect and outside our operations, we have included different emission categories for different target years, aiming to focus our resources on significant emission categories while gradually increasing our emission coverage in our climate targets over time.

Scope 3 emissions categories included in our 2025 target boundary are:

- **Scope 3.1:** Purchased goods and services – raw materials, packaging materials, and third-party manufacturing services
- **Scope 3.4:** Upstream transportation and distribution, including finished goods transportation and third-party warehousing
- **Scope 3.6:** Business travel

We further expanded our 2032 and 2045 targets boundary to include:

- **Scope 3.1:** Purchased goods and services – media services, value-added services (VAS) and point-of-sale materials (POS)
- **Scope 3.3:** Fuel- and energy-related activities
- **Scope 3.5:** Waste generated in operations

- **Scope 3.7:** Employee commuting
- **Scope 3.12:** End of life treatment of sold products

Apart from emission reduction target, Beiersdorf has committed to reaching climate-neutral production by 2030. This means reducing Scope 1 and 2 emissions from production sites by at least 90% and neutralizing the remaining emissions of maximum 10% with carbon removals. In the reporting year, we achieved climate neutrality for four out of 22 production sites.

Since 2020, Beiersdorf has achieved our target of sourcing 100% of the electricity purchased by the sites covered by the data collection from renewable energy sources and is maintaining this target⁵.

Target achievement

In the reporting year, we once again made progress with regard to our climate targets. By the end of 2024, the Consumer Business Segment achieved a reduction of absolute GHG emissions (Scope 1, 2, and 3) by 25% compared to 2018. At the Group level, absolute GHG emissions were reduced by 47% in Scopes 1 and 2 and by 19% in Scope 3 over the same period.

Target Achievement

Business segment	Scope	Target year	Reduction target (%)	Reduction till 2024 (%)	Base year emissions (tCO ₂ e)	Emissions in 2024 (tCO ₂ e)
Group	Scope 1 & 2	2025	-30	-47	140,022	74,581
	Scope 3	2025	-10	-19	1,889,077	1,529,841
Consumer	Scope 1-3	2025	-30	-25	1,566,707	1,170,239

Uncertainty and external dependency

Our climate targets and mitigation strategy are backed up by a quantitative simulation using a set of climate scenarios, including the Net Zero 2050 plan of the global energy, chemical, and aluminum sector, as well as the Net Zero commitments of the biggest world economies such as the EU, the USA and China. These climate scenarios provide us with insights into the readiness of low-carbon technologies needed, consumer behavioral change, renewable energy employment, and potential regulatory developments. Achieving our climate targets highly depends on the implementation of the Net Zero plans and commitments mentioned above.

The disclosed targets in this chapter mainly refer to the material topic climate change mitigation. In the area of climate change adaptation, we have set targets related to sustainable product innovation (see chapters [“ESRS E5 – Resource Use and Circular Economy”](#) and [“ESRS E4 – Biodiversity and Ecosystems”](#)) in order to diversify material sourcing as well as to adjust to new regulations and changing consumer needs.

Metrics Related to Climate Change

We calculate our GHG emissions according to the requirements set by the “GHG Protocol” ([“Corporate Accounting and Reporting Standard”](#) and [“Corporate Value Chain \(Scope 3\) Standard”](#)). The “GHG Protocol” specifies different consolidation approaches for GHG emissions accounting and reporting. Calculating our emissions, we have followed a financial consolidation approach in line with financial reporting. The comparison between the financial control and operational control approach shows no major difference for Beiersdorf in terms of GHG accounting.

⁵ Includes only affiliates covered by data collection. Beiersdorf purchases green electricity directly from energy suppliers, or purchases “International Renewable Energy Certificates” (IRECs), “European Guarantees of Origin”, or country-specific certificates.

In our GHG accounting, we account for all greenhouse gases in accordance with the "Kyoto Protocol." This includes carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), sulfur hexafluoride (SF₆), perfluorocarbons (PFCs), and hydrofluorocarbons (HFCs).

Energy consumption, Scope 1 and 2 emissions

We capture, consolidate, and analyze our operational energy consumption data to calculate our global Scope 1 and 2 GHG emissions. Collecting this data on an ongoing basis helps us verify the effectiveness of our measures and identify further potential for energy and emissions savings.

The Consumer Business Segment collects energy consumption data at all of its production sites, at the warehouses it operates, and at its offices above 50 full-time equivalents (FTE). tesa collects energy consumption data for all ISO 14001-certified sites and offices with more than 40 FTE, including six production sites and the company headquarter. Some administrative offices are excluded from data collection. Energy consumption and emissions from affiliates which are excluded from data collection or excluded after data validation are estimated. The estimation uses the average energy consumption and emissions per FTE in offices with validated data and the number of FTE of these affiliates. Thus, the reported energy and Scope 1 and 2 emissions cover all affiliates under financial control.

The emission factors used in our Scope 1 and 2 calculations are derived from the "Intergovernmental Panel on Climate Change" (IPCC), complemented by emission factors from our energy suppliers and the "International Energy Agency" (IEA). Further emissions, such as those from steam in district heating, are calculated using the emission factors provided by the "GaBi Databases" by the sustainability solutions provider "Sphera" and, if not available, the UK "Department for Environment, Food and Rural Affairs" (Defra).

Scope 1 and 2 emissions are then calculated by multiplying the collected energy consumption data by the emission factors of different energy types. Our Scope 2 emissions are calculated using location-based and market-based approach. However, our Group climate target uses a market-based approach for Scope 2. A market-based method reflects emissions from electricity that companies have purposefully chosen (or their lack of choice). This approach uses emission factors derived from contractual agreements. If no market-based emission is available, then the system defaults to a location-based emission, which utilized the residual mix of the country or region.

The process from energy data collection, emission factor mapping, and emission calculation is managed through the "Corporate Sustainability Software" provided by "Sphera." With this tool, we manage Scope 1 and 2 data in one place. We also benefit from its automatic update of emission factors and flexible reporting functions.

If biogas is used at our own sites, the biogenic emissions outside of Scope 1 are reported separately and not included in Scope 1. The biogas certificates acquired in this context are internationally recognized and are intended to prevent double counting of GHG reductions along the entire value chain. They are based on a mass balance approach in which the biogas is not physically purchased, but certificates are purchased to ensure that the gas is fed into the European gas grid. Currently, the "GHG Protocol" has not yet published any clear guidelines on the inclusion of such certificates. We closely monitor relevant biogas accounting standards and are committed to adapting our reporting in this area as existing standards evolve, and new standards are published.

Manual data collection is an error-prone and cumbersome process, which is a limitation to us. We have defined an internal validation process and are furthermore investigating a more automated, digitalized process of data collection.

Energy Consumption and Production

	Unit	Consumer	tesa	Group
Energy consumption and mix				
Fuel consumption from coal and coal products	MWh	–	–	–
Fuel consumption from crude oil and petroleum products	MWh	43,846	635	44,481
Fuel consumption from natural gas	MWh	66,517	188,756	255,273
Fuel consumption from other fossil sources	MWh	–	–	–
Consumption of purchased or acquired electricity, heat, steam, or cooling from fossil sources	MWh	10,235	876	11,111
Total fossil energy consumption	MWh	120,598	190,267	310,865
Share of fossil sources in total energy consumption	%	36	62	49
Fuel consumption from renewable sources (including biomass, biofuels, etc.)	MWh	66,927	45,000	111,927
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources	MWh	136,708	65,541	202,249
Consumption of self-generated non-fuel renewable energy	MWh	9,337	4,067	13,404
Total energy consumption from renewable sources	MWh	212,972	114,608	327,580
Share of renewable sources in total energy consumption	%	64	38	51
Total energy consumption	MWh	333,570	304,875	638,445
Total energy consumption from activities in high climate impact sectors	MWh	333,570	304,875	638,445
Energy production				
Non-renewable energy production	MWh	–	9,832	9,832
Renewable energy production	MWh	14,891	19,794	34,685

Scope 3 emissions

The “GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard” classifies Scope 3 emissions into 15 categories. The climate reduction targets of Beiersdorf encompass various emission categories in accordance with the SBTi guidance. Under the requirements of ESRs, companies are mandated to disclose significant Scope 3 categories. This report discloses Scope 3 categories that have been evaluated as significant and are included within our 2025 target boundary. Although other categories have also been quantified and some of them are included in our 2032 and 2045 target boundary, they appear as non-significant in the significance analysis and are not disclosed in this reporting year.

Screening and prioritization

Based on an economic and environmental input-output (EEIO) model, Beiersdorf began by identifying the most relevant categories of Scope 3 emissions using expenditures data. The EEIO model evaluates resource consumption and environmental impact throughout the supply chain on the basis of international statistics and databases. The analysis allowed us to identify the Consumer Business Segment’s upstream Scope 3 emission hotspots. Taking into account the level of emissions, our ability to influence, and engagement purposes, we have selected the categories to be included in our target boundary, which meets the minimum coverage requirements of the SBTi near-term and long-term targets.

Beiersdorf is continuously working on improving the methodologies for accounting GHG emissions in different Scope 3 categories. As a first step, we are moving from the spend-based EEIO method to an activity-based approach in most of the categories. The emission factors used are mostly industry averages. We work with value chain partners to enable carbon footprint data exchange. This will enable us to better implement decarbonization measures and monitor the progress.

Digitalization

We take a holistic approach to digitalizing the sustainability processes, including reporting. For example, we integrated analysis tools, created a framework, and connected different systems to simplify reporting. This enables us to analyze key figures such as CO₂e emissions or figures relating to plastic packaging and raw materials throughout the year and – if necessary – identify measures at an early stage that will help us achieve our emissions reduction targets.

Methodology

Selecting the appropriate methodology, data sources, databases, and underlying assumptions to calculate Scope 3 emissions is a challenging task. Our goal is to improve the accuracy and reliability of these measurements over time. The methodologies described below were selected based on our business boundaries, targets, and practical realities. This selection process includes consideration of emission types, industry-specific requirements, and the availability of activity data and emission factors. We strive to use comprehensive and relevant data sources and, to the extent possible, use automated data collection systems. The databases selected for emission factors are recognized and widely used, which enhances their credibility. We closely monitor updates to key databases and evaluate their changes and impacts. When emission factors and activity data reflect our current practices and technologies, more recent data is preferred. When data is incomplete and estimates are required, we refer to the most similar cases from our collected data and estimate based on the amount or expenditure of the missing activities. This systematic approach ensures that our Scope 3 GHG calculations are transparent and robust under current circumstances.

Using the calculation methods described above, we did not identify any significant measurement uncertainties in the energy and emissions figures reported in the Climate Change chapter. To ensure the completeness of the GHG inventory, estimates have been made for scopes and categories where primary data collection is difficult. These estimates are based on the primary data collected, which represents more than 93% of the data.

Scope 3.1 – purchasing of products and services

Consumer

The majority of our Scope 3 emissions are generated by packaging manufacturing processes⁶ and the raw materials we need for our products. The calculations of these GHG emissions are based on primary data for material consumption and secondary emission factors derived from life cycle assessment (LCA) databases. We work with service providers to consistently improve data on emissions factors for LCAs. 94% of packaging emissions and 90% of raw material emissions is calculated following this approach, the remaining 6% in packaging and 10% of raw material is estimated based on various approaches like unit of products, spend or average emissions of reference products, depending on data availability.

For our outsourced production and warehousing operations (Scope 3.4), we conduct supplier surveys⁷ to collect primary data on energy consumption as well as emission factors for purchased electricity. This data is allocated based on the quantities of goods produced for us or on goods turnover. The calculation methodology is congruent with the Scope 1 and Scope 2 calculations for our Consumer sites. In 2024, the data we gathered in these surveys covered 91% of our outsourced finished goods production and 90% of our warehousing activities. The emissions reported here are extrapolated based on spend for finished goods production and average inventory value for warehousing to cover all emissions.

Emissions from purchased services are based on our EEIO analysis. The transition to an activity-based approach remains a challenge.

⁶ We include (primary) consumer packaging and secondary packaging in our calculation. Packaging materials that are added as part of packaging processes or during preparation for transport are not included.

⁷ The data collection period for outsourced production and warehousing (December 2023 to November 2024) differs from the reporting period.

tesa

This category includes emissions from purchased raw materials, packaging materials, and third-party products. Emissions from purchased services are excluded. The activity data is extracted from tesa's purchasing system. For the calculation, we use emission factors that are based on proxies for raw material production according to European common practice. For third-party products, we use expenditure-based, material-specific emission factors. Our emission factor database is continuously refined. The calculated emissions cover the entire upstream value chain from raw material production to Tier 1 suppliers ("cradle to gate").

Scope 3.4 - upstream transportation and distribution

To calculate global inbound and outbound GHG emissions from upstream transportation activities, we mostly use the "EcoTransIT" tool in accordance with the European EN 16258 standard. Primary data on distances, loads, and the various modes of transportation are obtained from our internal logistics network. Emission factors are secondary industry averages from "EcoTransIT."

Scope 3.6 - business travel

Consumer

To quantify our business travel emissions, primary data on distance and modes of transportation is either exported from our travel management system or reported directly by our affiliates. For the data collected via our travel management system, we calculate emissions according to the methodology established by the "German Association of Business Travel Agents" (*Verband Deutsches Reisemanagement, VDR*), taking into account a "Radiative Forcing Index" (RFI) factor of two for flights. In the case of directly reported business travel data, we calculate emissions based on IEA data.

tesa

In this category, we only include emissions from air travelling due to limited data availability. The calculation is based on the CO₂ emissions of air travel for tesa Germany and tesa SPA. The emissions are broken down per FTE and multiplied with the total number of employees of tesa.

Scope 3.12 - end-of-life treatment of sold products

Consumer

These emissions come from two sources: packaging disposal and ingredients biodegradation. The packaging end-of-life (EoL) emissions are calculated using the share of different waste treatment methods for each packaging materials from Europe, combined with the packaging weights of our products. Ingredients EoL emissions are based on the assumption that the carbon content embedded in chemical ingredients will be biodegraded and released as CO₂.

tesa

tesa's footprint in Scope 3.12 comprises the emissions from the disposal of our products and packaging. We applied raw material-specific emission factors for our own products and packaging. We estimated emissions for third-party products with the 3.1 emission ratio. We also referenced region-specific waste treatment methods to reflect emission reduction from waste recycling.

Scope 3 emissions from our majority shareholding NIVEA-Kao are calculated based on the results of LCAs conducted in 2022 for certain reference products. We estimated the emissions generated in previous years on the basis of the quantity of reference products sold. NIVEA-Kao's raw material and packaging emissions are calculated using the reference products' bill of materials and the LCA emission factors. The upstream transport emissions are calculated using the product weight, the average distance transported, and the emission factors of the different modes of transportation. The calculated emissions are included in the respective Scope 3 categories.

Scope 3 emissions not disclosed

Beiersdorf has quantified base year emissions from Scope 3.1 (purchased services), 3.2 (capital goods), 3.3 (fuel and energy-related activities), 3.5 (waste generated in operations), 3.7 (employee commuting), 3.9 (downstream transportation and distribution), and Scope 3.15 (investment). However, these emissions are evaluated as non-significant and excluded from the Beiersdorf 2025 climate target. They are therefore not disclosed in this report. Scope 3.8, Scope 3.13 and Scope 3.14 are not relevant to Beiersdorf as we neither have upstream/downstream leased assets, nor franchises. Scope 3.10 processing of sold products is not relevant as both our cosmetics and adhesive products do not need further processing before application. As for Scope 3.11, the products of Beiersdorf do not have direct use phase emissions. Indirect use phase emissions could be generated for example when consumers take warm showers and apply our shower gel. Indirect use phase emissions are not part of the targets as required by the SBTi.

Scope 1-3 GHG Emissions

	Unit	Consumer		tesa		Group	
		2018	2024	2018	2024	2018	2024
Scope 1 GHG emissions							
Gross Scope 1 GHG emissions	tCO ₂ e	44,537	24,729	62,682	48,107	107,219	73,072
Biogenic emissions of CO ₂ not included in Scope 1 GHG emissions	tCO ₂ e	599	13,320	–	8,870	599	22,190
Share from regulated emissions trading schemes	%	–	–	26	26	15	17
Scope 2 GHG emissions							
Gross location-based Scope 2 GHG emissions	tCO ₂ e	60,132	55,659	23,757	26,502	83,889	82,059
Gross market-based Scope 2 GHG emissions	tCO ₂ e	16,187	1,464	16,616	281	32,803	1,745
Biogenic emissions of CO ₂ not included in Scope 2 GHG emissions	tCO ₂ e	–	–	–	–	–	–
Total Scope 1 and 2 GHG emissions							
Total Scope 1 and Scope 2 GHG emissions (location-based)	tCO ₂ e	104,669	80,388	86,439	74,609	191,108	155,131
Total Scope 1 and Scope 2 GHG emissions (market-based)	tCO ₂ e	60,724	26,193	79,298	48,388	140,022	74,818
Significant Scope 3 GHG emissions							
Category 1: Purchased goods and service	tCO ₂ e	1,330,395	1,002,691	321,053	335,738	1,651,448	1,338,429
Raw material	tCO ₂ e	658,240	519,245	252,839	260,059	911,079	779,304
Packaging material	tCO ₂ e	635,201	467,436	15,496	16,525	650,697	483,961
Finished goods manufacturing	tCO ₂ e	36,954	16,010	52,718	59,154	89,672	75,164
Category 4: Upstream transportation and distribution	tCO ₂ e	145,657	109,501	46,338	42,081	191,995	151,582
Finished goods transport	tCO ₂ e	133,922	120,687	46,338	42,081	180,260	162,768
Warehousing	tCO ₂ e	11,735	1,623	–	–	11,735	1,623
Reduction through the purchase of biofuel certificates	tCO ₂ e	–	-12,809	–	–	–	-12,809
Category 6: Business travel	tCO ₂ e	29,931	31,854	15,703	7,976	45,634	39,830
Total Scope 3 GHG emissions within 2025 target boundary¹	tCO ₂ e	1,505,983	1,144,046	383,094	385,795	1,889,077	1,529,841
Category 12: End-of-life treatment of sold products	tCO ₂ e	396,617	389,172	123,629	121,282	520,246	510,454
Total significant Scope 3 GHG emissions	tCO ₂ e	1,902,600	1,533,218	506,723	507,077	2,409,323	2,040,295
Total GHG emissions							
Total GHG emissions (location-based)	tCO ₂ e	2,007,269	1,613,606	593,162	581,686	2,600,431	2,195,426
Total GHG emissions (market-based)	tCO ₂ e	1,963,324	1,559,411	586,021	555,465	2,549,345	2,115,113

¹ Total Scope 3 emissions within the 2025 target boundary do not encompass Category 12 end-of-life treatment of sold products. In recent years, the methodology for measuring end-of-life emissions of cosmetic products has been refined, resulting in an increased proportion of these emissions within our Scope 3 calculations. As we approach 2025, we will maintain the current target boundary but incorporate this category into our targets beyond 2025.

ESRS E2 - Pollution

Material Impacts, Risks, and Opportunities

In our double materiality assessment, we have identified business activities with negative impacts related to pollution. Beiersdorf has identified negative impacts on air and water pollution arising from its upstream sourcing activities, especially in energy-intensive industries like the chemical industry. In the downstream value chain, the Consumer Business Segment has identified negative impacts on water resources, as products may release substances of very high concern to the environment when used by consumers. Moreover, the Consumer Business Segment may have a negative impact on the environment when discharging microplastics (synthetic polymer microparticles (SPM)) into wastewater systems as a result of consumer use. We have not identified material risks or opportunities related to environmental pollution.

A detailed overview of all identified impacts, risks and opportunities and the methodology used for the double materiality assessment can be found in chapter [“ESRS 2 - General Disclosures.”](#)

Policies Related to Pollution

Beiersdorf has implemented several policies to systematically reduce the risk of environmental pollution while promoting sustainable practices throughout the supply chain. These policies address and have the purpose to mitigate the impacts, risks, and opportunities identified in our double materiality assessment, aiming to establish clear environmental standards and expectations.

Consumer

Code of Conduct for Business Partners

The “Code of Conduct for Business Partners” (CoC) defines the requirements that must be met by our global business partners regarding environmental protection.

The CoC specifies that business partners should monitor, track, and document their emissions to air, water, and soil from their facilities, as well as the wastewater generated by their operations. Compliance with all applicable laws and local regulations concerning environmental impacts and protection is mandatory. We expect business partners to continuously aim to reduce any kind of negative environmental impact of products and services and to source in a responsible and sustainable manner. Moreover, it must be avoided causing water and air pollution that impacts natural food sources, denies local access to clean drinking water or sanitary facilities, or harms human health. The policy further states that emergency measures covering soil or water contamination must be prepared. Operators and, if available, company emergency response teams must be regularly trained about hazards and countermeasures. The policy does not specifically refer to the prevention of incidents and emergency situations, as well as the minimization and use of substances of (very) high concern.

The material impacts, risks, and opportunities addressed by the policy include upstream negative impacts on air and water pollution. Further details on the CoC are given in chapter [“ESRS S2 - Workers in the Value Chain.”](#)

Beiersdorf Environmental Policy

The “Environmental Policy” outlines general environmental objectives of Beiersdorf such as reducing emissions and substituting or minimizing the use of substances of concern. The policy is also designed to address the critical issues of pollution and the environmental safety of products and processes. It does not specifically refer to avoiding incidents and emergency situations. The policy addresses the material impacts, risks, and opportunities associated with air and water pollution, as well as microplastics and substances of very high concern. Please see chapter [“ESRS E1 - Climate Change”](#) for further details.

tesa

tesa Code of Conduct for Suppliers

The tesa "Code of Conduct for Suppliers" (CoCS) serves as the foundation for supplier relationships in sourcing goods and services. It aims to guide the actions of tesa and its suppliers and aims to reach a positive impact on people, society, and the environment. Suppliers are required to have an effective environmental policy and comply with all existing environmental protection laws and regulations. They are encouraged to adopt a precautionary approach to environmental issues, promote greater environmental responsibility, advance environmentally friendly technologies, and implement sustainable life-cycle practices.

One of the key aspects of this policy is the management of chemicals and hazardous materials. Suppliers must identify any chemicals and materials that pose a hazard if released into the environment. Additionally, suppliers are required to regularly monitor air emissions, implement emission controls, and adhere to a greenhouse gas reduction plan that complies with or surpasses regulatory standards. Air emissions covered by this policy include, but are not limited to, volatile organic chemicals, aerosols, corrosives, particulates, ozone-depleting chemicals, and combustion by-products. The CoCS however, does not specifically refer to avoiding incidents and emergency situations.

The policy addresses upstream negative impacts on air and water pollution, with the scope focusing on tesa suppliers. Accountability for policy implementation rests with the Executive Board, which holds the highest level of responsibility.

Progress towards the policy objectives is monitored through internal tracking of signatures to the CoCS, with ongoing coverage checks. The policy is made available to all stakeholders through the tesa official [website](#) and is sent to business partners before the contract is signed.

Further details on the CoCS are given in chapter "[ESRS S2 - Workers in the Value Chain](#)."

Policies in Relation to Substances of Very High Concern

The following section describes the policies addressing the material negative impacts associated with substances of very high concern. These have exclusively been identified for the Consumer Business Segment. Accordingly, it has different policies in place that manage the procurement and handling of substances of very high concern.

Consumer

Standard operating procedure (SOP) selection criteria for raw materials

The SOP (identified as CBE.20003005.000.01) outlines the requirements for raw materials used in the manufacture of cosmetic and Over-the-Counter (OTC) products. It encompasses aspects related to product safety, regulatory compliance, quality, microbiology, and Beiersdorf specific restrictions.

A key part of this SOP is that raw materials must not contain substances prohibited by the EU Cosmetics Regulation or EU chemicals legislation (REACH). Additionally, unless exempted, raw materials must not contain substances listed in the "Candidate List of substances of very high concern for Authorization."

The policy addresses material negative impacts related to substances of very high concern. It covers raw materials intended for Beiersdorf cosmetic and OTC products, including those from third-party suppliers but excluding fragrance compounds and packaging materials as well as La Prairie and Chantecaille products, which are covered separately. Furthermore, the safety-related requirements stipulated in our global safety policy apply globally across all regions. The functions "Global Product Stewardship" and "Product Safety" as part of the Research and Development (R&D) department are responsible for defining the raw material requirements summarized in this policy. Progress towards

the policy objectives is monitored through internal standard processes before final release and utilization of new materials in marketed products.

The SOP is accessible to internal stakeholders and is stored in the central document management system, part of the Global Quality Management System (QMS).

Fragrance Restriction List

The "Fragrance Restriction List" aims to ensure consumer safety and product quality by specifying the quantities of certain fragrance ingredients allowed in various cosmetic product categories. This list is based on internal assessments and expert judgments and includes requirements that exceed legal standards, including bans on certain substances and groups of substances. Notably, submissions must not contain substances listed in the "Candidate List of substances of very high concern for Authorization" (SVHC), as published by the European Chemicals Agency (ECHA) at the time of the "Fragrance Briefing."

The policy addresses material negative impacts related to substances of very high concern and applies globally to all Beiersdorf AG fragrances and aromas used in our products. This includes Beiersdorf affiliates and contract manufacturers. All fragrances and aromas must meet the requirements outlined in the corresponding "Fragrance Briefing" and the "Fragrance Restriction List."

The policy's accountability lies with the internal Expert Team "Fragrances," led by the Manager for "Ingredient Compliance" from "Regulatory" department. There is a contractual agreement between fragrance houses and Beiersdorf ensuring the binding nature of the "Fragrance Restriction List." Progress towards policy objectives is monitored by working with a fixed and small set of Fragrance Houses. Before being allowed to submit new fragrances, Fragrance Houses must undergo an intensive qualification process to ensure they can fulfil all requirements, with particular attention to systems and tools that safeguard compliance with global regulations and the "Fragrance Restriction List." Regular on-site visits and exchanges with the fragrance houses are conducted to reaffirm their compliance capabilities.

New fragrance creations submitted by the fragrance houses are approved only after an evaluation process. Documentation created by the supplier ensures that fragrances comply with the "Fragrance Restriction List" and any special requirements addressed during the briefing process. This involves obtaining a "Fragrance Compliance File": with this Beiersdorf-specific questionnaire, we request all relevant information to validate global regulatory compliance and adherence to the "Fragrance Restriction List," with written and signed confirmation.

Before a new version of the list is published and becomes valid, fragrance houses are invited to comment on a draft version. This open dialog helps avoid technical barriers to new creations. Once the commenting period concludes, the final version is sent to the regulatory contacts within the fragrance houses, along with a deadline for implementing the new restrictions into their IT systems. After implementation, Fragrance Houses must send a confirmation of compliance.

Actions Related to Pollution

In order to avoid and reduce the identified material negative impacts related to environmental pollution, the Consumer Business Segment is implementing concrete actions explained below.

Consumer

Phase-out of cyclomethicone

Description: The action overview for 2030 focuses on the phase-out of cyclomethicone, a significant source of SVHCs (D5/D6) in the Consumer product portfolio. This substance, classified in the EU as very

persistent, which means it is only slowly biodegradable, and very bioaccumulative, was targeted for phase-out by the R&D leadership team in April 2019.

Scope: The action plan covers the entire Consumer Business Segment on a global scale.

Time horizon: The completion timeline for this key action for NIVEA and Eucerin products marketed in Europe extends to 2025 and globally to 2030.

Expected outcome: We strive for a significant reduction in the usage of SVHCs, thereby contributing to policy objectives and targets aimed at minimizing environmental hazards.

Progress: A downward trend in the annual volume is notable: Compared to 2019, the annual volume of cyclomethicone has decreased by 64%.

Environmental Performance Assessment Process

Description: An "Environmental Performance Assessment Process," which includes ecotoxicological criteria and classifications, was approved by the R&D leadership team in February 2019, and has been in use ever since. The guidelines for both new and existing cosmetic ingredients have been implemented, ensuring that no new persistent ingredients enter the raw material portfolio. This process provides clear guidance for Environmental Assessment based on hazard data, with criteria that include persistency, bioaccumulation, and aquatotoxicity.

Scope: The process covers the Consumer Business Segment and pertains to our own operations on a global scale.

Time horizon: This is an ongoing action; a specific completion timeline has not been set.

Expected outcome: The primary expected outcome is to reduce the usage of persistent ingredients in the product portfolio. This action contributes to the objectives of the Beiersdorf policy "SOP Selection Criteria for Raw Materials."

Progress: The "Environmental Performance Assessment Process" has been actively used since its approval in 2019, ensuring the continual evaluation and exclusion of persistent ingredients from the company's raw material portfolio.

Beiersdorf has currently not implemented significant action plans in relation to the topics air and water pollution in the upstream value chain and regarding microplastics. Actions concerning downstream microplastic pollution typically involve addressing cosmetic ingredients that may enter the environment through wastewater effluents. Since our company has already largely discontinued the use of microplastics as defined by the "United Nations Environment Programme" (UNEP), we consider this impact to be sufficiently mitigated. There are no additional actions to be reported for 2024.

While we recognize the importance of minimizing upstream pollution, such as emissions or contaminants introduced during the production and sourcing stages, these impacts largely fall outside our direct operational control. Our ability to influence these areas is limited to ensuring compliance with our Supplier Code of Conduct, which already encompasses stringent environmental and social criteria. Compliance with the supplier code of conduct is monitored and addressed under chapter ["ESRS S2 – Workers in the Value Chain."](#)

Targets Related to Pollution

Consumer

100% of cosmetics free from synthetic polymer microparticles by 2032

A restriction on Synthetic Polymer Microparticles (SPM) has been in place in the EU since October 2023. The transition times are four years for rinse-off products, and six years for leave-on products. Our commitments exceed regulatory requirements, as they consider SPM on a raw material level and have implemented a global pledge, not just limited to the EU region. Many SPMs lose their particulate nature when incorporated into cosmetic formulations, thus falling outside the restriction's scope.

To address our material negative impacts related to pollution associated with microplastics, we defined a target in the reporting year which is as follows: 100% of cosmetics free from synthetic polymer microparticles.

This target is aligned with the objectives set out in the "Environmental Policy" and is planned to be achieved by 2032 (baseline year: 2024).

The target scope is global, covering various activities and the entire value chain. It involves all affected stakeholder groups and mandates that methodologies and significant assumptions used to define targets, including selected scenarios and data sources, align with national, EU, or international policy goals. The target is absolute, with a complete phase-out planned. As previously stated, the efforts of Beiersdorf surpass EU regulations, eliminating "United Nations Environment Programme (UNEP) Microplastics" in the EU for NIVEA by 2021 and for Eucerin by 2023.

Regarding target performance, no progress has been recorded yet, since 2024 has been the baseline year. Monitoring and review processes are in place, with raw materials evaluated against the SPM restriction definition from October 2023, tracking progress meticulously.

Stakeholders have not been involved in target setting. For environmental targets, this initiative is science-based, highlighting the objective difference between UNEP-Microplastics and SPM. While all UNEP-Microplastics are SPMs, not all SPMs are UNEP-Microplastics. This target is more ambitious as it includes persistent polymers that, although soluble in cosmetic formulations, persist in the environment. Hence, this target surpasses standard requirements significantly.

Use of 100% biodegradable polymers in European product formulations by the end of 2025

We intend to use only biodegradable polymers in our European product formulations by the end of 2025 (absolute). With this target, we address the negative impacts regarding microplastics and on water resources in the downstream value chain, thereby minimizing the risk of future regulatory restrictions. The target therefore contributes to achieving the ambitions formulated in the "Environmental Policy."

Polymers are molecules that consist of many recurring subunits. They are commonly used in cosmetics and provide various product properties, such as increased water resistance in sunscreen products. Many polymers containing organic carbon are biodegradable – that is, they can be fully broken down into water and carbon dioxide by microorganisms such as bacteria or fungi. However, this is not the case with other polymers, which leave chemical substances in the environment. We are gradually phasing out the use of such non-biodegradable polymers in order to reduce potential environmental impacts.

To this end, we evaluate all raw materials in terms of their biodegradability. The evaluation is based on Annex XIII of the European REACH Regulation and the corresponding "Guidance on Information Requirements" (Chapter R.11). The criteria for the persistence of substances contained in these documents define the timescale for a molecule to be considered biodegradable. On this basis,

we identify polymers that are not sufficiently biodegradable and that should be eliminated from our European product formulations by the end of 2025.

To achieve this goal, we are not only replacing ingredients but also developing completely new polymer technologies. We report separately on the raw material group of silicones, which comprises dimethicone and cyclomethicone, among others. While silicones do degrade in nature over time, they are not biodegradable by definition due to their chemical composition – as they do not contain any organic carbon in the polymer chain. We therefore consider them separately from other polymers and are working to reduce their use as well.

In comparison with 2018, we already used 69% fewer non-biodegradable polymers in our European product formulations in the reporting year. The base value in 2018 was 978 kt.

Stakeholders were not involved in setting the targets.

Beiersdorf has currently not set any targets in relation to the topics air and water pollution in the upstream value chain. Beiersdorf actively tracks the Code of Conduct (CoC) coverage of its suppliers to ensure compliance with the environmental requirements outlined in the CoC. Beiersdorf has also set a specific target to enhance and monitor this coverage, thereby addressing upstream pollution. More information is given in chapter [“ESRS S2 – Workers in the Value Chain.”](#)

The assessment of raw materials used at Beiersdorf covers both human and environmental toxicity as well as an assessment in context of applicable regulations. As the main criteria for the identification of SVHC are in conflict with the requirements of the cosmetic product regulation or with Beiersdorf’s internal policies on human and environmental safety, no further targets are set for SVHC in the downstream value chain.

ESRS E3 – Water

Material Impacts, Risks, and Opportunities

In the double materiality assessment, we have identified negative impacts and risks in relation to water consumption and withdrawals in our own operations and upstream value chain.

At Beiersdorf and its Consumer and tesa Business Segments, we use water to manufacture our products, and it is an important ingredient in our product formulations. In addition, processes such as steam generation, refrigeration and chillers require water to operate. Our production sites therefore draw fresh water from various sources, including groundwater and third-party water. Water scarcity can significantly affect the production processes by interrupting essential processes and causing delays, efficiency losses and higher costs.

Beiersdorf uses the World Resource Institute’s (WRI) “Aqueduct 4.0 Water Risk Atlas” to determine which of our sites are located in areas at water risk, including areas of high-water stress. This atlas translates complex hydrological data into indicators of water-related risks. The Consumer Business Segment has identified eight sites and the tesa Business Segment has identified two sites that are located in areas at water risk, including areas of high-water stress. These areas are characterized in the “Aqueduct 4.0 Water Risk Atlas” by the “Total Water Risk” indicator. This “Total Water Risk” measures all water risks in aggregate by combining indicators for risks related to physical water quantity and quality, groundwater stress, regulatory and reputational risks, among others. The ten affected sites are located in areas that are classified as “high” or “very high” on the “Total Water Risk” indicator.

A detailed overview of all identified impacts, risks and opportunities and the methodology used for the double materiality assessment can be found in the chapter [“ESRS 2 – General Disclosures.”](#)

Policies Related to Water

Beiersdorf has introduced several policies to reduce the negative impact in the area of water. These policies support the management of significant impacts, risks, and opportunities related to water and address the key issues of water consumption and water withdrawal identified in the double materiality analysis. The topic of marine resources is not covered by the guidelines, as it is not considered material for Beiersdorf. Additionally, the guidelines do not include provisions focusing on water consumption in areas affected by water risks within our upstream and downstream value chain.

Consumer

Beiersdorf Environmental Policy

In the "Environmental Policy," the Consumer Business Segment stipulates its commitments and ambitions regarding various environmental topics, including water management. The aim is to continually work to reduce water consumption in production processes – where the majority of water withdrawal occurs – and to implement closed water cycles at production sites.

The key contents of this policy include the following:

1. **Reduction of water consumption:** The policy focuses on reducing water consumption across production and the value chain. This includes promoting efficient water use and minimizing water waste in both manufacturing and consumer use.
2. **Wastewater treatment:** The policy demands modern, effective processes to treat wastewater, aiming to ensure that water discharge meets stringent quality standards and adheres to local discharge regulations.
3. **Water risk analyses:** We utilize widely established tools such as the WWF's "Water Risk Filter" (WRF) and the WRI's "Aqueduct 4.0 Water Risk Atlas" to evaluate and respond to water risks within our operations, particularly in high-risk areas. We are also involved in ongoing dialog with the WWF as part of our broader water risk management efforts.
4. **Use of renewable water sources and recycling:** We are committed to using renewable water sources and implementing advanced recycling technologies wherever viable to further reduce the business segment's overall water footprint. By treating and reusing water in production processes, we can increase operational efficiency, and meet evolving regulatory requirements. This approach not only supports the company's water conservation efforts but also reduces long-term operating costs.
5. **Product development:** We aim to develop products that reduce water consumption, during both production and consumer use. This is aligned with our sustainability agenda CARE BEYOND SKIN, which seeks to promote water efficiency throughout the product lifecycle.

Our corporate water reduction target and its underlying metrics are also validated by external auditors annually to ensure all externally reported data is accurate.

Site-specific targets for sites of high risks are not yet in place. This is primarily due to the ongoing development of tailored strategies that require further detailed local assessments and consultations with stakeholders like the WWF. We are committed to ensuring that these future policies will address the distinct needs and risks of each site in areas of high water stress.

For further details on the "Environmental Policy," please refer to chapter "[ESRS E1 – Climate Change](#)."

tesa

tesa Environmental Guidelines

tesa has established the "Environmental Guidelines" to protect the environment and to support, among other things, risk mitigation as well as the safe and sustainable sourcing and usage of water globally. The "Environmental Guidelines" focus on water conservation and the promotion of efficient processes, while taking local circumstances and needs into account as well as complying with local regulations. The "Environmental Guidelines" require water usage to be reported and monitored internally. Water sources to be reported in this context are groundwater and third-party water.

The tesa sites are required to apply water management including:

- water consumption management (monitoring the quantity and quality of water withdrawals and discharges),
- minimization of potential impacts on water scarcity and reduction of emissions to water through innovation, best practices, and continuous controlling, and
- regular evaluation of internal and external developments that might impact business practices in the future (e.g., forward-looking process technologies, legal changes, community water issues).

The "Environmental Guidelines" emphasize the minimization of impacts on water scarcity through the adoption of innovative technologies, best practices, and continuous controlling. The policy does not explicitly address water treatment or the design of products and services with respect to water-related issues.

We furthermore take preventive measures to avoid accidents. For example, liquids that pose a threat to water are only ever discharged, refilled, or stored in areas that are equipped with appropriate collection facilities. These measures are annually reviewed through external ISO 14001 audits.

We collect water-related data on aspects such as water consumption and wastewater volumes at all tesa production sites on an annual basis. The "Environmental Guidelines" apply to all tesa sites. The Executive Board/the Group Executive Committee (GEC) holds the highest level of accountability for the implementation of the "Environmental Guidelines." The policy is made available to all stakeholders through tesa's official website.

Actions Related to Water

To achieve its water-related policy objectives, Beiersdorf has implemented an action plan that constitutes a roadmap for water management. Our actions are not contextually focused towards sites located in areas at water risk, but we are aware of all sites that are located in areas at water risk, including areas of high water stress. All of the actions described below contribute to achieving our Group-wide goal of significantly reducing water consumption by 2025.

Consumer

Training and capacity building for employees on water conservation

Description: Technical and sustainability experts at each Consumer production site implement various water conservation actions, such as "Closed Circuit Reverse Osmosis" (CCRO) technologies, optimized cleaning cycles and water reuse systems. These efforts are coordinated through the "Sustainability in Manufacturing" (SIM) initiative and the "Global Water & Cleaning Community," which both ensure factory-level alignment. Employees receive monthly exchanges on these technologies and best practices to enhance their knowledge and promote water-efficient operations. The "Global Water & Cleaning Community" platform allows water experts to discuss progress with the SIM team, while also exploring new (digital) approaches to reducing water consumption in partnership with specialist institutes. We also use external expertise for training and to optimize operations, aiming to ensure a dynamic approach to water conservation.

Scope: Factories globally

Time horizon: Ongoing

Expected outcome: By implementing these measures, we expect our employees to gain increased technical knowledge and be able to further apply water conservation practices in production processes. This can lead to a consistent approach to water management and continuous improvement in water efficiency across production processes, which in turn contributes to achieving Beiersdorf's 2025 water reduction target.

Continuous improvement of production processes

Description: At our Consumer Business Segment, we have deployed modern equipment and technologies to address high water consumption, particularly in cleaning processes. All our production sites treat their wastewater, either within their own wastewater treatment plants (WWTP), in WWTP within industrial parks, or externally located in third-party WWTP, and we do not discharge untreated wastewater water into the environment. Treated wastewater can then be reused for cooling, irrigation, or sanitation at the company's production sites. This contributes to keeping our "Leadership in Energy and Environmental Design" (LEED) certification, ensuring that all sites meet global sustainability standards. Regular reviews by internal and external experts also ensure that facilities meet the latest standards and processes are continuously optimized.

Moreover, we collaborate with water suppliers, local authorities, and neighboring companies to foster a community- and best-practice-focused approach to sustainable water management.

Scope: Production sites globally

Time horizon: 2025

Expected outcome: Our goal is to reduce water consumption, enhance collaboration with external stakeholders, and comply with LEED certification standards to further support our sustainability targets.

Implementation of reverse osmosis and water recovery technologies

Description: We introduce closed-circuit reverse osmosis (CCRO) and other water recovery technologies to enhance water reuse across our production sites. In 2023, the first reverse osmosis filtration unit was installed in our Indian factory. We plan to test and implement these technologies in ten additional production sites.

Scope: India, and additional factories globally

Time horizon: Continuous, with expansion and upgrades through 2025.

Expected outcome: The measures can reduce the water consumption intensity by up to 30% at the initial Indian site. We expect to achieve further savings at our other factories, bringing us closer to our company-wide target of significantly reducing water consumption by 2025.

Closed-loop water systems and maximized water reuse

Description: In order to maximize water recovery and reuse, we are conducting engineering studies to implement closed-loop water systems at selected production sites. The first study is underway at our Bangkok site. In next phases, we will test and implement similar systems at our Silao and Tres Cantos sites. These measures are also part of our commitment to achieving our 2025 water reduction targets.

Scope: Bangkok, Thailand, as well as Silao, Mexico, and Tres Cantos, Spain

Time horizon: 2025

Expected outcome: Our efficiency measures aim to significantly reduce water consumption. A pre-study at our Bangkok site has shown a potential reduction in water withdrawal of 50 to 60%. Combined with additional efficiency projects, this could result in a cumulative reduction of 70% compared to 2020 at this site.

tesa

Shutting down steam humidification units to reduce water usage

Description: As a safety measure against charge dissipation, humidification units were originally installed in areas that handle large amounts of solvents. Today, there are other, more efficient ways to deal with such hazards, so newer and safer practices at the tesa plant in Hamburg now allow for humidification units to be shut down. We have therefore initiated a project to shut down the humidification systems, which has already been approved internally. Subject to final regulatory approval, the project is expected to be completed by the end of 2025.

This action helps achieve the target of the "Environmental Guidelines" to reduce water consumption and to regularly evaluate internal and external developments related to new technologies.

Scope: tesa Plant Hamburg GmbH

Time horizon: 2025

Expected outcome: We expect the project to save 3,600 m³ of water per year.

Installation of additional cooling water circulation systems to reduce groundwater usage and wastewater discharge

Description: To reduce the reliance on water and its discharge into waterways, the tesa plant in Offenburg plans to install additional circulation systems for cooling water, starting with one specific coating line. This action relates to our objectives of reducing water consumption and implementing best practices.

It furthermore helps to achieve the target of the "Environmental Guidelines" to reduce water consumption.

Scope: tesa Plant Offenburg GmbH

Time horizon: 2025 to 2027

Expected outcome: We expect to save 10,000 m³ of groundwater per year for the pilot phase at the coating line (Hänge 5).

Targets Related to Water

Consumer

The global corporate water reduction target, which is a voluntary target, covers all Consumer factories and promotes water efficiency across the board: By 2025, we aim to reduce consumption per manufactured product by 25% (vs. 2018 baseline). This aim to ensure that all sites, regardless of whether they are located in areas at water risk, are pursuing efforts to reduce water consumption and improve water quality.

Beiersdorf's water-related targets are directly in line with the ambitions set out in the "Environmental Policy" particularly in the "Regenerative Water Environments" field of action.

Beiersdorf's water-related targets are based on a combination of scientific methods and data-driven approaches. These include comprehensive water risk analyses at all production sites to identify and

minimize potential risks, as well as the use of primary data on water consumption. These targets are in line with global water-related sustainability goals, particularly in view of increasing climate challenges and water scarcity. The targets were drafted by consulting internal stakeholders, including the sustainability and environmental teams, factory operations, and the local production centers and Safety, Health, and Environment (SHE) teams.

In 2018, our global water intensity in the production centers was 504 liters/1,000 products manufactured, which serves as the baseline for our water targets. By 2025, we aim to achieve a global water intensity of 378 liters/1,000 products manufactured, which corresponds to a 25% reduction. In 2024, water consumption per product manufactured was reduced by 12% compared to 2018 (base year) to 446 liters/1,000 products.

Despite our efforts and the strides we have made, we acknowledge that external factors and unforeseen obstacles may cause delays to our planned projects and may impact our ability to fully meet our 2025 water conservation targets as hoped. Nevertheless, we remain committed to implementing all planned water conservation actions.

While our Consumer Business Segment does not yet have site-specific targets for areas at water risk, the global "Environmental Policy" applies to all sites, including those located in areas of high water stress. The policy includes water reduction ambitions and aims to ensure the implementation of water conservation actions at all sites. This enables us to minimize water-related risks for the Consumer Business Segment worldwide, even in areas where specific local targets are still being developed.

In addition, we are developing localized water targets for areas at water risk, with the aim of tailoring our water management to specific regional needs. These site-specific targets will be established in the course of 2025, informed by ongoing assessments using the WWF's WRF and the WRI's "Aqueduct 4.0 Water Risk Atlas." We are developing customized water reduction targets beyond 2025 as part of our strategic partnership with the WWF.

tesa

For our tesa Business Segment, we currently do not have defined measurable water-related targets. Water tracking is managed via the "SoFi" database. This is mandatory for production sites within the tesa Business Segment which are certified according to ISO 14001. These sites are subject to regular internal audits as well as external environmental audits in the context of matrix certification. Every year, we keep track of water data at our production facilities such as water consumption and effluent quantities and also perform a regular water risk assessment. We also report the results through CDP.

Metrics Related to Water

Water Metrics

				2024
	Unit	Consumer	tesa	Total
Total water consumption	m ³	577,252	153,234	730,486
Total water consumption in areas at water risk, incl. areas of high water stress	m ³	404,974	53,189	458,163
Total water recycled and reused	m ³	161,673	0	161,673
Total water withdrawals	m ³	1,432,875	452,737	1,885,612
Total water discharges	m ³	855,624	299,503	1,155,127

Methods and significant assumptions

The measurement of water-related metrics is based on quarterly data input from the Safety, Health and Environment (SHE) managers at each plant. This data is collected using the "Sphera SCCS" tool, which allows for standardization and consolidation of information across all sites. Thematic experts from our Sustainability in Manufacturing (SIM) team validate the data on a quarterly basis to ensure accuracy, consistency and adherence to defined methodologies.

Key assumptions include the reliability of the data provided by the SHE managers at the plant level and the effectiveness of the validation process performed by the SIM team experts.

The data relates to our production sites only and does not include our office locations. All data is primary data and has not been estimated or extrapolated.

Currently, water-related metrics are validated internally by the SIM team's thematic experts, rather than by an external body other than the auditor. The SIM team conducts quarterly comprehensive reviews to ensure data integrity and compliance with internal and external reporting standards. Although the validation process is robust, future validation by an independent external body could be considered to increase transparency and provide additional assurance on the accuracy and reliability of the metrics.

ESRS E4 – Biodiversity and Ecosystems

Material Impacts, Risks, and Opportunities

Beiersdorf understands the impact that palm oil and natural rubber have towards biodiversity and ecosystems. In our double materiality assessment, we identified both raw materials as key commodities for our business throughout the value chain, and the continued availability of them is crucial for the success of our company. Yet the expansion of oil palm and natural rubber plantations frequently entails the clearing of extensive areas of (tropical) rainforest and other valuable ecosystems, leading to significant biodiversity loss due to large-scale deforestation and habitat destruction. This is particularly the case in Indonesia and Malaysia, which accounted for around 82% of global palm oil production in 2024. Indonesia has one of the highest deforestation rates globally, largely driven by palm oil expansion. This is why we have identified land degradation in the upstream value chain as a material topic for Beiersdorf. Overall, Beiersdorf sources both palm oil-based raw materials and natural rubber in quantities that account for only a very small share of global production.

Our company primarily sources palm (kernel) oil derivatives, which are integral components in a wide range of products; including shampoos, shower gels, and creams. The derivatives supply chain is multi-tiered and involves a large number of players. Therefore we have only limited control over sourcing.

In our double materiality assessment, we did not identify negative impacts with regards to soil sealing and desertification. We have also determined that our own sites do not have a material negative impact on biodiversity-sensitive areas. We furthermore did not identify any operations to have negative impacts on threatened species.

A detailed overview of all identified impacts, risks and opportunities and the methodology used for the double materiality assessment can be found in the chapter "[ESRS 2 – General Disclosures](#)."

Policies Related to Biodiversity and Ecosystems

We aim to limit our negative impact on ecosystems and biodiversity to meet our legal, environmental and social responsibilities. To achieve our commitments, Beiersdorf sets binding biodiversity standards in our corporate policies. In 2025 tesa is planning to introduce a policy dedicated to the sustainable sourcing of natural rubber. Until now, there has not been a separate policy for natural rubber in place, as most of the raw material we purchase is already certified.

Beiersdorf's policies on palm oil include production and sourcing practices that aim to preserve or promote conditions for biodiversity. This commitment is reflected in initiatives such as the "Sustainable Palm Roadmap," which includes principles to prevent deforestation, promote sustainable cultivation practices and proactively engage with stakeholders to protect ecosystems and livelihoods in sourcing regions.

Sustainable Palm Policy

Beiersdorf's "Sustainable Palm Policy" underscores our commitment to environmental stewardship as well as preserving biodiversity; it addresses our material impacts on biodiversity, resulting in particular from the use of palm (kernel) oil derivatives. The policy gives guidance to mitigate the adverse effects of palm oil cultivation on ecosystems, and to promote sustainable agriculture practices. The policy is designed to align our business performance with biodiversity conservation. It supports smallholder and landscape projects in sourcing countries and aims to increase the availability of physical, sustainably certified palm-based raw materials. The "Sustainable Palm Policy" does not cover aspects related to oceans and/or seas practices, as it is not material to Beiersdorf.

The key environmental objectives of the "Sustainable Palm Policy" are as follows:

1. Prevention of deforestation and ecosystem conversion:

We intend to ensure that palm oil sourcing does not lead to deforestation or the conversion of primary and secondary forests or other natural ecosystems. By preventing the conversion of natural habitat into agricultural land, we aim to help protect biodiversity-rich areas. Forests provide crucial habitat for countless species, and their preservation is essential to maintaining the biodiversity that supports ecosystem services.

Addressed impact driver on biodiversity loss: Climate change, land use change, direct exploitation, impacts on ecosystems, impacts on the status of species and ecosystem services.

2. Conservation of High Carbon Stock (HCS) and High Conservation Value Areas (HCVA):

We want to avoid the development of palm oil plantations in HCS and HCVA as defined under the "High Carbon Stock Approach" (HCSA). HCS areas are typically rich in biodiversity and play a significant role in carbon sequestration. HCVA are critical for the survival of endangered species and the maintenance of ecosystem functions. Protecting these areas, e.g. through banning cultivation and fires on peatlands and other HCS areas, helps ensure the survival of many species and the health of ecosystems.

Addressed impact driver on biodiversity loss: Climate change, land use change, direct exploitation, impacts on ecosystems, impacts on the status of species and ecosystem services.

3. Promotion of sustainable landscape management:

Our goal is to implement sustainable landscape management practices to maintain the ecological balance and support biodiversity. Sustainable landscape management involves maintaining the integrity of ecosystems while allowing for sustainable agricultural practices. This includes creating buffer zones around protected areas, which serve as transitional habitat and corridors for wildlife, thereby reducing the fragmentation of habitat and supporting biodiversity.

Addressed impact driver on biodiversity loss: Climate change, land use change, direct exploitation, impacts on ecosystems, impacts on the status of species, invasive species, ecosystem services.

4. Promotion of sustainable palm oil cultivation:

We aim to promote the sustainable cultivation of palm oil. Sustainable palm oil cultivation minimizes habitat destruction and promotes biodiversity-friendly cultivation practices. It reduces the need to expand agricultural land into forested areas, thus conserving wildlife habitat.

Addressed impact driver on biodiversity loss: Climate change, land use change, direct exploitation, impacts on ecosystems.

The policy moreover promotes working with supply chain partners to trace palm-based raw materials back to the refinery, mill, and plantation level. The policy addresses social consequences by including social principles that prohibit exploitation, respect human and workers' rights, ban child and forced labor, and support local communities' land rights. To acknowledge dependencies on palm-based raw materials as well as to address transition risks, we implemented a "Sustainable Palm Roadmap." It focuses on sustainability certification, supply chain transparency, and transformation in sourcing countries.

The "Sustainable Palm Policy" does not explicitly tackle biodiversity and ecosystem protection at sites within our own operations. This is because we have not identified material impacts, risks and opportunities related to biodiversity and ecosystems for these sites.

The policy scope includes all palm-based raw materials purchased by Beiersdorf's Consumer Business Segment, products manufactured in Beiersdorf's own global operations and third-party manufacturer operations as well as suppliers and their entire upstream value chains. The Sustainability Council oversees the implementation of the policy, and the Vice President Sustainability approves it.

Third-party initiatives addressed by the policy are the "Roundtable on Sustainable Palm Oil" (RSPO) and the "Forum for Sustainable Palm Oil" (FONAP), as well as standards like the "High Carbon Stock Approach" (HCSA), the "UN Guiding Principles for Business & Human Rights" and the "International Labor Organization's" (ILO) conventions. It furthermore considers the interests of key stakeholders such as smallholder farmers and local communities, including Indigenous peoples (see chapter ["ESRS S3 – Affected Communities"](#)), as well as supply chain partners and multi-stakeholder initiatives.

We make the policy accessible and actionable for interested parties by publishing it on our website and informing our relevant suppliers. Additionally, as part of our Code of Conduct process and through our grievance channels, we review compliance with our policies.

Actions Related to Biodiversity and Ecosystems

Palm oil supply chains are complex and involve multiple stakeholders, including smallholder farmers, brokers, and large estates. This complexity makes it difficult to trace the origin of palm oil accurately. Using a multi-lever approach, we have developed and are implementing a range of actions to respond to this challenge and address our material impact on biodiversity. The actions are intended to make a positive contribution to achieving the environmental goals outlined in the "Sustainable Palm Policy."

Sustainable certification

Description: Our goal is to only use sustainably certified palm (kernel) oil and derivatives, which means that 100% of the palm-based raw materials we use in our products need to come from sustainable sources in accordance with the RSPO's "Mass Balance" model.

Scope: Upstream value chain

Time horizon: Achieved and maintained since 2020.

Expected outcome: According to the "Mass Balance" model, products can be certified that contain both RSPO-certified and non-certified palm oil. In this context, companies must ensure that the processed quantity of RSPO-certified palm oil corresponds to the purchased quantity of RSPO-certified palm oil. This model is particularly relevant to the use of derivatives based on palm (kernel) oil, as the derivative supply chains are even more complex than the palm oil supply chains. Therefore, there is no infrastructure for an RSPO-segregated supply chain, i.e., a supply chain in which RSPO-certified and non-certified derivatives are traded separately.

Sourcing through deforestation-free sources

Description: We continue to work toward our goal of purchasing our palm (kernel) oil derivatives from deforestation-free sources. As part of this process, the "Action for Sustainable Derivatives" (ASD) initiative is gathering comprehensive information about the upstream supply chain by contacting Beiersdorf's direct suppliers to create transparency along the entire palm oil supply chain (further information can be found in chapter "[ESRS S3 – Affected Communities](#)"). This information serves as the basis for the use of the satellite monitoring program "Nusantara Atlas," which allows us to measure our progress toward deforestation-free supply chains.

Scope: Upstream value chain

Time horizon: Annual implementation since 2023.

Expected Outcome: In the summer of 2024, the "Nusantara Atlas" program published its results for 2023. On this basis, we were able to prove that approximately 64% of the palm-based raw material volume from palm (kernel) oil mills in Indonesia and Malaysia was of deforestation- and conversion-free origin. In doing so, we comply with the requirements of the "European Union Deforestation Regulation" (EUDR), cut-off date December 31, 2020. The EUDR imposes restrictions on the sale of certain products in the EU market if they are linked to deforestation or violations of land and human rights. It specifically targets key commodities such as palm oil, wood, or rubber.

FONAP landscape project

Description: Beiersdorf leverages its partnership with the FONAP and a consortium of 26 partners to support a project in Sumatra, Indonesia. The initiative aims to address biodiversity conservation and to promote sustainable palm oil cultivation in a critical ecological area.

Scope: Upstream value chain. The project focuses on a specific location in Sumatra, which is known to be one of the last refuges for endangered species such as the Sumatran orangutan, Sumatran tiger, and Sumatran elephant.

Time horizon: These actions were extended from March 2022 to September 2024.

Expected outcome: The buffer zone around the national park serves as a critical habitat for threatened species. The primary intended outcome is to help preserve this buffer zone through the implementation of sustainable landscape management, improved water management, and the promotion of more sustainable oil palm cultivation practices.

Projects in collaboration with the WWF

In collaboration with the WWF and Evonik, Beiersdorf is involved in biodiversity projects in Indonesia and Malaysia. In West Kalimantan, Indonesia, smallholder farmers are being trained in sustainable palm oil cultivation practices with the aim of certifying 200 plots of land to RSPO standards and securing their legal recognition to protect the habitat of local flora and fauna. In Sabah, Malaysia, a landscape project aims to create a forest corridor for wildlife such as orangutans and promote sustainable agricultural practices. Both initiatives actively contribute to biodiversity conservation by preventing human-animal

conflicts and protecting natural resources. The projects are described in detail in chapter “[ESRS S3 – Affected Communities](#).”

Our current actions related to biodiversity and ecosystems do not involve the use of biodiversity offsets. Therefore, there are no aims, key performance indicators, or financing effects related to biodiversity offsets to report. Additionally, we presently have not incorporated local and indigenous knowledge or nature-based solutions into our biodiversity and ecosystem-related actions.

Targets Related to Biodiversity and Ecosystems

Beiersdorf is currently developing a biodiversity strategy and targets related to biodiversity and ecosystems. We aim to publish these targets by our next reporting cycle. Therefore, no targets are reported for 2024.

To date, we have set the following ambitions and use both qualitative and quantitative indicators to evaluate our progress:

- Beiersdorf aims to achieve a deforestation-free palm supply chain by end of 2025. This amplifies our commitment to zero deforestation of primary and secondary forests and natural ecosystems from mid-November 2018.
- Since the end of 2020, we have sourced 100% of our palm oil-based raw materials from sources certified as sustainable according to the RSPO’s “Mass Balance” model and maintain this target annually.
- For the project in West Kalimantan, Indonesia, Beiersdorf has set a goal to certify at least 200 smallholder farmers according to the RSPO standard by 2026.
- In addition, we track the number of smallholder farmers involved in our sustainability projects and the area of land under sustainable management practices.

ESRS E5 – Resource Use and Circular Economy

Material Impacts, Risks, and Opportunities

Resource use and the circular economy are important components of our sustainability strategy. In our double materiality assessment, we have identified material impacts and risks in these areas, particularly with regard to the inflow and outflow of resources, and waste.

The use of large quantities of raw materials in our products, the disposal of these products and their packaging at the end of the product’s life cycle, and the design of the packaging can all affect the amount of waste produced and thus have a negative impact on the environment. Products in the Consumer and tesa business segments are composed of various materials and differ fundamentally in their characteristics. Products in the Consumer Business Segment are primarily aimed at skin care, while tesa’s products are used both in industrial processes and in the home. Product design in both business segments is based as far as possible on appropriate circular principles, with the following criteria playing a key role: reusability, remanufacturing, recycling, recirculation by the biological cycle, and optimizing the use of the product or material through other circular business models.

As both business segments use plastic packaging and must therefore take regulatory requirements into account, we have also identified material financial risks arising from resource inflows and outflows. Through targets for improving the recyclability of packaging at the end of its life cycle and increasing the proportion of recycled (secondary materials) and bio-based materials used, we want to help reduce the risk arising from new legislation such as the EU’s plastic tax as part of the “European Green Deal,” while also meeting our obligations as a manufacturer of consumer goods. Our targets also help reduce

the impact of the “European Packaging and Packaging Waste Regulation” (PPWR) on our packaging design.

A detailed overview of all identified impacts, risks and opportunities, and the methodology used for the double materiality assessment can be found in the chapter [“ESRS 2 – General Disclosures.”](#)

Policies Related to Resource Use and Circular Economy

Beiersdorf and its business segments are committed to strengthening the circular economy and have addressed this matter in corresponding company policies. The circularity of our products, active ingredients and packaging is of great importance to us. From selecting the substances used to the design of products, we take a holistic approach that helps determine the recyclability of the raw materials we use and the impact they will have on the environment at the end of their life cycle.

The focus of the policies and fundamental approaches varies by business segment, as different raw materials and products are used. While packaging plays a major role in the Consumer Business Segment, it is much less important at tesa. For this reason, we set specific priorities depending on the segment in question.

Consumer

Beiersdorf Environmental Policy

The “Environmental Policy” is described in the chapter entitled [“ESRS E1 – Climate Change.”](#) it sets out how we want to reduce the impact of our business activities on the environment. The circular economy is a key aspect of the policy and defines our approach to improving the circularity of our products. In the areas of resource use and the circular economy, our “Environmental Policy” aims to increase the proportion of secondary raw materials used in our products, particularly in our packaging. The policy also addresses sustainable sourcing of raw materials and the use of renewable materials in our products. Our “Environmental Policy” covers the material negative impacts and risks we have identified both in our own operations and along the upstream and downstream value chain with regard to the sub-topics of resource inflows, resource outflows, and waste.

On the basis of this policy and our self-imposed targets, we derive actions which are then approved by the Executive Board.

The Executive Board is responsible for incorporating product sustainability into our Win with Care corporate strategy, as well as at the brand level. The Corporate Sustainability Team reports directly to the Executive Board. Our Sustainability Council maintains regular communications with the senior managers in Marketing, R&D, and Supply Chain. The body reports on ongoing projects and monitors the status of target achievement. We deploy the expertise of different departments and involve external stakeholders such as customers, suppliers, sustainability consultancies, and NGOs to implement projects across different functions and value chains.

tesa

tesa Environmental Guidelines

The tesa Business Segment has its own globally applicable “Environmental Guidelines” (see chapter [“ESRS E1 – Climate Change.”](#)). The sections on waste and resources, in particular, examine our approach to resources, waste and the sustainable sourcing of materials, while also addressing the material impacts our business has on resource inflows and outflows, and waste. Under the “Environmental Guidelines,” the principles of “avoid, reduce and reuse” take precedence over disposal. The policy also requires our sites to document all relevant waste, which includes a description of the waste, the quantity, classification, and disposal routes. A record of whether resources, notably raw materials and chemicals, have been handled responsibly is also kept. Responsible and sustainable sourcing of raw materials, e.g. in accordance with FSC® certification criteria, is also part of the policy.

Actions Related to Resource Use and Circular Economy

Consumer

In a cross-departmental program, we have identified key long-term fields of action relating to our material impacts and risks with regard to the circular economy and resource use. The aim of the program was to develop areas of innovation consistent with our overarching sustainability targets and our Net Zero target.

With the following actions, we aim to reach not only our short-term targets for 2025 but also our new product ambitions for 2032.

Blue Horizon program

Description: Our "Blue Horizon" program has helped to identify levers that will allow us to determine long-term potential for improvement. The key is to reduce the weight of packaging, increase the use of secondary and bio-based materials, and use packaging systems that can be refilled multiple times to extend the life of the packaging.

The innovation process closely monitors our targets of reducing the use of fossil-based virgin plastics by the end of 2025, incorporating more recycled materials, and improving the recyclability of our products and packaging. Actions to achieve this target include reducing packaging materials, replacing fossil-based virgin plastics with recycled materials, and using bio-based plastics. Targets have been set for specific brands and product categories. The Corporate Sustainability department, the Sustainability Council, and the Executive Board all monitor the achievement of these targets.

Scope: All packaging in the Consumer Business Segment

Time horizon: By 2025

Expected outcome: The actions aim to reduce the use of fossil-based virgin plastic. By doing so, we aim to minimize the negative impacts identified as material with regard to resource outflows and resource inflows.

Progress: Reduction in the use of fossil-based virgin plastic in 2024: 16%

"Women in Circularity" Initiative

Description: The "Women in Circularity" initiative is a social-environmental initiative that supports four plastic waste recycling organizations with a social business concept by providing donations from our COVID-19 aid program. Four recycling organizations are currently being supported, i.e. "Delterra" in Argentina, "Recycle Up! Ghana" in Ghana, "Green Worms" in India and "TakaTaka Solutions" in Kenya. A donation of €4 million is empowering the above-mentioned organizations to provide income and development opportunities for more than 1,600 women in the waste management sector. The initiative will help increase the capacity of these organizations to collect and recycle plastic waste to around 15,000 tons per year by expanding their plastic waste management infrastructure, including new recycling plants.

Scope: Argentina, Ghana, India, Kenya

Time horizon: Ongoing

Expected outcome: We expect the expansion of infrastructure to promote the recycling of plastic waste in emerging economies and create jobs and training programs to support women in the waste management industry. As such, the initiative is targeting the impact identified as material with regard to waste.

Progress: The organizations are currently building the necessary infrastructure and preparing for the start of operations. From 2025, we will be in a position to report on the progress achieved.

tesa

For our products in the tesa Business Segment, we are implementing actions that aim to reduce the use of fossil-based, primary raw materials, particularly plastic, while increasing the proportion of recycled or bio-based raw materials. The focus here is to switch to the certifiably sustainable sourcing of more bio-based raw materials and to anchor sustainability assessments in product development. Implementation will be planned and managed by the business units.

Switching of product packaging

Description: An ongoing program that includes actions to switch the materials used in packaging in the Industry and Consumer business unit so that we can achieve our targets by 2025.

Scope: All packaging for products manufactured in-house by the tesa Business Segment (globally)

Time horizon: By 2025

Expected outcome: The actions aim to reduce the use of fossil-based virgin plastic by 50% compared to 2019. We are thus aiming to minimize the negative impacts identified as material with regard to resource outflows.

Progress: Reduction in the use of fossil-based virgin plastic in 2024: -14%

Targets Related to Resource Use and Circular Economy

In the Consumer and tesa business segments, we have set ourselves specific voluntary global targets for resource use and the circular economy. Beiersdorf's targets in the field of circular economy, such as promoting recycling and reducing plastic waste, are closely linked to the objectives of the European Green Deal, which aims for a climate-neutral, resource-efficient, and circular economy by 2050.

Consumer

Targets

Target	Level of the waste hierarchy	Base year	Base value (t)	Target	2024
50% less fossil-based virgin plastic in our packaging by 2025.	Not applicable	2019	69,616	-50% (in relative terms)	-16%
Incorporation of 30% recycled material in our plastic packaging by 2025.	Recycling	2019	–	30% (in relative terms)	16%
Make 100% of our packaging refillable, reusable or recyclable by 2025. This target is mapped by the two metrics "Design for recycling" and "Global recyclability."	Preparation for reuse	–	–	100% (in absolute terms)	"Design for recycling": 83% "Global recyclability": 79%

As announced last year, we now expect to reach our target for reducing fossil-based virgin plastic in 2026 rather than in 2025. This development is due to longer lead times for molds and equipment, as well as volume growth that was above expectations.

Our target to make 100% of our packaging refillable, reusable, or recyclable by the end of 2025 relates to the end of the packaging life cycle. Since 2021, in order to make our progress with respect to recyclability measurable, we have been using the circular economy model promulgated by the "Ellen MacArthur Foundation." We also established "Design for Recycling," a further metric that requires packaging to be recyclable in at least one country from the outset, even if this is not yet globally possible given today's infrastructure. This means that all packaging that is already globally recyclable today also meets the "Design for Recycling" criteria. Both indicators - "Design for Recycling" and global

recyclability - have been applied to all types of packaging and materials we use (plastic, metal, glass, and paper) since 2022. We assess the recyclability of our products and the "Design for Recycling" digitally using a methodology developed by an independent certification body; the analysis relates to the proportion of recyclable materials in the total packaging weight. We then use these individual analyses to determine the recyclability of the overall portfolio.

Together with leading recycling experts, we are continuing to work on redesigning the packaging of our entire product portfolio. In order to make the most progress, we are focusing on the most impactful improvements. However, the global recycling infrastructure and assessment criteria for recyclability are still evolving and beyond our control. This applies, for example, to products with flexible packaging and small-format packaging, and is resulting in a delay in achieving the goal of 100% recyclable, refillable, or reusable packaging by 2025.

We have therefore now adjusted our existing target: In addition to the proven packaging solutions of reuse and refill, we now aim to design 100% of our packaging in accordance with the "Design for Recycling" criteria by 2032. In the reporting year, 83% of the packaging in our product portfolio met the "Design for Recycling" criteria.

For the 2032 time horizon, we have set ourselves ambitious targets that further demonstrate our motivation to design products with maximum circularity beyond their useful lives. These are detailed in the chapter entitled "[ESRS 2 – General Disclosures](#)."

tesa

Targets

Target	Level of the waste hierarchy	Base year	Base value (t)	Target	2024
70% of the materials used in our products and packaging to be made from recycled or bio-based material by 2030.	Recycling	2018	–	70% (in relative terms)	25%
Reduce the use of non-recycled fossil plastics (excluding adhesive masses and packaging) by a half by 2030.	Avoidance	2018	26.931	-50% (in absolute terms)	14%

Metrics Related to Resource Use and Circular Economy

Consumer

Most of our packaging is made of plastic as this material is not only light and extremely stable, but also flexible. This means that some of the materials we use are based on finite fossil resources and are often not recycled. Our targets and actions focus on optimizing our plastic packaging according to the principles of "avoid, reduce, reuse and recycle," thus helping to sustain the circular economy. To ensure that our actions are measurable, we have set ourselves global targets which can be found in the table in the section "Targets related to Resource Use and Circular Economy." Other important raw materials used in the packaging for our products are paper, glass, and aluminum.

We mainly use raw materials of natural origin, along with minerals in the manufacture of our products. The total amount of raw materials used in our cosmetic products and the raw materials of natural origin are listed in the table below. The total weight of raw materials used is divided into two components: raw materials of natural origin as measured by the "Natural Origin Index" and raw materials of natural origin that are sustainably sourced and subject to a certification system.

tesa

Many different raw materials are needed to manufacture and package the products of the tesa Business Segment.

Both fossil and plant-based raw materials are used in the manufacture of the products. These materials are often used for plastic foils that must satisfy stringent technical requirements when used as carriers or cover film for adhesive tapes. In addition, some adhesive formulae, such as acrylate-based adhesives, are based on fossil raw materials. Bio-based raw materials such as paper, natural rubber, and adhesive resins are also used in the production of adhesive tapes. Through certifications such as FSC®, PEFC and comparable standards, we are committed to verifiably certified responsible sourcing of these raw materials. We want to increase the proportion of recycled or bio-based raw materials in the manufacture of our products, while reducing the use of non-recycled fossil plastics (excluding adhesive masses). To ensure that our actions are measurable, we have set ourselves global targets which can be found in the table in the section "Targets related to Resource Use and Circular Economy."

tesa uses plastics as well as paper and cardboard in its packaging. Currently, many plastics are not yet of recycled origin and some of the packaging itself cannot, as yet, be recycled. What is more, not all paper and cardboard is procured from sustainably certified sources. As is the case in product manufacturing, we are working hard to improve this situation.

Resource Inflows and Outflows

Resource inflows	Metric	Unit	Consumer	tesa	Total
Raw materials					
Total raw materials used	Total weight of raw materials used in our products	Kt	851	103	954
Total consumption of raw materials of natural origin	Total weight of raw materials of natural origin in our products	%	87	19	78
Total consumption of raw materials of biological origin, sustainably certified	Total weight of raw materials of natural origin, sustainably certified, in our invoiced products	kt	39	10	49
Packaging materials					
Total use of packaging materials	Total amount of packaging materials used in our products	kt	173	14	187
Total use of packaging materials from non-fossil sources	Proportion of non-fossil raw materials used in our packaging materials	%	59	60	59
Total use of packaging materials from non-fossil sources, sustainably certified	Proportion of non-fossil raw materials used in our packaging materials that are certified as sustainable	%	3	51	7
Secondary material relative to total packaging consumption	Proportion of recyclates in our packaging materials	%	19	7	18
Sum of raw materials and packaging (fossil-based)	Sum total of packaging materials and raw materials of fossil origin	kt	922	89	1,011
Sum of raw materials and packaging (non-fossil-based)	Sum total of packaging materials and raw materials of non-fossil origin	kt	954	28	982
Resource outflows					
Proportion of recyclable packaging	Global recyclable packaging	%	79	–	–

Methods and significant assumptions

As the negative impacts identified as material are concentrated in the downstream value chain and not in our own operations, no waste metrics are reported.

Consumer

The data on resource inflows and outflows are derived from direct measurements conducted by us on the basis of quantities purchased and consumed.

We used the following criteria to classify products designed according to circular principles (in our case, primary packaging):

- all plastic packaging
- all paper packaging
- all glass packaging
- all aluminum packaging

The secondary materials, which we mainly use in our packaging, are provided by external partners. Double counting of materials during data collection is avoided by clearly labeling the materials internally.

Our targets aim, in particular, to expand circularity in product design, increase the volume of recyclable materials used, minimize the use of primary raw materials, and source and utilize renewable resources sustainably.

Our objectives do not take account of: waste management, including preparations for the proper treatment of waste, and other aspects relating to the use of resources or the circular economy.

The "Natural Origin Index," which quantifies the proportion of natural components in a given raw material, is based on ISO 16128-1:2017 and ISO 16128-2:2017. The index is defined by raw-material suppliers and is used to determine the natural content of the raw materials used in our recipes. Due to product differences, the non-fossil proportion of raw materials used for the tesa Business Segment is determined using a different method.

The application of the cascade principle to the reported key figure "Total raw material consumption of biological origin, sustainably certified" is not meaningful, as palm oil cannot be materially recycled or used multiple times after being used in cosmetic products.

tesa

The data on resource inflows and outflows are derived from direct measurements conducted by us on the basis of quantities purchased and consumed. The classification of bio-based and secondary materials is carried out by experts. Any gaps in data were filled using estimates extrapolated from sales figures. It is not yet possible to determine the recyclability of packaging for the tesa Business Segment. Due to the different applications and markets of the products in the tesa business segment, no economic or technical criteria of cascade utilization are applied.

EU Taxonomy Reporting

Since the EU Taxonomy Regulation came into force, Beiersdorf has been required to provide information on sales, capital expenditures (CapEx), and operating expenses (OpEx) associated with environmentally sustainable economic activities. The EU Taxonomy Regulation contains criteria for determining whether an economic activity qualifies as sustainable with respect to various environmental objectives. The overarching goal is to create a more sustainable financial sector and channel investments into green and sustainable projects, thereby contributing to the European Green Deal.

Taxonomy Impact Analysis procedure⁸

Beiersdorf uses a top-down approach to determine the Taxonomy eligibility of certain business activities with the help of the relevant specialist units. To this end, we have assembled an interdisciplinary team consisting of employees from the tesa and Consumer Sustainability departments, Group Accounting and Consolidation (Consumer), and Sustainability Controlling (tesa). The team continuously analyzes – in close cooperation with the specialist units – whether any Taxonomy-eligible economic activities are being performed.

Taxonomy-eligible activities relevant to Beiersdorf are identified based on the activity descriptions, the referenced NACE codes, and the supplementary publications of the EU Commission and the EU Platform on Sustainable Finance.

Identified Taxonomy-Eligible Economic Activities

Beiersdorf's business model was comprehensively analyzed in connection with the implementation of the EU Taxonomy requirements. The core business activities of Beiersdorf are not covered by the activities listed in the latest version of the Delegated Acts. Only one activity in the tesa Business Segment, which relates to the manufacture of subcomponents for batteries (Activity 3.4), was identified as Taxonomy-eligible. However, this activity is of minor importance compared to Beiersdorf's core business activities and only makes up a small proportion of the Group's sales.

In terms of classifying investments and operating expenses, the EU Taxonomy Regulation distinguishes between the following three categories:

- Category A: investments or operating expenses related to assets or processes that are associated with Taxonomy-aligned economic activities.
- Category B: investments or operating expenses that are part of a (CapEx) plan to expand Taxonomy-aligned economic activities or to allow Taxonomy-eligible economic activities to become Taxonomy-aligned.
- Category C: investments or operating expenses related to the purchase of output from Taxonomy-aligned economic activities and individual measures enabling the target activities to become low-carbon or to lead to greenhouse gas reductions.

Due to Beiersdorf's business model, no investments or operating expenses other than those related to economic activity 3.4 are allocated to category A. Similarly, as we are not drawing up any investment plans to convert our activities into Taxonomy-aligned economic activities, none of our investments or operating expenses are allocated to category B. Beiersdorf therefore only has to take into account investments and operating expenses relating to the purchase of output from Taxonomy-aligned economic activities and individual measures (category C).

The reported economic activities relate exclusively to the environmental objective of "climate change mitigation," as they can make a positive contribution to the reduction of CO₂e emissions in the Group and are in line with Beiersdorf's sustainability strategy. In this context, Taxonomy-eligible economic activities are assessed based on the technical screening criteria ("substantial contribution" and "do no significant harm"), i.e., in accordance with Annex 1 to the Commission Delegated Regulation (EU) 2021/2139. Economic activities contributing to the environmental objective "climate change adaptation" are included exclusively in reports for selected investment projects with a focus on factors in connection with climate change adaptation.

⁸ Given the ongoing, dynamic development of the formulations contained within the EU Taxonomy Regulation, also in consideration of the supplementary publications of the EU Commission and the EU Platform on Sustainable Finance, uncertainties persist regarding the interpretation of its wording and terms. As a result, we may make changes to our Taxonomy Impact Analysis in the future.

In the course of the data collection and reporting process, we make sure that each economic activity is clearly allocated to an EU taxonomy activity. We can thus rule out the possibility of economic activities being allocated twice.

The following economic activities were identified as Taxonomy-eligible:

Information and communication

- Activity 8.1 "Data processing, hosting and related activities" was identified as relevant for Beiersdorf, since the Consumer Business Segment operates a data center and provides these services to tesa. The acquisition of third-party computing power (cloud computing services) is also taken into account in this context.
- Activity 8.2 "Data-driven solutions for GHG emissions reductions" is no longer relevant with effect from the financial year 2024. Expenses in connection with emissions management software tools were reported here in the previous year.

Construction and Real Estate activities

- Combined packages of measures reported in connection with Activity 7.2 "Renovation of existing buildings" include content which is allocated to Activities 7.3, 7.5, and 7.6. The investment project (package of measures) must be in excess of 25% of the value of the building.
- Activities 7.3 "Installation, maintenance and repair of energy efficiency equipment," 7.5 "Installation, maintenance and repair of instruments and devices for measuring, regulation and controlling energy performance of buildings," and 7.6 "Installation, maintenance and repair of renewable energy technologies" are part of our building management; they also include the installation, maintenance, and repair of heating, ventilation, and cooling systems, photovoltaic systems as well as measuring systems and energy-efficiency control units in our administrative buildings and production facilities.
- Activity 7.4 "Installation, maintenance and repair of charging stations for electric vehicles in buildings (and parking spaces attached to buildings)" was identified as relevant, as there are vehicle-charging stations on our premises that are operated by a third party.
- Activity 7.7 "Acquisition and ownership of buildings" covers investment activities in connection with the construction or expansion of our production and administrative buildings. The construction of these buildings are carried out by external construction companies. Capitalization of right-of-use assets from leases (IFRS 16) for rented office buildings is also reported under Activity 7.7.

Energy

- Activity 4.25 "Production of heat/cool using waste heat" was identified in this area, because Beiersdorf uses waste heat for internal heating processes. Activity 4.30 "High-efficiency co-generation of heat/cool and power from fossil gaseous fuels" is no longer relevant due to the sustainability strategy pursued by Beiersdorf from the financial year 2024. Other activities from this area, e.g., with respect to the production of renewable energy, have been recorded under "Construction and Real Estate" in accordance with the EU Taxonomy Regulation.

Transport

- Our transportation activities are generally outsourced to service providers, meaning we do not conduct any Taxonomy-eligible activities in this area. Our own fleet of company cars falls under Activity 6.5 "Transport by motorbikes, passenger cars and light commercial vehicles."

Manufacturing industry/goods manufacturing

- The manufacture and sale of products from the Consumer Business Segment do not fall within the scope of the EU Taxonomy. With the manufacture of subcomponents for batteries (Activity 3.4, "Manufacture of batteries"), only a small proportion of the tesa Business Segment's economic activity qualifies as Taxonomy-eligible. Its other activities do not generate Taxonomy-eligible sales. For example, tesa does not manufacture plastics in primary form, but sources them from suppliers.

The data basis for determining the key figures (sales, capital expenditure, and operating expenses) for Taxonomy-eligible and Taxonomy-aligned economic activities (numerator) and their corresponding reference figures (denominator) is generally derived from Beiersdorf's financial controlling systems.

Taxonomy-Eligible Sales

The denominator for the purposes of the EU Taxonomy is determined in line with the definition of sales in the consolidated financial statements (see Notes to the consolidated financial statements, Income Statement, Note 01).

For the 2024 reporting year, sales relating to the manufacture of subcomponents for batteries are reported under Activity 3.4 "Manufacture of batteries." The sales generated in this area are attributable entirely to the tesa Business Segment. These transactions amount to €17 million and therefore represent 0.2% of our Group sales of €9,850 million.

Taxonomy-Eligible Capital Expenditure (CapEx)

The reference figure (denominator) of our Taxonomy-eligible activities is determined in accordance with the requirements of the EU Taxonomy Regulation. For the 2024 reporting year, the reference figure is €509 million (denominator). In addition to the investments in intangible assets (Note 11 to the consolidated financial statements) and property, plant, and equipment (Note 12 to the consolidated financial statements) reported in the annual report, this figure also includes investments related to right-of-use assets from leases (Note 12 to the consolidated financial statements).

Capital expenditure for projects and long-term leases is allocated to the activities identified as Taxonomy-eligible with the help of Beiersdorf's financial controlling systems and interviews with the responsible specialist units. For the 2024 reporting year, capital expenditure amounting to €111 million – a share of 21.9% – is attributable to Activity 7.7 "Acquisition and ownership of buildings."

In total, our Taxonomy-eligible capital expenditure amounts to €156 million. This corresponds to a share of 30.7% of the total capital expenditure (denominator) of € 509 million for the 2024 reporting year. The change compared to the previous year is primarily attributable to the conclusion of projects in connection with the modernization and expansion of our (production) sites and the associated capital expenditure in 2023 (Activity 7.7).

Taxonomy-Eligible Operating Expenses (OpEx)

The data basis for calculating the reference figure (denominator) for Taxonomy-eligible operating expenses for the 2024 reporting year is derived from Beiersdorf's financial controlling systems. The reference figure is the sum of the following cost components:

- Research and development expenses
- Expenses in connection with short-term and low-value leases
- Maintenance and repair expenses

Where possible, operating expenses were allocated directly to the identified Taxonomy-eligible activities using data from our financial systems. In cases where it was not possible to directly allocate

percentage shares, these shares were broken down and, if necessary, allocated using appropriate keys (e.g., capital expenditure for Taxonomy-eligible activities).

Taxonomy-eligible operating expenses amounted to €35 million. Compared with the investment expenditure reference figure of €524 million, this is equivalent to a share of 6.7%. The change compared to the previous year is primarily attributed to operating expenditures, which are reported for the first time in connection with activity 7.3, 7.7 and 8.1 for the financial year 2024.

Approach and Results of the Alignment Analysis

To assess whether the Taxonomy-eligible activities relevant to Beiersdorf are Taxonomy-aligned, we conducted a comprehensive analysis of the relevant technical screening criteria as set out in the annexes to the Delegated Acts on the EU Taxonomy. For a Taxonomy-eligible activity to be classified as Taxonomy-aligned, the following requirements must be satisfied cumulatively:

- Compliance with the technical screening criteria for a substantial contribution to the respective environmental objective
- Compliance with the technical screening criteria to avoid material adverse effects on other environmental objectives (do no significant harm, DNSH)
- Compliance with minimum safeguards

In principle, compliance with the technical screening criteria is checked and documented individually for each activity. DNSH compliance regarding Appendix A ("Climate change adaptation") is verified centrally for the relevant Taxonomy-eligible activities with the help of climate risk and vulnerability analyses for each site.

Beiersdorf relies on processes, documents, and guidelines that are established within the Group to review and comply with the minimum protection requirements (see sections [ESRS S2 – Workers in the Value Chain](#) and [ESRS G1 – Business Conduct](#)). Beiersdorf actively promotes compliance with laws, codes of conduct, and human rights. Our annual risk management process includes an assessment of human rights violations by our employees and in our supply chain. Beiersdorf advocates for fair competition and actively prevents corruption through a number of compliance programs. Through appropriate monitoring measures, Beiersdorf ensures that the minimum protection requirements of the EU Taxonomy are met. Beiersdorf has a compliance management system for taxes similar to the Group-wide compliance management system. Based on our analyses, we have identified a Taxonomy-aligned share for the following activities:

- Activity 6.5 "Transport by motorbikes, passenger cars and light commercial vehicles"
- Activity 7.4 "Installation, maintenance and repair of charging stations for electric vehicles in buildings (and parking spaces attached to buildings)"
- Activity 7.5 "Installation, maintenance and repair of instruments and devices for measuring, regulation and controlling energy performance of buildings"
- Activity 7.6 "Installation, maintenance and repair of renewable energy technologies"
- Activity 7.7 "Acquisition and ownership of buildings"

The remaining activities identified as Taxonomy-eligible are not Taxonomy-aligned.

The tables below show the amount of Taxonomy-aligned CapEx and OpEx clustered by component:

CapEx Distribution of Taxonomy-Aligned Activities

Economic activities	Code	Intangible assets	Property, plant and equipment	Financial assets	Total
Transport by motorbikes, passenger cars and light commercial vehicles	CCM 6.5	0	359	0	359
Installation, maintenance and repair of charging stations for electric vehicles in buildings (and parking spaces attached to buildings)	CCM 7.4	0	365	0	365
Installation, maintenance and repair of instruments and devices for measuring, regulation and controlling energy performance of buildings	CCM 7.5	0	93	0	93
Installation, maintenance and repair of renewable energy technologies	CCM 7.6	0	12,780	0	12,780
Acquisition and ownership of buildings	CCM 7.7	0	11,811	0	11,811
Taxonomy-aligned activities		0	25,408	0	25,408

OpEx Distribution of Taxonomy-Aligned Activities

Economic activities	Code	Research and development expenses	Lease expenses	Repair and maintenance expenses	Total
Transport by motorbikes, passenger cars and light commercial vehicles	CCM 6.5	0	105	27	132
Installation, maintenance and repair of charging stations for electric vehicles in buildings (and parking spaces attached to buildings)	CCM 7.4	0	0	56	56
Installation, maintenance and repair of instruments and devices for measuring, regulation and controlling energy performance of buildings	CCM 7.5	0	0	341	341
Installation, maintenance and repair of renewable energy technologies	CCM 7.6	0	0	648	648
Acquisition and ownership of buildings	CCM 7.7	0	0	1,218	1,218
Taxonomy-aligned activities		0	105	2,290	2,395

To check our compliance with the technical screening criteria in connection with Activity 7.7 "Acquisition and ownership of buildings," we primarily relied on the available energy performance certificates (EPCs) and the primary energy demand listed therein. In the event that no energy performance certificate was available, we used alternative external confirmations that provide appropriate evidence of compliance with the limits specified in the technical screening criteria (e.g., energy class A).

The majority of Beiersdorf's Taxonomy-eligible activities involve products and services obtained from suppliers and service providers. Where possible, the relevant technical assessment criteria are primarily checked directly by Beiersdorf or by confirmation from our suppliers. In some cases, there were no third-party evidence and confirmations available for these economic activities to conclusively assess their potential Taxonomy-alignment. For other economic activities, the technical screening criteria could not be fully met, resulting in no Taxonomy-aligned disclosure for this portion. This particularly applies to portions of investment expenses for activities 6.5, 7.7 and 8.1.

The 2024 reporting year posed further considerable challenges for both Beiersdorf and its suppliers in terms of proving the Taxonomy-alignment of the identified Taxonomy-eligible activities.

Key Figures EU Taxonomy Reporting

Key Figures Turnover

1	2024		Substantial contribution criteria							DNSH criteria (Do No Significant Harm)							18	19	20
	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17			
Economic activities	Code	Absolute Turnover	Proportion of Turnover	Climate change mitigation	Climate change adaptation	Water and marine resources	Pollution	Circular economy	Biodiversity and ecosystems	Climate change mitigation	Climate change adaptation	Water and marine resources	Pollution	Circular economy	Biodiversity and ecosystems	Minimum safeguards	Proportion of Taxonomy aligned (A.1.) or eligible (A.2.) turnover, year 2022	Category enabling activity	Category transitional activity
A.TAXONOMY-ELIGIBLE ACTIVITIES		KEUR	%	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1)		0	0%	0%	0%	0%	0%	0%	0%	Y	Y	Y	Y	Y	Y	Y	0%		
Of which Enabling		0	0%	0%	0%	0%	0%	0%	0%	Y	Y	Y	Y	Y	Y	Y	0%	E	
Of which Transitional		0	0%	0%						Y	Y	Y	Y	Y	Y	Y	0%		T
A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
				EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL										
Manufacture of batteries	CCM 3.4	17,376	0.2%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0.2%		
Turnover of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		17,376	0.2%	0.2%	0%	0%	0%	0%	0%								0.2%		
Total A.1 + A.2		17,376	0.2%	0.2%	0%	0%	0%	0%	0%								0.2%		
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
Turnover of Taxonomy non-eligible activities (B)		9,832,128	99.8%																
Total A + B		9,849,504	100%																

Key Figures CapEx

1	2024		Substantial contribution criteria							DNSH criteria (Do No Significant Harm)							18	19	20
	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17			
Economic activities	Code	Absolute CapEx	Proportion of CapEx	Climate change mitigation	Climate change adaptation	Water and marine resources	Pollution	Circular economy	Biodiversity and ecosystems	Climate change mitigation	Climate change adaptation	Water and marine resources	Pollution	Circular economy	Biodiversity and ecosystems	Minimum safeguards	Proportion of Taxonomy aligned (A.1.) or eligible (A.2.) CapEx, year 2023	Category enabling activity	Category transitional activity
A.TAXONOMY-ELIGIBLE ACTIVITIES		KEUR	%	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
Transport by motorbikes, passenger cars and light commercial vehicles	CCM 6.5	359	0.1%	0.1%	N/EL	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	Y	0%		T
Installation, maintenance and repair of charging stations for electric vehicles in buildings (and parking spaces attached to buildings)	CCM 7.4	365	0.1%	0.1%	N/EL	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	Y	0%		
Installation, maintenance and repair of instruments and devices for measuring, regulation and controlling energy performance of buildings	CCM 7.5	93	0%	0%	N/EL	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	Y	0%		
Installation, maintenance and repair of renewable energy technologies	CCM 7.6	12,780	2.5%	2.5%	N/EL	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	Y	0.2%		
Acquisition and ownership of buildings	CCM 7.7	11,811	2.3%	2.3%	N/EL	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	Y	15.7%		
CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		25,408	5.0%	5.0%	0%	0%	0%	0%	0%	Y	Y	Y	Y	Y	Y	Y	15.9%		
Of which Enabling		0	0%	0%	0%	0%	0%	0%	0%	Y	Y	Y	Y	Y	Y	Y	0	E	
Of which Transitional		359	0.1%	0%						Y	Y	Y	Y	Y	Y	Y	0		T

A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)

				EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL									
Production of heat/cool using waste heat	CCM 4.25	230	0%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0%	
Transport by motorbikes, passenger cars and light commercial vehicles	CCM 6.5	22,883	4.5%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								2.8%	
Installation, maintenance and repair of energy efficiency equipment	CCM 7.3	5,819	1.1%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0.7%	
Installation, maintenance and repair of renewable energy technologies	CCM 7.6	0	0%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0.6%	
Acquisition and ownership of buildings	CCM 7.7	99,548	19.5%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								12.9%	
Data processing, hosting and related activities	CCM 8.1	2,455	0.5%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0.1%	
CapEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		130,935	25.7%	25.7%	0%	0%	0%	0%	0%								17.1%	
Total A.1 + A.2		156,343	30.7%	30.7%	0%	0%	0%	0%	0%								33.0%	

B. TAXONOMY-NON-ELIGIBLE ACTIVITIES

CapEx of Taxonomy-non-eligible activities (B)	353,096	69.3%
Total A + B	509,439	100%

Key Figures OpEx

1	2024		Substantial contribution criteria							DNSH criteria (Do No Significant Harm)							18	19	20
	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17			
Economic activities	Code	Absolute OpEx	Proportion of OpEx	Climate change mitigation	Climate change adaptation	Water and marine resources	Pollution	Circular economy	Biodiversity and ecosystems	Climate change mitigation	Climate change adaptation	Water and marine resources	Pollution	Circular economy	Biodiversity and ecosystems	Minimum safeguards	Proportion of Taxonomy aligned (A.1.) or eligible (A.2.) OpEx, year 2022	Category enabling activity	Category transitional activity
A. TAXONOMY-ELIGIBLE ACTIVITIES		KEUR	%	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
Transport by motorbikes, passenger cars and light commercial vehicles	CCM 6.5	132	0%	0%	N/EL	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	Y	0%		T
Installation, maintenance and repair of charging stations for electric vehicles in buildings (and parking spaces attached to buildings)	CCM 7.4	56	0%	0%	N/EL	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	Y	0%		
Installation, maintenance and repair of instruments and devices for measuring, regulation and controlling energy performance of buildings	CCM 7.5	341	0.1%	0.1%	N/EL	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	Y	0%		
Installation, maintenance and repair of renewable energy technologies	CCM 7.6	648	0.1%	0.1%	N/EL	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	Y	0%		
Acquisition and ownership of buildings	CCM 7.7	1,218	0.2%	0.2%	N/EL	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	Y	0.9%		
OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		2,395	0.5%	0.5%	0%	0%	0%	0%	0%	Y	Y	Y	Y	Y	Y	Y	0.9%		
Of which Enabling		0	0%	0%	0%	0%	0%	0%	0%	Y	Y	Y	Y	Y	Y	Y	0	E	
Of which Transitional		132	0%	0%						Y	Y	Y	Y	Y	Y	Y	0		T

A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)

				EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL									
Manufacture of batteries	CCM 3.4	2,713	0.5%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0.5%	
Production of heat/cool using waste heat	CCM 4.25	158	0%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0%	
Transport by motorbikes, passenger cars and light commercial vehicles	CCM 6.5	6,950	1.3%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								1.2%	
Installation, maintenance and repair of energy efficiency equipment	CCM 7.3	2,691	0.5%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0.2%	
Acquisition and ownership of buildings	CCM 7.7	9,665	1.8%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0.7%	
Data processing, hosting and related activities	CCM 8.1	10,797	2.1%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								1.8%	
OpEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		32,974	6.3%	6.3%	0%	0%	0%	0%	0%								4.4%	
Total A.1 + A.2		35,369	6.7%	6.7%	0%	0%	0%	0%	0%								5.3%	
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																		
OpEx of Taxonomy-non-eligible activities (B)		488,617	93.3%															
Total A + B		523,986	100%															

Proportion of Turnover/Total Turnover

	Taxonomy-aligned per objective	Taxonomy-eligible per objective
CCM	0%	0.2%
CCA	0%	0%
WTR	0%	0%
CE	0%	0%
PPC	0%	0%
BIO	0%	0%

Proportion of CapEx/Total CapEx

	Taxonomy-aligned per objective	Taxonomy-eligible per objective
CCM	5.0%	25.7%
CCA	0%	0%
WTR	0%	0%
CE	0%	0%
PPC	0%	0%
BIO	0%	0%

Proportion of OpEx/Total OpEx

	Taxonomy-aligned per objective	Taxonomy-eligible per objective
CCM	0.5%	6.3%
CCA	0%	0%
WTR	0%	0%
CE	0%	0%
PPC	0%	0%
BIO	0%	0%

Nuclear and Fossil Gas Related Activities

Nuclear energy related activities

The undertaking carries out, funds or has exposures to research, development, demonstration and deployment of innovative electricity generation facilities that produce energy from nuclear processes with minimal waste from the fuel cycle.	No
The undertaking carries out, funds or has exposures to construction and safe operation of new nuclear installations to produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production, as well as their safety upgrades, using best available technologies.	No
The undertaking carries out, funds or has exposures to safe operation of existing nuclear installations that produce electricity or process heat, including for the purposes of district heating or industrial processes such as hydrogen production from nuclear energy, as well as their safety upgrades.	No

Fossil gas related activities

The undertaking carries out, funds or has exposures to construction or operation of electricity generation facilities that produce electricity using fossil gaseous fuels.	No
The undertaking carries out, funds or has exposures to construction, refurbishment, and operation of combined heat/cool and power generation facilities using fossil gaseous fuels.	No
The undertaking carries out, funds or has exposures to construction, refurbishment and operation of heat generation facilities that produce heat/cool using fossil gaseous fuels.	No

Social Information

ESRS S1 - Own Workforce

Material Impacts, Risks, and Opportunities

As part of our materiality assessment, we identified positive impacts in relation to the issues of working conditions (including collective bargaining, freedom of association, social dialog, working time, and work-life balance) and of equal treatment and opportunities for all (including diversity, gender equality and equal pay for work of equal value, and training and skills development). Potential negative impacts were identified in relation to occupational health and safety. No risks or opportunities were identified in relation to the company's own workforce. The material impacts relate to our own employees and not to self-employed workers or employees of third-party companies. A description of the activities of the company resulting in positive impacts is provided in the following chapter (see "[Actions](#)"). With regard to negative impacts in the area of occupational safety, employees working in production facilities are considered to be particularly at risk.

A detailed overview of all impacts, risks and opportunities identified and the methodology used for the double materiality assessment can be found in the chapter "[ESRS 2 – General Disclosures](#)."

Policies Related to the Own Workforce

Beiersdorf has introduced various policies to reinforce material positive impacts and minimize any negative impacts in relation to the company's own workforce.

Consumer

We firmly believe that our employees are the key to the success of our company. Their commitment and expertise are a major reason why our brands and products are appreciated and purchased all over the world. As an employer, we offer our employees attractive conditions and a wide range of opportunities to grow personally and help shape the future of the company. In doing so, we create an important basis for successfully competing for talent.

Our culture is based on trust, collaboration, respect, openness, and mutual appreciation – and, in addition to our Core Values of Care, Simplicity, Courage, and Trust, focuses in particular on a sense of community.

Code of Conduct (CoC) for employees

Our company operates worldwide – and laws, codes of conduct and customs are as diverse as the languages spoken by Beiersdorf employees. This is why we set high standards when it comes to responsibility, both for us as a company and for each individual. Our [Code of Conduct](#) for the Consumer Business Segment is designed to set out these binding standards and provide guidelines that anyone can apply in any location where the Consumer Business Segment is represented by affiliates. It is intended to help employees, managers and members of the Executive Board alike to understand our principles, act in accordance with them and preserve them for the future. The Code of Conduct addresses material topics such as diversity and occupational health and safety, among others and stipulates that any form of discrimination or harassment is expressly rejected in all areas of the company and in all decisions. This applies regardless of skin color, gender, age, religion, ideology, sexual orientation and gender identity, disability, cultural, ethnic or national origin. A detailed description of the Code of Conduct and its content as well as the relevant monitoring processes can be found in the chapter [“ESRS G1 – Business Conduct.”](#)

Declaration of Principles on Upholding Human Rights

With our “Declaration of Principles on Upholding Human Rights,” we are making an express commitment to strengthening human rights: We do not tolerate any form of corruption, forced labor, human trafficking, child labor, or discrimination. This applies both to our own sites and employees worldwide and to all workers in the value chain. Furthermore, we support the health and safety of employees in the workplace, employees’ right to freedom of association, including collective bargaining, and environmental protection. We are also committed to equal rights and treatment and to diversity. The “Declaration of Principles on Upholding Human Rights” therefore addresses the material topics of freedom of association/collective bargaining, health and safety and diversity.

A detailed description of the “Declaration of Principles on Upholding Human Rights” can be found in the chapter [“ESRS S2 – Workers in the Value Chain.”](#)

Diversity, Equity & Inclusion Roadmap (DE&I Roadmap)

As a global company, we see diversity in our workforce as an opportunity. The aim of our DE&I Roadmap is to create an inclusive corporate culture whose diversity reflects the diversity of our customers while also taking gender balance into account. Our roadmap sets out three strategic priorities to achieve this objective:

1. Embedding a truly inclusive culture of “We” rather than “I.”
2. Driving diversity in leadership positions (with a focus on gender parity).
3. Achieving diversity in our teams beyond the focus on gender (#beyondgender).

The “DE&I Roadmap” applies to all employees worldwide of the Consumer Business Segment. Nicola D. Lafrentz, Member of the Executive Board, CHRO and Labor Relations Director for Germany, is responsible for implementing the “DE&I Roadmap.”

The roadmap is available on our intranet and accessible to all employees.

The DE&I Roadmap addresses the ESRS sub-topics of diversity and gender equality, which have been identified as material.

Safety and Health Policy

The aim of our "Safety and Health Policy" is to reduce potential safety risks and accidents in our production facilities. The policy includes our most important actions and programs, and can be used by our sites as a basis for developing their own local implementation plans and actions. These include, among other things:

- Safety and health management systems: Implementation and continuous improvement of systems to identify, assess and control risks.
- Emergency preparedness and response: Development and regular review of emergency plans and implementation of appropriate trainings.
- Health management: Promotion of the physical and mental health of employees through preventive measures and health offerings.
- General safety aspects: Implementation of measures to ensure a safe working environment, including the provision of personal protective equipment and the safe handling of machinery and equipment.

Our global and local safety departments, together with our leadership teams, are responsible for implementing the policy and for our overall safety management in the workplace. Senior managers are responsible for implementing safety and health management systems relevant to their sites. Our "Safety and Health Policy" applies particularly to all our production sites around the world.

To monitor the progress of our safety measures, we use global indicators and carry out regular audits. These audits are carried out both by external partners and internally to ensure compliance with the policies and identify potential for improvement. The "Safety and Health Policy" is available on our intranet and accessible to all employees.

Global policy on serious illnesses

Trust and care are firmly anchored in the Consumer Business Segment's value system. In cases of life-threatening illnesses, we support our employees from their diagnosis through to their reintegration into the workplace. The policy applies globally to all employees of the companies in the Consumer business unit and becomes effective through national agreements accordingly. Nicola D. Lafrentz, CHRO and Labor Director in Germany, is responsible for the guideline. We offer medical and social support for those affected and attach great importance to educating and informing managers.

There are currently no global policies on the material topics of social dialog, training and skills development, equal pay for work of equal value, work-life balance and working time, as these labor law agreements are made at national level in accordance with national legislation and occupational health and safety laws.

tesa

Our employees make a crucial contribution to our company's success. Their commitment and skills enhance our innovative strength and competitiveness. We support talented employees with targeted training measures and offer them an attractive working environment that values individual strengths and diversity. Our aim is to attract motivated employees, retain them in the long term and ensure sustainable success. Our values – Team up, Challenge Yourself, Set the Pace, Focus on your Customers, Act responsibly, Achieve and Improve – shape our daily actions and our corporate culture.

tesa Code of Conduct

It is our goal to ensure that the ethical principles driving our success are standardized and implemented for all tesa employees worldwide. This is why tesa has introduced the tesa Code of Conduct, which is based on our corporate values and the principles of the UN Global Compact. The tesa Code of Conduct

contains important rules for acting responsibly and offers all employees guidance on legal and ethical challenges. The tesa Code of Conduct clearly states that any form of forced labor is strictly rejected. Child labor is also not tolerated and no young people under the respective legal minimum age may be employed. tesa is committed to equal treatment and expressly opposes any kind of discrimination in all areas of the company and in all decisions.

No one may be discriminated against, i.e. disadvantaged without objective reasons, because of their race, skin color, nationality or descent, because of their gender, their beliefs, their worldview or political opinion, because of their physical constitution, sexual orientation, their age, appearance or because of other personal characteristics. The main topics of the tesa Code of Conduct include business conduct, personal integrity, the handling of company resources, the working environment, sustainability and compliance with the principles. The material topics of diversity, occupational health and safety, and social dialog are also addressed in this context. A detailed description of the tesa Code of Conduct and its content can be found in the chapter [“ESRS G1 – Business Conduct.”](#)

Declaration of Principles on Upholding Human Rights

Our “Declaration of Principles on Upholding Human Rights” is our statement of commitment to the principles of the “United Nations Global Compact” (UNGC) and other relevant guiding principles such as the “United Nations Universal Declaration of Human Rights,” the conventions of the “International Labour Organization” (ILO) and the “OECD Guidelines for Multinational Enterprises.” We also observe country-specific regulations and official requirements. As a responsible company, tesa rejects any form of human rights violations and punishes any violations immediately. The tesa Executive Board is responsible for the implementation of and compliance with human rights.

The “Declaration of Principles on Upholding on Human Rights” addresses the material topics of freedom of association/collective bargaining, occupational health and safety, working conditions and especially working time, as well as equal pay for work of equal value.

A detailed description of the “Declaration of Principles on Upholding Human Rights” can be found in chapter [“ESRS S2 – Workers in the Value Chain.”](#)

HR Compliance Guideline

The “HR Compliance Guideline” provides a thorough overview of the main requirements placed on the HR department, employees and managers and forms the framework for ensuring that our company acts in accordance with ethical, legal and social standards. It is in line with the company’s Code of Conduct, which sets out the basic principles for our behavior and actions. By consistently implementing this Guideline and the Code of Conduct, tesa ensures that the highest standards of integrity and professionalism are maintained.

The guideline covers key areas such as anti-discrimination and harassment, labor law, recruitment, remuneration, and the handling of personal data. It also defines the procedures for reporting and penalizing violations of these standards. A key component is ongoing monitoring and risk assessment to ensure adherence to compliance requirements. The effectiveness and implementation of the Guideline is continuously reviewed by means of ongoing monitoring by the local and regional HR departments. Risk assessments are additionally carried out every three years by the headquarter in the regions in order to identify potential violations. Finally, the responsibilities within tesa are clearly defined in the “HR Compliance Guideline,” and it also addresses the material topics of training and skills development, equal pay for work of equal value and gender equality. The “HR Compliance Guideline” is accessible to all employees via our intranet.

tesa Policy on Occupational Safety and Health

At tesa, the management of occupational safety and health is a firmly established part of our corporate culture. Our internal management system is based on legal requirements and is largely based on our "tesa Policy on Occupational Safety and Health," which was adopted in 2022.

The "tesa Policy on Occupational Safety and Health" covers six key areas:

- Crisis management
- Health care
- Risk assessment
- Accident prevention
- Fire and explosion prevention
- Facility safety

It forms the basis of our occupational safety measures, is supplemented by site-specific regulations and is accessible to all employees via our intranet. The policy addresses the material topic of health and safety and ensures that everyone is informed about their responsibilities in the workplace.

Continuous training and briefings for our employees are important components of our occupational safety program. By providing regular instruction, we raise awareness of potential hazards and enable our employees to avoid accidents and protect their health by acting responsibly. In order to continuously improve the effectiveness of our occupational safety management, we conduct an annual management review. This involves analyzing incidents together with the Occupational Safety department and introducing appropriate actions to improve safety and health protection.

In the course of our reporting, we found that we currently do not have global policies in place on certain topics, specifically on work-life balance. We are actively working to eliminate these gaps as part of a "Global Social Sustainability" program so that we can ensure comprehensive reporting in the future. tesa does, however, ensure that national laws are complied with, including with regard to work-life balance. However, there is currently no specific global policy that explicitly addresses this issue.

Processes for Engaging with own Workforce and Workers' Representatives

Consumer

Participation and involvement, along with transparency and engaging in a dialog as equals, are key success factors for a "we culture." We involve all employees regarding the material positive and negative impacts through a variety of different formats. In the 2024 reporting year, these included two global town hall meetings that were broadcast worldwide, various functional and local town hall meetings and a total of four works meetings for Beiersdorf AG Hamburg (Consumer Business Segment). These events offer our employees the opportunity to contribute their views through open question and answer sessions. We use e-mails from our Executive Committee and our intranet to keep all employees – at global and local level – worldwide informed and involved. This dialog is designed to strengthen our "we culture" and also reflects our Core Value of Care.

Another important element of our corporate culture is the involvement of workers' representatives. This allows us to incorporate the views of our workforce into our decision-making processes and activities as part of constructive and trust-based cooperation and to make and implement decisions on actual or potential impacts together. This applies equally across Europe, where another of our aims is to ensure compliance with all European requirements in the area of labor law and occupational safety in the various European legislative frameworks.

The perspectives of our own workforce are also reflected through the workers' representatives on Beiersdorf AG's Supervisory Board. The Supervisory Board of Beiersdorf AG consists of twelve members, all of whom are elected for a term of five years. Six are elected by the Annual General Meeting (in accordance with the German Stock Corporation Act – *AktG*) and six are elected by the company's employees (in accordance with the German Codetermination Act, *MitbestG*). The task of the Supervisory Board is to advise the Executive Board on the management of the company and to monitor its activities in accordance with the law, the Articles of Association and the rules of procedure. Its members are involved in decisions that are of fundamental importance to the company and it works closely with the Executive Board in the company's best interests.

In addition to our multifaceted cooperation with workers' representatives, we attach great importance to receiving individual feedback from each and every employee. In the fourth quarter of the reporting year, we conducted our annual "teampulse" engagement survey worldwide for the fourth time. This survey is aimed at all permanent employees as well as temporary employees who have been with the company for more than six months. To ensure the results could be compared with the previous years, we used the same core questions but made some new additions to address current topics such as decision making and communication. As in previous years, our employees were interested in sharing their feedback. One of the questions we ask as part of this survey is how far participants believe the results will lead to concrete action by the company. This question gives the company an implicit impression of whether the workforce feels represented in the company's decisions and how the effectiveness of our cooperation with the workforce should be assessed.

To gain the perspectives of people in the workforce who may be particularly vulnerable to negative impacts on their wellbeing and/or to being marginalized, we have also included questions on diversity and inclusion in this engagement survey and provided free text fields so that they have the option to leave comments. We continuously invite employees to express their opinions on the intranet via our "Speak Up. We Care." whistleblowing system.

Operational responsibility for incorporating the perspectives of our own workforce lies with Nicola D. Lafrentz, Member of the Executive Board, CHRO and Labor Relations Director for Germany. As part of our People Strategy, Nicola ensures that the views of employees are taken into account in company decisions.

tesa

tesa's strong corporate culture is based on co-determination, openness and dialog on an equal footing. A crucial element of this is the active participation of our employees, which is ensured through the work of the works council. The works council plays an essential role in representing the interests of employees and enabling them to exert a direct influence on key business decisions. This is how we ensure that the voices and concerns of our workforce are firmly incorporated into our decision-making processes. Operational responsibility for involving our own workforce and ensuring that these results are incorporated into our policies lies with the chairs of the respective workers' representation bodies.

We also promote a continuous exchange of information and ideas with all employees through global and local town hall events and regular works meetings. Three global town hall meetings and two works meetings have been held in 2024. The intranet and emails are also used to keep our employees around the world continuously informed. This dialog strengthens our sense of community and reflects our "Team-Up" People Value.

The perspectives of our own workforce are also reflected through the workers' representative bodies on the tesa Supervisory Board. The Supervisory Board of tesa SE consists of five members who are elected at the Annual General Meeting by all shareholders present and represented for a period of five years. The Chair of the Supervisory Board is appointed by the members of the Supervisory Board. The task of

our Supervisory Board is to advise the Executive Board on the management of the company and to monitor its activities in accordance with the law, the Articles of Association and the rules of procedure. Its members are involved in decisions that are of fundamental importance to the company and it works closely with the Executive Board in the company's best interests. Two of the five members of the Supervisory Board represent the employees.

At a global level, we attach great importance to creating a safe and non-discriminatory working environment for all employees. We are committed to consistent compliance with the provisions of labor law and occupational health and safety legislation. Within the EU, our workforce is represented by the European Works Council (EWC). In Germany, this covers the following affiliates: tesa SE, tesa Werk Hamburg GmbH, tesa Werk Offenburg GmbH and tesa Manufacturing GmbH. The EWC also represents employees from various European countries, including: France, Italy (including the Comet SpA plant), the Netherlands, the United Kingdom, Austria, Switzerland, Finland, Norway, Sweden, Belgium, Spain, Portugal, Czechia, Slovakia, Poland, Lithuania, Estonia, Latvia, Hungary, Romania, Greece, Croatia, Slovenia and Bulgaria. In addition, there is a Group Works Council (GWC) in Germany, to which each company sends two delegates from the respective local works council. Our GWC is composed of the following companies: tesa SE, tesa Werk Hamburg GmbH, tesa Werk Offenburg GmbH and tesa Manufacturing GmbH. In addition, each of the above companies also sends two delegates to the Group Works Council of Beiersdorf AG.

David Paz, Head of HR and member of the Global Executive Committee (GEC), has operational responsibility for incorporating the perspectives of our workforce into company decisions. As part of the HR roadmap, which is valid until the end of 2025, he ensures that the perspectives of employees are incorporated into the strategic direction of tesa. The exchange with employee representatives and management supports balanced and sustainable decision-making.

There is currently no global framework agreement with the workers' representatives on upholding the human rights of our workforce, as the tesa Code of Conduct and the "Declaration of Principles on Upholding Human Rights" are already binding policies for all managers and employees and ensure compliance with human rights.

Channels Through Which the Company's Workforce Can Raise Concerns

Both business segments have established whistleblowing and reporting systems. The Consumer Business Segment has the "Speak up. We care." platform, while the tesa Business Segment uses a whistleblower platform called "Your voice - Our bond." These can be used to record any breaches of conduct that are unlawful or in conflict with internal company policies, anonymously if preferred.

A detailed description of the whistleblowing system can be found in the chapter "[ESRS G1 – Business Conduct](#)."

Actions Related to the Company's Own Workforce

Actions in Relation to Working Conditions

Consumer

We know how important a healthy work-life balance and flexible working models are for the satisfaction and productivity of our employees. This is why we offer our employees the opportunity to choose between flexible working time models to suit their stage of life and individual needs.

Our flexible working time model with flexitime and options for working from home helps our employees to achieve an optimal balance between work and family life. We promote family-friendly working practices and attach particular importance to compliance with parental leave regulations and

a smooth return to work. There is also a parent/child office at the Beiersdorf AG headquarters, which offers parents a flexible environment.

On top of this, we offer additional services such as a cleaning service, a restaurant and various mobility options to make everyday working life more convenient and healthy. Our aim is to create a working environment that takes both professional and personal needs into account and promotes satisfaction and productivity.

The regulations for flexible working time models and flexitime are agreed at the level of the national affiliates and are not currently subject to any global policy. Worldwide, we offered flexible working time in 86% of our affiliates, part-time working in 66% of our companies and the option of sabbatical leave in 49% of our affiliates at the end of the reporting year. We plan to standardize these regulations globally over the next ten years.

All measures described below contribute to achieving the goals and ambitions set out in our policies. The following actions were implemented in the 2024 reporting year:

Working time regulation

Description: The working time regulation at Beiersdorf AG and Beiersdorf Shared Services GmbH is based on flexibility and trust. Employees can organize their working time flexibly within a certain framework and have the opportunity to freely choose their place of work, e.g. mobile or hybrid working by arrangement, if their tasks allow this. Employees are responsible for recording their own working time.

To promote cooperation, teams can specify service times during which their availability is guaranteed. Time off in lieu (flexitime) is possible by arrangement and can also be combined with vacation. The statutory regulations apply, with employees permitted to work a maximum of ten hours a day in exceptional cases. This regulation on flexible working is governed for Beiersdorf AG and Beiersdorf Shared Services GmbH by works agreements which include topics like flexible working time and part-time working. In addition, the topic of trust-based working hours for our non-tariff employees in management group 4 of Beiersdorf AG is also described in a works agreement.

Scope: Beiersdorf AG, Beiersdorf Shared Services GmbH

Time horizon: Ongoing

Expected outcome: Regulation on flexible working time so that our employees can better reconcile professional and private needs and therefore work more productively.

Material topics addressed: Working time, work-life balance

Working time/flexible work location

Description: We offer our employees from Beiersdorf AG and Beiersdorf Shared Services GmbH the opportunity to work one or two days a week from a different location (but in the same country).

Scope: Beiersdorf AG, Beiersdorf Shared Services GmbH

Time horizon: Ongoing

Expected outcome: The action is intended to help employees achieve a better work-life balance and work more productively as a result.

Material topics addressed: Work-life balance

Job sharing

Description: In addition to part-time working and other flexible working arrangements, we offer a job sharing model where two employees take on the same position together as a job tandem. This job sharing model has been standard practice at our company for several years and also applies at the top management level (known as "top sharing") or, via the "joint leadership" model, up to the middle management level. We also support the "senior meets junior" model, where employees from two generations share a job and learn from each other. This provides them the option for part-time study or a transition to partial retirement.

At the end of the reporting year, we had a total of 45 job-sharing tandems (previous year: 38). 27 tandems (previous year: 21) have personnel responsibility – part-time or full-time. Eight tandems are made up of people of different genders. Two tandems also work across borders – meaning the job sharing partners work in different countries. Our job sharing tandems are an example of balanced and diverse collaboration.

Scope: All German locations of Beiersdorf AG and currently 30% of global locations of Beiersdorf AG. We aim to further increase the proportion of participating subsidiaries over the next five years.

Time horizon: Ongoing

Expected outcome: The action should help employees manage different jobs even if they are working fewer hours. We also see this as an important tool for strategic HR work and development.

Material topics addressed: Working time, work-life balance

Parental leavers programs

Description: In cooperation with the "MyCollective" start-up, we offer two global "Parental Leavers" programs. One is aimed specifically at managers entering parental leave, while the other is open to all employees currently on parental leave. Both programs are based on an online platform that enables employees on parental leave to stay connected during this phase if they wish, build a network, and take advantage of various training opportunities. The focus here is on providing the right tools to support their return to work in the best possible way.

Scope: All global locations of Beiersdorf AG

Time horizon: Ongoing

Expected outcome: The action is intended to make it easier for employees to return to work after parental leave.

Material topics addressed: Work-life balance

Company kindergarten "TroploKids"

Description: In addition to the many flexible working arrangements on offer, we offer childcare facilities for the children of our employees in Hamburg through our company kindergarten "TroploKids." In addition, places are also given to children from the neighborhood, which supports our Care strategy.

Scope: All Hamburg locations of Beiersdorf AG

Time horizon: Ongoing

Expected outcome: Our aim with this action is to offer employees in Hamburg childcare options for their children and at the same time strengthen our social responsibility by opening up to the neighborhood.

Material topics addressed: Work-life balance

Beiersdorf health management

Description: The aim of the Beiersdorf health management is to sustainably promote the health and well-being of all employees. The program relies on preventive measures to reduce stress, strengthen individual resources and create a healthy working environment in the long term. Offers on ergonomic workplace design, exercise and nutrition, regular check-ups, social counseling and psychological counseling are intended to support employees in their physical and mental health. All company health management offers can be viewed via intranet.

Scope: All Hamburg locations of Beiersdorf AG

Time horizon: Ongoing

Expected outcome: Greater resilience among employees and long-term health promotion.

Material topics addressed: Health and safety

Freedom of association & collective agreement coverage

Description: Beiersdorf is a member of the collective bargaining association for the chemical industry, which means the provisions of the collective agreement are binding for all employees employed under collective agreements, provided that their employment contracts refer to the collective agreement or parts of it. The salary concerns of non-tariff employees in management groups 4-5 are collectively regulated under labor law in company agreements in the respective German Beiersdorf companies. In order to take current requirements into account, the employment contract templates at Beiersdorf are regularly revised.

Scope: All German Beiersdorf AG sites

Time horizon: Ongoing

Expected outcome: Beiersdorf offers a transparent and reliable structure for working and remuneration conditions.

Material topics addressed: Collective bargaining

Social dialog in the German affiliates

Description: Social dialog at national level is regulated by a voluntary works agreement. The works agreement contains regulations on the creation of a joint body consisting of company management representatives and workers' representatives from the respective nationally elected workers' representative bodies or recognized workers' representative bodies. Regular meetings are held to exchange information between the workers' representatives, the Labor Relations Director and other management representatives.

Scope: All German Beiersdorf AG sites

Time horizon: Ongoing

Expected outcome: Promotion of dialog between representatives of the employer and the workforce on social policy issues as well as joint agreements reached.

Material topics addressed: Social dialog

Social dialogue in the European area

Description: Within the scope of the European Union, our employees are represented by the European Works Council. Social dialog at European level is regulated by a voluntary works agreement. The works agreement contains regulations on the creation of a joint body consisting of company management representatives and workers' representatives from the respective nationally elected workers' representative bodies or recognized workers' representative bodies. Regular meetings are held to exchange information between the workers' representatives, the Labor Relations Director and other management representatives.

Scope: All Beiersdorf AG locations in the member states of the European Union and the signatory states to the Agreement on the European Economic Area

Time horizon: Ongoing

Expected outcome: Promotion of dialog between representatives of the employer and the workforce on social policy issues as well as joint agreements reached.

Material topics addressed: Social dialog

Further development of our safety management system

Description: In the Consumer Business Segment, we developed a new internal auditing program that was piloted at two production sites. In addition, we have defined "Life Saving Rules" to create a safe working environment and educate our employees about the topic of safety. These rules will be rolled out at the various locations.

Scope: All global production sites and self-operated logistics sites

Time horizon: 2024-2025

Expected outcome: Increased safety awareness of the potentially high safety risks and thus a reduction in serious incidents and injuries in the work environment.

Material topics addressed: Health and safety

tesa

Our flexible working time model with flexitime and options for working from home helps our employees to achieve an optimal balance between work and family life. We promote family-friendly working practices and attach particular importance to compliance with parental leave regulations and a smooth return to work. There is also a parent/child office at the tesa headquarters, which offers parents a flexible environment.

At tesa SE, we also offer additional services such as a cleaning service, weekly market stalls with regional products, and various mobility options to make everyday working life more convenient and healthy. Our aim is to create a working environment that takes both professional and personal needs into account and promotes satisfaction and productivity.

Working time regulation

Description: The working time regulation at tesa is based on flexibility and trust. Employees can organize their working time flexibly within a certain framework and have the opportunity to freely choose their place of work, e.g. mobile or hybrid working, by arrangement, if their tasks allow this. Employees are responsible for recording their own working time.

To promote cooperation, teams can specify service times during which their availability is guaranteed. Time off in lieu (flexitime) is possible by arrangement and can also be combined with vacation. The statutory regulations apply, with employees permitted to work a maximum of ten hours a day in exceptional cases. This regulation on flexible working only applies to tesa SE and is governed by works agreement BV t-35. In our German production facilities, we enable all non-commercial employees to have flexible working hours. Flexible working is also partly possible in our foreign companies. Since the exact scope is not currently recorded, we are working on a reporting structure to create an overview and take the corresponding figures into account in the next reporting.

Scope: tesa SE, tesa Werk Hamburg GmbH, tesa Werk Offenburg GmbH, tesa Manufacturing GmbH

Time horizon: Ongoing

Expected outcome: Regulation on flexible working time

Material topics addressed: Working time, work-life balance

Mobile working

Description: tesa enables employees to work remotely through a works agreement that promotes flexibility and personal responsibility and is aimed at transforming the culture. Mobile working is flexible in terms of hours and days and must be coordinated with the team and manager, with priority given to team needs and requirements for on-site attendance. During mobile working, employees must ensure that they are professionally available and adhere to clear team agreements on availability and avoidance of working time restrictions. Statutory accident insurance cover is also available to employees carrying out professional activities as part of mobile working. This regulation on mobile working only applies to tesa SE and is governed by works agreement BV t-35a. In our German production facilities, we enable all non-commercial employees to have flexible working hours. Mobile working is also partially possible in our foreign companies. Since the exact scope is not currently recorded, we are working on a reporting structure to create an overview and take the corresponding figures into account in the next reporting.

Scope: tesa SE, tesa Werk Hamburg GmbH, tesa Werk Offenburg GmbH, tesa Manufacturing GmbH

Time horizon: Ongoing

Expected outcome: Regulation on enabling and implementing mobile working.

Material topics addressed: Working time, work-life balance, health and safety

Freedom of association & collective bargaining coverage

Description: tesa is a member of the collective bargaining association for the chemical industry, which means that the provisions of the collective agreement are binding for all pay-scale employees, provided their employment contracts refer to the collective agreement or parts thereof. This regulation applies to both pay-scale and non-pay-scale employees. Non-pay-scale employees in management groups 3-5 are also covered by Group works agreement KBV-t-79. This agreement governs salary management for non-pay-scale employees and ensures that their remuneration is in line with the requirements of the collective agreement.

To take current requirements into account, the employment contract templates at tesa are regularly revised. In addition to the collectively agreed and contractual regulations, a company practice has developed in other areas of working conditions and has become firmly established in the processes and agreements.

Scope: tesa SE, tesa Werk Hamburg GmbH, tesa Werk Offenburg GmbH, tesa Manufacturing GmbH

Time horizon: Ongoing

Expected outcome: tesa offers a transparent and reliable structure for working and remuneration conditions.

Material topics addressed: Collective bargaining

Social dialog in the German affiliates

Description: At national level, social dialogue is regulated by our Group Works Council, to which each company sends two delegates. The Group Works Council of tesa SE discusses and negotiates Group-wide issues in Germany, primarily general personnel and remuneration regulations.

Scope: tesa SE, tesa Werk Hamburg GmbH, tesa Werk Offenburg GmbH, tesa Manufacturing GmbH

Time horizon: Ongoing

Expected outcome: Promotion of dialog between representatives of the employer and the workforce on social policy issues as well as joint agreements reached.

Material topics addressed: Social dialog

Social dialogue in the European area

Description: When tesa SE (Societas Europaea) was founded, an agreement was reached under European law to establish a European Works Council (EWC). The EWC represents the interests of employees within the European Union and the European Economic Area. The main task of the EWC is to ensure a regular exchange of information between management and workers' representatives as part of their right to information. In addition, the EWC elects the two workers' representatives for the Supervisory Board of tesa SE from among its members. The election period of the EWC is aligned with the term of office of the Supervisory Board. The members of the EWC are delegated from the works councils of those companies with a works council.

Scope: The agreement applies to tesa SE and its dependent companies in the member states of the European Union and the signatory states to the Agreement on the European Economic Area, the tesa nie wieder bohren GmbH is excluded from this.

Time horizon: Ongoing

Expected outcome: Promotion of dialog between representatives of the employer and the workforce, in particular on the exercise of rights to information and the election of workers' representatives to the Supervisory Board.

Material topics addressed: Social dialog

Harmonization of safety management at tesa

Description: tesa has begun introducing software to improve performance in various safety areas, including reporting, integrated management system and monitoring processes. The software facilitates seamless processes across departments and sites, making overall safety management more efficient. Following a pilot phase at two production sites in 2024, there are plans for full implementation at all sites by 2025. The software makes it easier to record, analyze and standardize safety-related issues. Its introduction will not only help us modernize our technology, but also support the strategic improvement of our safety policies. The aim is to create a safer working environment for all employees.

Scope: tesa global

Time horizon: 2025

Expected outcome: Increased transparency within the organization, improved communication on safety topics, optimized control of the safety management system and reduction in the number of accidents.

Material topics addressed: Health and safety

Local safety initiatives

Description: As part of our continuous improvement process, our production sites and headquarters have developed initiatives to drive forward necessary improvements in various areas.

Scope: All production sites worldwide and headquarters

Time horizon: 2024

Expected outcome: These initiatives include concrete actions to improve internal management in the area of occupational health and safety and to support tesa in achieving its strategic goals.

Material topics addressed: Occupational health and safety

tesa health management program

Description: The goal of tesa's health management program is to sustainably promote the health and well-being of all employees. The program focuses on preventive measures to reduce stress, strengthen individual resources and create a healthy working environment in the long term. Offerings such as ergonomic workplace design, exercise and nutritional programs, regular check-ups, social counseling and psychological counseling are designed to support employees with their physical and mental health. Everything offered by the company health management program can be viewed via intranet.

Scope: tesa SE, tesa Werk Hamburg GmbH, tesa Werk Offenburg GmbH, tesa Manufacturing GmbH

Time horizon: Ongoing

Expected outcome: Increased employee resilience and long-term promotion of health.

Material topics addressed: Health and safety

Actions Related to Equal Treatment and Opportunities for All

Consumer

To promote our corporate culture, we focus on: training and skills development as part of our "Global DE&I Knowledge Framework," event offerings and the establishment and promotion of employee resource groups that work with the DE&I team to focus on the needs and interests of different minorities.

Representative body for people with severe disabilities

Description: The Beiersdorf AG representative body for people with severe disabilities represents the interests of employees with severe disabilities and equivalent status as well as those at risk of disability. Its main task is to promote their participation in working life, provide support and actively represent them in company actions and initiatives. Information on our representative body for people with severe disabilities can be found via our internal intranet.

Scope: All German Beiersdorf AG sites

Time horizon: Ongoing

Expected outcome: Better integration of employees with severe disabilities and equivalent status into everyday working life.

Material topics addressed: Equal treatment and opportunities for all

Training and skills development

Description: Our "Global DE&I Knowledge Framework" provides our employees with training on the topic of diversity in various formats. The "Global DE&I Essentials Journey" training program uses a special "train-the-trainer" concept to provide middle managers with a sustainable bedrock of DE&I knowledge as part of our largest learning initiative and strengthens the inclusive leadership of teams.

Scope: All global Beiersdorf AG sites

Time horizon: Until December 31, 2025

Expected outcome: We want to use the "Knowledge Framework" to promote a more inclusive corporate culture that enriches us with different perspectives, making us more innovative. By training middle management, we expect to promote a team culture in the long term in which everyone feels respected and able to express their authentic personality.

Material topics addressed: Diversity, training and skills development

Information events with a focus on Diversity, Equity & Inclusion

Description: We offer various events on the topic of diversity. Events in the reporting year included:

- Keynote speech for Black History Month by Prof. Dr. Lorenz Narku Laing, winner of the Germany Diversity Award 2023, on anti-racism and discrimination
- Keynote speech for IWD 2024 by Dan Guinness, which highlighted the divided perspectives of Generation Z on the topic of gender.
- On the occasion of political discussions, a fireplace chat took place under the title "Taking a Stance - Values in Times of Crisis Now and Then." In the discussion with Dan Unger, the great-grandson of our first chairman Willy Jacobson, attitude issues from the past 142 years as well as our position against extremism and racism were discussed.

Scope: All global Beiersdorf AG sites

Time horizon: Ongoing

Expected outcome: We use keynote speeches to broaden the knowledge horizons of our employees and promote a culture of diversity and openness.

Material topics addressed: Diversity, training and skills development

Employee communities and grassroots initiatives

Description: With the establishment of the new employee community "ability" for employees with disabilities in 2024, we now have a total of seven employee communities that are active in the areas of LGBTQ+⁹, gender diversity, generations, fathers, and cultural diversity in the workplace. The DE&I team regularly interacts with the various communities, which offer trainings and events, among other things. These include:

- "Be You" - the LGBTQ+ community, which aims to raise awareness of LGBTQ+ issues and create an even more inclusive environment.
- "#SisterhoodisPower" - the grassroots community where women empower each other in their careers.
- "LEAD NETWORK Community" - a group of Beiersdorfers who belong to the Europe-wide "LEAD Network" and aim to drive gender parity across Europe together with employees at other companies.
- "New Generation 50+" - a network representing the interests of the older generation.
- "WEnited" - a group of international staff who aim to promote dialog and cohesion between international coworkers.
- "dad.icated" - a community of fathers, fathers-to-be, and allies, to encourage making their own idea of life as a father a reality.

Scope: All Beiersdorf AG sites in Hamburg

Time horizon: Ongoing

Expected outcome: Our employee communities and grassroots initiatives made a contribution to promoting an inclusive "we culture" in the reporting year. They ensure that our employees' voices are heard and that their different needs are incorporated into our DE&I strategy.

Material topics addressed: Diversity, training and skills development

Educational measures on diversity in management positions

Description: We use specific educational measures to encourage discussions on diversity in management positions worldwide; the following actions in the reporting year are particularly worth highlighting:

- For International Women's Day on March 8, we focused on the campaign theme #InspireInclusion in 2024. During a global and hybrid event, we used various sessions and testimonials to convey how important it is to create a better, more inclusive world for women and for all of us.

⁹ LGBTQ+ stands for Lesbian, Gay, Bisexual, Transgender, Intergender, Queer, and more.

- The eighth “Wo*Men in Leadership Convention,” which took place on November 12, 2024 and was aimed at all employees worldwide, offered a platform for dialog. Under the motto “Winning with Gender Parity,” the program comprised various keynotes, “change-making” sessions, and interactive master classes. A speed-dating format also enabled attendees to talk directly to our Executive Committee and various managers from the most senior level. For the first time, there were also local sessions in various regions (e.g., Dubai, Eastern Europe, Brazil, and North America), giving the convention an international focus. The overarching message of the event was: “To be successful, we promote equality and inclusion. Diversity is crucial to us and together we inspire transformative change for an inclusive work environment and society.” Some 350 colleagues attended the event in person in the auditorium, with over 1,200 employees following via the livestream.

Scope: All global Beiersdorf AG sites

Time horizon: Ongoing

Expected outcome: We use regular information events and discussion formats to broaden our employees’ knowledge horizons and promote a culture of diversity and openness.

Material topics addressed: Diversity, training and skills development

Female Talent Program

Description: In the reporting year, we continued the “Female Talent Program” in cooperation with “Shape Talent,” a London-based company. A third cohort completed the “Female Leadership in Finance” program in 2024 while the “StrongHER” supply chain program saw its first cohort of successful graduates.

Scope: All global Beiersdorf AG sites

Time horizon: Ongoing

Expected outcome: These actions are designed to promote gender equality and break down barriers so that women can realize their full potential.

Material topics addressed: Gender equality

Equal pay analysis

Description: At Beiersdorf, we are committed to equal pay and consider it a cornerstone of our Diversity, Equity & Inclusion strategy. To identify pay gaps and understand their causes, we launched an equal pay analysis in selected pilot countries/companies in 2023, which we expanded further in 2024. We aim to carry out the analysis for all companies in 2025.

Scope: All global Beiersdorf AG sites including the sites of our brand La Prairie

Time horizon: Until December 31, 2025

Expected outcome: Achieving transparency over wage differences

Material topics addressed: Gender equality and equal pay for work of equal value

Talent Processes

Description: The Beiersdorf Talent Processes are a central component of talent management and take place annually. With the support of the HR department, management teams calibrate the potential

levels and development opportunities of all employees. The goal is to develop all employees, identify talents and potential leaders, create tailored development plans, and plan succession scenarios for key positions. Through the Talent Processes, we aim to identify talents, build strong and measurable talent pipelines and pools, support and challenge our talents, provide them with calibrated feedback and a solid foundation for their further professional and personal development, and foster a performance-oriented corporate culture.

Scope: All global Beiersdorf AG sites

Time horizon: Ongoing

Expected outcome: Identification of talents, determination of development steps for each employee, and establishment of succession planning for key positions

Material topics addressed: Training and skills development

Performance Management

Description: The purpose of the Performance Management process is to foster a constructive dialogue between employees and their direct supervisors to create an environment that supports both performance and personal growth. A reliable and trustworthy communication culture is based on transparent and comprehensible feedback. The skills of our employees form the foundation on which both individual development and corporate strategies can thrive. For successful further development, continuous feedback on one's own performance and behavior, as well as a realistic assessment of available development and growth opportunities, are essential. At Beiersdorf AG and its German subsidiaries, performance management is regulated through the respective company agreements.

Scope: All global Beiersdorf AG sites

Time horizon: Ongoing

Expected outcome: Development of a sustainable feedback culture and further development of employees

Material topics addressed: Training and skills development

Training Programs

Description: All employees are required to participate in training sessions on compliance topics such as data protection, anti-discrimination, prevention of harassment, child labor, forced labor, and ethical conduct. Training materials are regularly updated to reflect changes in laws, policies, and business practices. Attendance lists, recording dates and topics, are maintained to ensure compliance with regulations and to evaluate the effectiveness of the training. In addition to compliance training, voluntary programs are also available, such as training on occupational safety, leadership skills, and intercultural communication. These programs aim to enhance employees' professional and social skills and support a responsible corporate culture. Furthermore, special training sessions on topics such as innovation management and digital competencies are regularly offered to prepare employees for the challenges of an ever-changing work environment.

Scope: All global Beiersdorf AG sites

Time horizon: Ongoing

Expected outcome: Training and competency development of our employees

Material topics addressed: Training and skills development

Education and Talent Development

Description: Beiersdorf offers comprehensive training programs to ensure highly qualified professionals in both technical and commercial fields. At the Hamburg site, training is provided for technical professions such as industrial clerk, clerk for digitalization management, IT specialist, chemical laboratory technician, chemical technician, and mechatronics technician.

Scope: All German Beiersdorf AG sites

Time Horizon: Ongoing

Expected Outcome: Training of skilled workers and talent development

Material topics addressed: Training and skills development

In the course of our reporting, we found that we do not currently have any global actions on specific topics, in particular working time, social dialog, collective agreements and freedom of association. This is due to the ongoing development of corresponding global programs and initiatives, which are currently being implemented primarily at local or regional level. For example, we have concluded extensive catalogs of measures (works agreements) with the German works councils to improve working conditions. We are actively working on closing these gaps over the next ten years in order to ensure comprehensive reporting in the future. Beiersdorf nevertheless ensures that the minimum standards in these areas are met in accordance with national laws. Responsibility for this lies with local and regional HR managers.

tesa

Different perspectives help us better understand the needs of our customers while simultaneously enhancing the innovative spirit of tesa. This is why our HR departments and managers around the world attach great importance to preventing discrimination of any kind. We are committed to diversity and equal opportunities in all aspects of the company.

We also support programs for the integration of disadvantaged groups. In our headquarter in Norderstedt, we work together with "Elbe Nord," a company that trains and employs people with disabilities.

Representative body for people with severe disabilities

Description: tesa SE's representative body for people with severe disabilities represents the interests of employees with severe disabilities and equivalent status as well as those at risk of disability. Its main task is to promote their participation in working life, provide support and actively represent them in company actions and initiatives. Information on our representative body for people with severe disabilities can be found via our intranet.

Scope: tesa SE, tesa Werk Offenburg GmbH, tesa Werk Hamburg GmbH, tesa Manufacturing GmbH

Time horizon: Ongoing

Expected outcome: Better integration of employees with severe disabilities and equivalent status into everyday working life.

Material topics addressed: Equal treatment and opportunities for all

Talent Review Process

Description: The tesa "Talent Review Process" is a key component of our talent management activities and takes place annually. With the support of the HR department, management teams calibrate assessments of their employees' performance and potential. The aim is to identify talented individuals and potential managers, create tailored development plans and plan succession scenarios for key positions. Through the "Talent Review Process," we endeavor to identify talent, build strong and measurable talent pipelines and pools, promote and challenge talent, provide them with calibrated feedback and a solid foundation for their development and foster a performance-oriented corporate culture.

Scope: Global, Business Segment tesa

Time horizon: Ongoing

Expected outcome: Identification of talent, definition of development steps for each employee and succession planning for key positions.

Material topics addressed: Training and skills development

tesa Performance Management (tPM)

Description: The purpose of the tPM ("tesa Performance Management") system is to promote a constructive dialog between employees and their direct supervisors in order to create an environment that supports both performance and personal growth. A reliable and trusting culture of discussion is based on transparent and comprehensible feedback. The skills and potential of our employees form the basis on which both individual development and business strategies can flourish. Continuous feedback on personal performance and behavior as well as a realistic assessment of available development and growth opportunities are essential if employees are to develop successfully. The tPM system is governed by Group works agreement KBV t-74.

Scope: Global, Business Segment tesa

Time horizon: Ongoing

Expected outcome: Development of a sustainable feedback culture and employee development.

Material topics addressed: Training and skills development

tesa Competencies Review (tCR)

Description: The "tesa Competencies Review" (tCR) comprises a 2.5-day Development Center component and a subsequent Learning Journey. Participation in the tCR is by nomination as part of the annual Talent Review and its aim is to provide participants with a targeted analysis of their strengths and areas for development in work-related situations. After completing the tCR, participants receive detailed feedback and work out specific development measures together with their supervisors, the HR department and tCR colleagues. These actions are recorded in a "Development Action Plan" (DAP) and serve as the basis for further professional development. The expected outcome is an in-depth insight into personal strengths and areas for improvement, the validation of potential for future career steps and the expansion of participants' self-reflection skills.

Scope: Global, tesa Business Segment

Time horizon: Ongoing

Expected outcome: Creation and definition of a "Development Action Plan."

Material topics addressed: Training and skills development

Training programs

Description: All employees are required to participate in compliance training on topics such as data privacy, anti-discrimination, prevention of harassment, child labor, forced labor and ethical conduct. Training materials are updated regularly to reflect changes in laws, policies and business practices. Attendance records, including dates and topics, are documented to demonstrate adherence to the regulations and to monitor the effectiveness of the training. In addition to compliance training, other voluntary programs are offered, such as training on occupational safety, leadership skills, intercultural communication, conflict management and sustainable business practices. These programs are designed to develop employees' professional and social skills and promote a responsible corporate culture. Special training courses on topics such as innovation management and digital skills are also offered regularly to prepare employees for the challenges of a constantly changing working world.

Scope: Global, tesa Business Segment

Time horizon: Ongoing

Expected outcome: Training and skills development of our employees.

Material topics addressed: Training and skills development

Training and promotion of young talent

Description: tesa offers comprehensive training programs and dual degree programs to secure highly qualified specialists in technical and commercial fields. At the Norderstedt, Hamburg-Harburg and Offenburg sites, training in technical professions is offered, with courses available for chemical laboratory technicians, chemical technicians, electronics technicians for industrial engineering, industrial mechanics, machine and plant operators and mechatronics technicians. We also offer dual degree programs in Business Administration, Data Science, Industrial Engineering, Mechanical Engineering and Sustainable Digital Business Management at our sites in Norderstedt and Offenburg.

Scope: tesa SE, tesa Werk Hamburg GmbH, tesa Werk Offenburg

Time horizon: Ongoing

Expected outcome: Training of specialists and promotion of young talent.

Material topics addressed: Training and skills development

In the course of our reporting, we found that we do not currently have actions on certain topics, in particular gender equality and equal pay for equal work. This is due to the ongoing development of corresponding programs and initiatives. We are actively working to eliminate these gaps as part of a global "Social Sustainability" program to ensure comprehensive reporting in the future. However, we are already working to meet these requirements as part of our CSRD reporting. To this end, we will carry out a global gender pay gap analysis and take appropriate action based on the results.

Targets Related to the Company's Own Workforce

Targets in Relation to Working Conditions

Consumer

Occupational safety target: No accidents

Description: Our strategic objective is to reduce the number of occupational accidents and work-related ill health as well as excessive physical and psychological stress factors to zero.

Relationship to policies: This target is intended to help us implement our "Safety & Health Policy" and promote our health protection activities.

Base year and baseline: N/A, annual target achievement

Scope: All global locations of Consumer Business Segment (production centers and offices) including self-operated logistic centers

Progress: In the production and logistic centers, the "Recordable Incident Rate" (RIR) in 2024 was 2.46 accidents per million working hours. The overall RIR in 2024 including the offices was 2.42 accidents per million working hours. This rate includes all injuries resulting in lost time as well as cases of work restrictions and medical treatment over and above first aid.

Monitoring the target: We monitor progress using the overall "Recordable Incident Rate" (RIR). These are tracked annually.

Stakeholder involvement in target setting: The employees at the production and logistics centers were involved via the local SHE managers (Security, Health & Environment) in setting the target.

In the course of our reporting, we found that we currently have no global targets on specific topics, in particular working time, work-life balance, social dialog, collective bargaining agreements, and freedom of association. This is due to the ongoing development of corresponding global programs and initiatives, which are currently being implemented primarily at local or regional level. For example, we have entered into extensive agreements on targets for improving working conditions as part of works agreements with the German works councils. We are actively working on closing these gaps over the next ten years in order to ensure comprehensive reporting in the future. Beiersdorf nevertheless ensures that the minimum standards in these areas are met in accordance with national laws. Responsibility for this lies with local and regional HR managers.

tesa

The well-being of our employees is of the utmost importance to us, and we have a responsibility to promote and maintain it in the long term. This concern not only strengthens our corporate culture, but also makes us more attractive to talent and sets us apart from our competitors. As a global company, we are committed to creating comparable working conditions and adapting them to local and national conditions worldwide.

Occupational safety target: Vision Zero

Description: tesa aims for continuous improvement with the ultimate target of zero workplace accidents while maximizing effectiveness and efficiency.

Relationship to policies/strategies: This target is intended to help with our implementation of the tesa "Occupational Health and Safety Policy."

Base year and baseline: N/A

Scope: Global, tesa business segment

Progress: Our accident frequency rate (AFR) documents all accidents at work that result in at least one day's absence from work. At tesa, the AFR in 2024 was 3.3 accidents per million working hours. The AFR is a synonym for the number of reportable occupational accidents required by the ERSR standard and therefore corresponds to the definition.

Monitoring the target: We monitor progress using the AFR. This is tracked annually.

Material topics addressed: Health and safety

Stakeholder involvement in target setting: No stakeholders were involved in setting the target.

In the course of our reporting, we found that we currently have no targets on specific topics, in particular working time, work-life balance, social dialog, collective bargaining agreements, and freedom of association. This is due to the ongoing development of corresponding programs and initiatives. We are actively working to eliminate these gaps as part of a global "Social Sustainability" program to ensure comprehensive reporting in the future. tesa ensures, however, that the minimum standards in these areas are met in accordance with national laws. Responsibility for this lies with local and regional HR managers.

Targets in Relation to Equal Treatment and Opportunities for all

Consumer

Beiersdorf Gender Parity Ambition (management levels 1-4)

Description: By 2025, we wanted to achieve a 50:50 gender balance in management positions (management levels 1-4) in the Consumer Business Segment worldwide.

Relationship to policies/strategies: Our aim with this target is to contribute to our "Diversity, Equity and Inclusion Roadmap" and promote equal opportunities within the company.

Base year and baseline: 2020; in 2020, the gender balance of all management positions (management levels 1-4) worldwide was 45.5% at the end of the year.

Scope: All global Beiersdorf AG sites

Progress: Gender parity was achieved ahead of schedule: as of September 2023, 50.3% of leadership positions worldwide were held by women. At the end of the 2024 reporting year, the value remained constant at 51.9%.

Monitoring the target: The metrics are collected every six months at global, regional and functional level and shared with the Executive Board. HR business partners and managers develop specific actions based on this data.

Stakeholder involvement in target setting: No stakeholders were involved in setting the target.

Representation of women in top management

Description: In addition to our global "Gender Parity Ambition," in Germany we are bound by the legal regulations on the equal participation of men and women in leadership positions. In accordance with §76 Paragraph 4 AktG, the Executive Board has set binding targets for Beiersdorf AG to increase the proportion of women for the two management levels below the Executive Board, which must be achieved by the end of 2026. We are also subject to the statutory obligation of a minimum proportion of at least 30% women and men on the Supervisory Board and at least one woman on the Executive Board. Based on this, the Supervisory Board has set a voluntary target of 30% for the proportion of women on the Executive Board.

- Executive Board: at least 30% proportion of women
- First management level: at least 35% proportion of women by December 31, 2026
- Second management level: at least 50% proportion of women by December 31, 2026
- Supervisory Board: at least 30% proportion of women

Relationship to policies/strategies: Our aim with this target is to contribute to our "Diversity, Equity and Inclusion Roadmap" and promote equal opportunities within the company.

Base year and baseline: 2022 and 2023; in 2022, the proportion of women on the Executive Board was 38%, in the first management level 31% and in the second management level 48%. In 2023, the proportion of women on the Supervisory Board was 41.7%.

Scope: Beiersdorf AG

Progress: We have already achieved three quarters of our targets in the reporting year. We will probably reach the missing quarter on time as well. The target variables mentioned above are contrasted by the following actual figures:

- Executive Board: 42.9%
- First management level: 43.9%
- Second management level: 46.8%
- Supervisory Board: 58.3%

Monitoring the target: The metrics are collected every six months at global, regional and functional level and shared with the Executive Board. HR business partners and managers develop specific actions based on this data.

Stakeholder involvement in target setting: No stakeholders were involved in setting the target.

Equal pay

Description: Our goal is to achieve the "Universal Fair Pay Leader" certification by 2026. The internationally recognized certification process is a reliable guide through the complex jungle of certifications and is an effective control, management and communication tool for the implementation of equal opportunities and equality in companies and organizations. In Germany, the certification is awarded by the "UNIVERSAL FAIR PAY CHECK®."

Relationship to policies/strategies: Our aim with this target is to contribute to our "Diversity, Equity and Inclusion Roadmap" and promote equal opportunities within the company.

Base year and baseline: 2024; at the end of the reporting year, there was a 0.98% adjusted pay gap in favor of male employees. The assessment was conducted in 50 countries, covering around 70% of our global workforce. The assessment will be expanded to the entire workforce in 2025.

Scope: All global locations of Beiersdorf AG including the locations of our brands La Prairie and Chantecaille

Progress: We expect to achieve this target in 2026. To achieve this, we must keep our adjusted pay gap at up to 1% and our unadjusted pay gap at up to 10%.

Monitoring the target: The metrics are collected annually at global, regional and functional level and submitted to our external certification partner. HR business partners and managers use this data to develop specific actions to eliminate inequality.

Stakeholder involvement in target setting: No stakeholders were involved in setting the target.

Training and skills development

Description: We want to use our "Global DE&I Knowledge Framework" to provide our employees with training on the topic of diversity in various formats. The "Global DE&I Essentials Journey" training program uses a special train-the-trainer concept to provide around 80% of or 3,000 global middle managers with a sustainable foundation of DE&I knowledge by 2025 as part of Beiersdorf's largest learning initiative and strengthens the inclusive management of teams. We also offer "Choosing Our Words With Care", an open training program on inclusive language.

Relationship to policies: Our aim with this target is to contribute to our "Diversity, Equity and Inclusion Roadmap" and further develop our managers.

Base year and baseline: 2024; at the end of the reporting year, the number of managers trained was estimated 40%, based on the number of cohorts conducted and the planned number of participants.

Scope: All global locations of Beiersdorf AG

Progress: We expect to achieve this goal by December 31, 2025.

Monitoring the target: The metrics are continuously collected at global, regional and functional level via the attendance lists for training sessions.

Stakeholder involvement in target setting: No stakeholders were involved in setting the target.

tesa

Our goal at tesa is to create a working environment in which all employees have equal opportunities. We endeavor specifically to promote diversity and inclusion in order to enhance our innovative capacity and better understand the needs of our customers.

Increasing the proportion of women in leadership positions

Description: We have set ourselves the target of having women account for 30% of positions at the first level below the Executive Board and 35% of positions at the second level within tesa SE by mid-2027. The collection of this number is not a metric required by the ESRS standard and therefore does not correspond to the metric information for S1-9 diversity information.

Base year and baseline: N/A

Scope: tesa SE

Progress: The progress is continuously monitored and reviewed. At present, the percentage of women at the first level is 7.14% and at the second levels 22.62%.

Monitoring the target: Annual survey and analysis of gender diversity at the relevant management levels

Stakeholder involvement in target setting: No stakeholders were involved in setting the target. The target is based on international guidelines on gender equality, in particular the requirements of the General Equal Treatment Act (AGG) in Germany and the EU Equal Treatment Directive (Directive 2006/54/EC).

tesa Performance Management (tPM)

Description: Standardized employee performance reviews at all tesa sites worldwide are designed to strengthen the feedback culture and promote a reliable culture of discussion. We aim to achieve this through long-term, honest and respectful discussions between employees and managers, focusing not only on mutual feedback regarding the previous period but also on the further development of employees. Every employee worldwide who is eligible should also have a development meeting.

Relationship to policies: This target is intended to help with the implementation of KBV t-74.

Base year and baseline: N/A

Scope: Global, tesa Business Segment

Progress: The target is continuously tracked and monitored. In 2024, 79% of employees in our headquarter who were eligible for a feedback meeting received one. A reporting system will be introduced in 2025 so that this data can be reported worldwide from 2025.

Monitoring the target: Annual survey and analysis of the number of employees who have had a feedback meeting.

Stakeholder involvement in target setting: No stakeholders were involved in setting the target.

Training and skills development

Description: Global mandatory training serves to ensure that all eligible employees have the necessary knowledge and skills to meet company-wide standards and regulatory requirements. The training courses can be completed via our learning hub and are not aimed at commercial employees.

Mandatory training includes:

- "Anti Corruption": Raising awareness and preventing corruption
- "Antitrust Compliance": Promoting a behaviour in line with competition
- "Code of Conduct": Communicating standards of behavior and corporate values
- "Cyber Security": Increasing awareness of IT security and protection against cyber threats
- "Data Privacy": Ensuring understanding of how personal data is handled
- "Global Procurement": Training on procurement policies and processes
- "Sustainability Program": Promoting knowledge and commitment in the area of sustainability
- "PME@tesa": Developing project management skills

These training courses contribute to the further training of employees and support compliance requirements.

Relationship to policies: HR-Compliance Guideline/Trainings

Base year and baseline: N/A

Scope: Global, tesa Business Segment

Progress: The key figures are continuously collected at both global and regional levels through training participation lists. At the end of the reporting year, the following participation rates in the mandatory training courses were achieved: "Anti Corruption": 98.38%, "Antitrust Compliance": 98.73%, "Code of Conduct": 95.60%, "Cyber Security": 99.45%, "Data Privacy": 97.50%, "Global Procurement": 78.88%, "Sustainability Program": 95.10%, "PME@tesa": 80.4%.

Monitoring the target: The target is monitored by analyzing participation rates.

Stakeholder involvement in target setting: No stakeholders were involved in setting the target.

In the course of our reporting, we found that we do not currently have targets for certain topics, in particular equal pay for work of equal value. This is due to the ongoing development of corresponding programs and initiatives. We are actively working to eliminate these gaps as part of a global "Social

Sustainability" program to ensure comprehensive reporting in the future. tesa ensures, however, that the minimum standards in these areas are met in accordance with national laws. Responsibility for this lies with local and regional HR managers.

Metrics Related to the Company's Own Workforce

The collection of key figures related to the company's workforce includes both Beiersdorf brands and the brands La Prairie and Chantecaille in the Consumer Business Segment. The joint venture NIVEA-Kao in Japan is not included in this. Unlike in the management report, the key figures presented here exclude interns.

Characteristics of the company's employees

Headcount of Employees

	Unit	Consumer	tesa	Total
Male	Headcount	7,656	3,473	11,129
Female	Headcount	9,640	1,906	11,546
Other	Headcount	3	–	3
Total employees	Headcount	17,299	5,379	22,678

Employee Turnover

	Unit	Consumer	tesa	Total
Number of employees who have left the company	Headcount	2,625	648	3,273
Turnover rate	%	15	12	14

Employees by Contract Type & Gender

	Unit	Male			Female			Other			Total
		Consumer	tesa	Total	Consumer	tesa	Total	Consumer	tesa	Total	
Number of employees	Headcount	7,656	3,473	11,129	9,640	1,906	11,546	3	–	3	22,678
Number of permanent employees	Headcount	7,018	2,855	9,873	8,826	1,579	10,405	2	–	2	20,280
Number of temporary employees	Headcount	637	618	1,255	786	327	1,113	1	–	1	2,369
Number of non-guaranteed hours employees	Headcount	1	–	1	28	–	28	–	–	–	29
Number of full-time employees	Headcount	7,537	3,366	10,903	8,569	1,594	10,163	3	–	3	21,069
Number of part-time employees	Headcount	119	107	226	1,071	312	1,383	–	–	–	1,609

Diversity metrics

Gender Diversity at the Top Management Level

	Unit	Consumer	tesa	Total
Number of female employees at the top management level	No.	194	22	216
Percentage of female employees at the top management level	%	46	18	40
Number of male employees at the top management level	No.	227	104	331
Percentage of male employees at the top management level	%	54	82	60

Age Distribution

	Unit	Consumer	tesa	Total
Number of employees under 30 years of age	Number	3,072	764	3,836
Percentage of employees under 30 years of age	%	18	14	17
Number of employees between 30 and 50 years of age	Number	11,365	3,445	14,810
Percentage of employees between 30 and 50 years of age	%	66	64	65
Number of employees over 50 years of age	Number	2,862	1,170	4,032
Percentage of employees over 50 years of age	%	16	22	18

Health and Safety metrics

Health and Safety

	Unit	Consumer	tesa	Total
Percentage of the company's workforce covered by the company's health and safety management system	%	29	59	36
Number of deaths from work-related injuries	Number	0	0	0
Number of deaths from work-related ill-health	Number	0	0	0
Number of recordable accidents at work ¹	Number	78	31	109
Rate of recordable accidents at work ¹	Number/million working hours	2.4	3.3	2.6

¹The KPI definition of tesa regarding the "number of reportable work accidents" and the "rate of reportable work accidents" deviates from the ESRs standard, as an accident at tesa is only included in the metric if it has resulted in at least one lost workday. This includes both accidents at tesa locations during regular work activities and accidents occurring during business trips.

For the Consumer Business Segment, the accident rates and working hours for the production and logistics locations are evaluated monthly using the "Quentic" safety management system; the reportable accidents are recorded directly when the accident occurs. Accidents and working hours are recorded annually for the office locations; the working hours are subject to an estimate based on contractual working hours per full-time equivalent. The data collection includes interns; it does not include Chantecaille. The uncertainty in data collection primarily concerns the underlying working hours and accident surveys at our office locations. The accident-related data is checked as part of our audits at the locations, however it is not validated by a third party.

For the tesa Business Segment, the accident rates and working hours at the production sites are collected monthly via the "SoFi" database. Accidents and working hours are recorded annually for the office locations. The working hours are subject to a calculation based on the average contractual working hours per full-time equivalent. The uncertainty in data collection essentially relates to the underlying working hours and incorrect accident recordings. From 2025, accident data will be collected in the "Quentic" safety management system.

Remuneration metrics

We analyzed the salaries of around 17,000 of our employees, which corresponds to around 75% of our workforce as of end of the reporting year. The calculation is based on the target salaries for 2024, which were determined after the announcement of the company bonus in April 2024. The unadjusted difference in annual target remuneration is 1,09% (in favor of men).

Gender Pay Gap (unadjusted)

Consumer	tesa	Total
1.72	8.84	1.09

The ratio of the annual target remuneration of the highest-paid individual to the median annual target remuneration of all employees was 63.80 in 2024.

Ratio of the Remuneration of the Highest-Paid Individual to the Median Remuneration of All Employees

Consumer	tesa	Total
61.07	67.75	63.80

Entity-specific information

In accordance with ESR S1-16, only the "Unadjusted Pay Gap," which measures the average salary difference between men and women, would be reported. However, this figure is not very meaningful, as it does not take into account factors that can legitimately explain salary differences, such as different job levels, sectors of activity or sites. An unadjusted figure therefore only provides a superficial representation of the salary situation without revealing the actual causes of the differences.

To ensure a more substantiated and transparent analysis, we also calculate the "Adjusted Pay Gap." This takes into account explanatory factors such as job level and legal entities and shows the residual differences that cannot be explained by standardized and verifiable criteria. The "Adjusted Pay Gap" therefore represents the actual gap and serves as a relevant indicator for possible pay inequalities.

By reporting the "Adjusted Pay Gap" separately, we aim to analyze salary differences in a more transparent manner and focus specifically on actual inequalities. This will enable us to derive and implement suitable actions to promote fairness and equal opportunities.

Due to different databases, the "Adjusted Pay Gap" is analyzed and displayed separately for the Consumer and tesa Business Segments.

For the Consumer Business Segment, we analyzed the salaries of approximately 12,000 of our employees, which represents approximately 70% of the Consumer workforce as of end of the reporting year. The calculation is based on the target salaries for 2024, which were determined after the announcement of the company bonus in April 2024. The adjusted difference in annual target compensation is 0.98% (in favor of men).

For the tesa Business Segment, we analyzed the salaries of approximately 5,000 of our employees, which represents approximately 93% of the tesa workforce as of end of the reporting year. The adjusted difference in annual target compensation is 1.11% (in favor of men). Outliers were not considered in the calculation.

Gender Pay Gap (adjusted)

Consumer	tesa
0.98	1.11

ESRS S2 - Workers in the Value Chain

Material Impacts, Risks and Opportunities

As part of our materiality assessment, we identified negative impacts on workers in our upstream value chain. To make our products available to customers worldwide, our business model relies on a globally structured supplier network as well as the workforce of our business partners. In this context, negative impacts can occur in the areas of working conditions (working time, adequate wage, freedom of association, collective bargaining) and in the area of equal treatment and opportunities for all (measures against violence and harassment in the workplace). Particularly for workers in the upstream value chain engaged in agricultural raw material extraction and in labor-intensive services, violations of other work-related rights (child labor or forced labor) can constitute potential negative impacts.

A detailed overview of all identified impacts, risks and opportunities and the methodology applied for the double materiality assessment can be found in the chapter "[ESRS 2 – General Disclosures](#)."

We see it as our responsibility to collaborate in our procurement strategy with business partners who share and demonstrably adhere to our corporate governance principles. Our goal is to minimize material negative impacts – this applies to our own sites and employees worldwide, as well as to workers throughout the value chain. For this purpose, the guidelines, processes, measures, complaint channels and targets explained in this chapter are developed and pursued.

In view of our global procurement of materials and services, the following groups of workers in particular may be subject to material impacts:

- Workers of subcontractors who perform activities at Beiersdorf production sites without being directly employed by Beiersdorf;
- Workers of direct business partners in manufacturing industries (such as the packaging industry) or in service industries;
- Workers engaged in labor-intensive service activities such as Value Added Services (VAS), i.e. services which go beyond mere product delivery and enhance brand presence;
- Workers in the upstream supply chain involved in raw material extraction, such as the palm oil or natural rubber industries.

Beiersdorf recognizes that negative impacts on workers in the value chain can be both systemic and isolated incidents. Systemic impacts primarily arise from the procurement of goods or services in countries and industries with poor legal human rights standards. However, isolated incidents are also possible, and often result from the misconduct of individuals or decision-makers at direct or indirect business partners.

We identify business-specific risks and potential impacts by means of an annual risk analysis. In this process, the countries with which Beiersdorf has business relationships are assessed against internationally recognized indices and information sources. This approach links country-specific risks to our existing supplier base.

Additionally, risk profiling is conducted at the level of individual business partners. To achieve this, we use external "EcoVadis IQ" software to generate a risk categorization for all procurement-relevant business partners. In the Consumer Business Segment, this process is applied to all business partners with an annual business volume exceeding €50,000. tesa applies a risk profiling approach independently of business volume, evaluating all active suppliers from the past two years. "EcoVadis IQ" uses specifically defined industry and sector risks, combined with information from a global sustainability performance database. We further expand this analysis with our own procurement data.

Based on this risk categorization, we establish a prioritization as the foundation for designing our measures.

In the procurement categories of renewable materials, the Consumer Business Segment conducted a risk analysis in collaboration with an external consultancy firm in 2020. This analysis identified critical product groups that require special attention. Details are provided in the chapter [“ESRS S3 – Affected Communities.”](#)

Policies Related to Workers in the Value Chain

We define responsible sourcing as a supply chain in which all relevant laws are adhered to, human rights are respected, natural ecosystems are protected, climate effects are mitigated, and positive developments are promoted in the countries of origin of our materials and services. Fair working conditions and respect for the human rights of workers in our value chain are of particular importance in this context.

To achieve this, we have established corporate policies aimed at ensuring compliance with legal requirements and internationally recognized standards. These policies incorporate not only relevant legislation but also frameworks such as the United Nations’ “Universal Declaration of Human Rights,” the conventions of the International Labour Organization (ILO), the “Guidelines for Multinational Enterprises” of the Organisation for Economic Co-operation and Development (OECD), the ten principles of the UN Global Compact (UNGC), and the United Nations’ “2030 Agenda for Sustainable Development.” We also comply with country-specific regulations and official governmental requirements.

The following sections outline the policies that address the main identified impacts on workers in our value chain.

Consumer

Code of Conduct for Business Partners

Our “Code of Conduct for Business Partners” (CoC) addresses the material negative impacts we have identified on workers in our value chain. The CoC focuses on four critical areas:

1. Human rights and labor standards
2. Workplace health and safety
3. Corporate integrity
4. Environmental protection

The CoC obliges our business partners to prohibit practices such as child labor, forced labor, human trafficking, discrimination, restrictions on freedom of association, and violations of environmental and occupational safety regulations. It also mandates the provision of grievance mechanisms. The CoC was last updated in 2023.

Signing the CoC is mandatory for direct business partners with an annual business volume exceeding €50,000. The document also requires business partners to communicate the CoC’s content to upstream partners, irrespective of industry or region. This also means ensuring that workers in precarious procurement situations, such as subcontracting, are protected by the same guidelines.

The CoC includes a foreword from the Vice President (VP) Corporate Sustainability, who also serves as our internal Human Rights Officer, and the VP Procurement. These roles are responsible for overseeing progress monitoring.

Declaration of Principles on Upholding Human Rights

Our "Declaration of Principles on Upholding Human Rights," which applies to Beiersdorf employees and business partners, emphasizes responsible sourcing strategies to ensure worker safety and health, as well as environmental protection across the value chain. The document explicitly prohibits child labor, forced labor, and human trafficking. It details our approach to human rights protection, covering such areas as:

- Setting up risk management,
- Annual risk analysis,
- Establishing preventative measures in our own operations, at direct and (where applicable) indirect suppliers, including evaluations of their effectiveness,
- Remediation measures in our own operations, at direct and, where applicable, indirect suppliers,
- Description of identified, prioritized risks, and
- Description of expectations on employees and suppliers concerning human and environmental rights.

The provision of a grievance mechanism is also addressed in this declaration of principles to systematically prevent violations and to provide workers with the opportunity to raise their voices. The declaration was most recently updated in December 2024.

Beiersdorf makes the "Declaration of Principles on Upholding Human Rights" available to the public and business partners, regardless of region or procurement category, via the download center on the company's website. Downstream business partners, such as retailers, can also receive the current statement upon request, along with an explanation of measures Beiersdorf has undertaken to fulfil its due diligence obligations under the German Supply Chain Due Diligence Act.

The VP Corporate Sustainability (who is also the Human Rights Officer) is the signatory of this statement. The Sustainability function is therefore responsible for ensuring that the content is up to date and that business partners comply with it.

Responsible Sourcing Policy

The "Responsible Sourcing Policy" of the Consumer Business Segment, described in detail in the chapter "[ESRS S3 – Affected Communities](#)," also requires compliance with international, national, and local human rights legislation and regulations.

tesa

Code of Conduct for Suppliers

The "Code of Conduct for Suppliers" (CoCS) of the tesa Business Segment similarly addresses material negative impacts on workers in our value chain. The CoCS primarily focuses on the following five critical areas:

1. Corporate integrity
2. Human rights and labor standards
3. Occupational safety
4. Environmental protection
5. Grievance mechanisms

The CoCS requires all tesa suppliers, regardless of the business volume, to support and respect international human rights and adhere to relevant guidelines and standards. Child labor, forced labor, discrimination, restrictions on freedom of association, violations of working time and wage regulations,

and violations of environmental and occupational safety regulations are not tolerated. The topic of human trafficking is not covered. Suppliers are required to pass on the CoCS specifications to their own suppliers. In this way, workers in potentially precarious procurement situations, such as subcontracting, should be protected by the same directive.

At tesa, the Chief Sustainability Officer (also Human Rights Officer) and the VP Global Procurement support the implementation of the CoCS. Both functions are responsible for monitoring and controlling progress.

Human Rights Policy Statement

Through tesa's "Human Rights Policy Statement," the company commits to strengthening human rights and preventing human rights violations both within its own operations and in its dealings with business partners. The statement outlines our approach to protecting human rights and adhering to environmental standards. It also addresses the provision of a grievance mechanism.

The tesa "Human Rights Policy Statement" is available online to the public and business partners, regardless of region or procurement category. The entire tesa Executive Board has signed the statement, making it collectively responsible for its implementation and compliance.

Responsible Sourcing Policy

The development of a corresponding policy for the tesa Business Segment is planned for 2025. This policy will form part of a broader "Sustainable Procurement Strategy," which is currently under development.

Processes for Engaging with Workers in the Value Chain

Beiersdorf aligns its measures to protect workers in the value chain with input from various civil society organizations (including NGOs and "Responsible Sourcing" initiatives in which Beiersdorf is an active member). This approach ensures that the interests of the affected workers are considered in our due diligence processes as effectively as possible through these intermediaries. The VP Sustainability is responsible for this consideration. The frequency of such consultations varies and usually takes place during the planning or continuation phases of field projects or after an audit has been conducted:

- Field projects conducted in the palm oil supply chain with local smallholders were planned and implemented in collaboration with NGOs such as the "World Wildlife Fund" (WWF), a strategic partner of Beiersdorf. These projects aim to counteract the material impacts such as child and forced labor in the palm oil supply chain. Details are provided in the chapter "[ESRS S3 – Affected Communities](#)."
- Our field project in the shea butter supply chain was planned and implemented in collaboration with the "Global Shea Alliance" (GSA) and our direct business partner AAK. Over five years, the project aims to support 10,000 shea collectors in Ghana and Burkina Faso. Women traditionally manage the harvesting and production of shea butter, securing their livelihoods and social status. This initiative seeks to reduce the material impact of discrimination and promote women's rights in the shea butter supply chain. Our collaboration with the GSA and AAK ensures the project is tailored to the specific conditions and needs of the target group.
- These projects include on-site training and promotion of local community development (e.g., improved access to education), and support for smallholders in adopting sustainable agricultural practices, such as reducing pesticide use, conserving water, and improving soil health. Collaboration with NGOs ensures that local knowledge, particularly regarding vulnerable groups or those working under precarious conditions in the upstream supply chain, is incorporated into decision-making.
- In 2020, Beiersdorf worked with a "Responsible Sourcing" consultancy firm to enable informed decision making on prioritizing critical procurement categories of renewable materials according

to sustainability criteria. The consultancy process incorporated the perspectives of particularly vulnerable groups into the risk analysis, thereby identifying impacts and defining priorities accordingly.

- Beiersdorf requires written confirmation of compliance with its “Code of Conduct for Business Partners” (see section [“Policies related to Workers in the Value Chain”](#)) from its direct business partners. At the same time, we want to work closely with business partners to understand their challenges and provide targeted support. This includes practical, free training on human rights and environmental due diligence, to particularly support small or medium-sized business partners. Completing the training helps prevent negative impacts on workers and emphasizes the importance of whistleblowing mechanisms, enabling workers to raise their voices and contribute views or suggestions for improvement.
- As a member of the UN Global Compact, we are part of a broad network of government bodies, investors, research representatives and civil society organizations in which the private sector can take concrete measures to operate responsibly, protect human rights and fulfil obligations to society. The organizations also participating in the network, particularly from civil society, represent the perspectives of workers.

Compliance with these commitments is monitored through sustainability assessments and social audits. Audits conducted according to the standardized 4-pillar principle of the “Sedex Members Ethical Trade Audit” (SMETA) include evaluations of the supplier management of direct business partners, as well as interviews with their workers and those employed by subcontractors. This ensures that workers in the value chain are aware of their rights, that freedom of association is not suppressed, and that there is a framework in place for reporting violations within a protected environment. Where irregularities are identified, corrective actions are agreed to improve working conditions.

To provide additional avenues for workers in the value chain to raise concerns or report suspected violations, Beiersdorf offers additional anonymous reporting channels, which are discussed in the following section.

Channels for Workers in the Value Chain to Raise Concerns

Beiersdorf offers various channels for both internal and external individuals to report compliance violations and concerns, including human rights violations. The procedure for handling such reports is also described in the chapter [“ESRS G1 – Business conduct.”](#) Reports can be made regardless of whether the violations occurred within the company’s own operations or within its direct or indirect value chains.

The available channels include the BKMS®-based whistleblowing system, “Speak up. We care.” for the Consumer Business Segment and “Your voice. Our bond.” for the tesa Business Segment. Employees and workers along the value chain have access to a protected, secure, and – where legally permissible – anonymous reporting system. In the Consumer Business Segment, the Human Rights Officer and the Head of Sustainability Strategy & Reporting are responsible for receiving and handling complaints related to risks and violations in the areas of human rights and environmental protection.

At tesa, the Compliance Manager in Legal Affairs and the Head of Sustainable Procurement are responsible for receiving and handling complaints related to risks and violations in the areas of human rights and environmental protection.

In the reporting year, the following case of human rights violations relating to workers in the value chain was reported at one of our service providers via the "Speak up. We care." whistleblower system: An allegation relating to discrimination and the unlawful termination of an employment contract. The allegation was investigated internally and externally. The investigation did not uphold of the allegation.

Additionally, we provide an email address for reporting concerns: incidents_cases@beiersdorf.com. Both this email address and the whistleblowing platform are communicated through the "Code of Conduct for Business Partners" along the value chain. Business partners are required to confirm, by signing the Code of Conduct, that they either promote Beiersdorf's reporting channels within their own organizations or prefer to provide their own reporting channels. Moreover, the free training offered to business partners, as mentioned earlier, emphasizes the importance of whistleblowing mechanisms for workers, enabling them to raise their voices and share views or suggestions for improvement. Beiersdorf's internal contact points can also be identified and contacted via the Beiersdorf website: [Organizational Structure & Contact on Beiersdorf Sustainability Website](#).

Finally, for complex risk supply chains, such as those involving palm oil, we work closely with direct raw material suppliers and other stakeholders. Through multi-stakeholder initiatives like the "Roundtable on Sustainable Palm Oil" (RSPO) and the "Action for Sustainable Derivatives" (ASD) (see chapter "[ESRS S3 – Affected communities](#)"), we collectively investigate reported concerns, verify their validity, and collaboratively establish appropriate measures. No effectiveness check is carried out for the remedial measures taken.

Actions Related to Workers in the Value Chain

Beiersdorf has various processes and actions in place to prevent negative impacts on workers in the value chain. The measures address the following material topics: working conditions (working time, adequate wages, freedom of association, collective bargaining), equal treatment and opportunities for all (measures against violence and harassment in the workplace) as well as other work-related rights (child and forced labor). The foundation for these measures is formed by our "Code of Conduct for Business Partners" (Consumer) and "Code of Conduct for Suppliers" (tesa) (see section "[Policies related to Workers in the Value Chain](#)") as well as the previously mentioned "EcoVadis IQ"-based risk assessment process.

For direct business partners, Beiersdorf also undertook the following measures during the reporting year:

SMETA on-site audits for immediate business partners with high-risk profiles

Description: If business partners are classified as high-risk, the implementation of an on-site audit according to the "SMETA" 4-Pillar Protocol should be demonstrated. This measure aids in identifying actual negative impacts on workers in the value chain. The "SMETA" standard is a widely used social audit covering four core areas: working conditions, health and safety for employees, environmental performance, and business ethics. To ensure impartial evaluation, audits are conducted by independent auditors. "Sedex," the online platform managing completed audits and the administrator of the "SMETA" standard, collaborates with a list of globally operating and accredited auditing companies that must undergo certification for "SMETA" 4-Pillar Audits.

Scope: Global

Time horizon: Ongoing

Expected outcome: Irregularities are discussed with the responsible personnel at production sites, and corresponding corrective actions, including a timeline for implementation, are determined. Finally, these measures are verified by the original auditors. Once the measures are confirmed, the process

concludes. If auditors reject the measures, business partners must revise their actions. This continuous improvement process ensures that irregularities are progressively identified, documented, and resolved.

"EcoVadis" assessments for immediate business partners with medium-risk profiles

Description: Business partners classified as medium-risk are required to undergo a sustainability assessment via the online platform "EcoVadis." This assessment provides insight into the likelihood of negative impacts occurring. The "EcoVadis" evaluations, which are already in use, focus on 21 sustainability criteria divided into four thematic areas: environment, labor and human rights, ethics, and sustainable procurement. The criteria are based on international sustainability standards such as the ten principles of the UN Global Compact, ILO conventions, Global Reporting Initiative (GRI) standards, ISO 26000, the CERES Roadmap, and the UN Guiding Principles on Business and Human Rights. To ensure high data quality, the responses provided by business partners are evaluated by specially trained "EcoVadis" analysts and converted into a scorecard.

Scope: Global. To standardize the rollout of sustainability assessments via "EcoVadis," Beiersdorf established a global "Procurement Support Center" in 2023. At tesa, this is covered by the Sustainable Procurement department.

Time horizon: Ongoing

Expected outcome: If the overall result falls below a certain threshold, we engage with the business partner to implement the prioritized improvement measures identified by the system.

To monitor progress on both measures, the Procurement function has defined internal performance indicators with a multi-year scaling system. These metrics are tracked monthly.

Consumer

The following measures are in place within the Consumer Business Segment to promote responsible supplier management in our operations and prevent negative impacts on workers in the value chain:

Supplier assessment based on sustainability criteria

Description: Social and environmental sustainability criteria are already part of the annual supplier assessment for strategic suppliers and form an integral part of the supplier management cycle.

Scope: Global, strategic suppliers

Time horizon: Annually

Expected outcome: Increased internal awareness and the establishment of ongoing dialogue about social and environmental sustainability with strategic suppliers.

Training on human rights due diligence for procurement staff

Description: In 2023, our procurement staff were trained on the requirements for fulfilling human rights due diligence obligations.

Scope: The training was delivered as live digital sessions for all procurement teams and was made available as a recording for later review.

Time horizon: 2023

Expected outcome: Enhanced understanding of due diligence processes in supplier management.

E-learning on human rights

Description: A mandatory e-learning course on human rights was launched during the reporting year.

Scope: Global

Time horizon: Ongoing

Expected outcome: Training employees on fundamental due diligence processes and emphasizing the importance of the "Code of Conduct for Business Partners."

Free training for business partners

Description: Support for small or smaller business partners in establishing human rights and environmental due diligence obligations through free training provided on the Beiersdorf website.

Time horizon: Ongoing

Expected outcome: Guidance as an optional offering for business partners.

Measures beyond direct business partners

The following initiatives go beyond direct business partners and aim to protect additional workers in the value chain:

Sustainable palm oil procurement

Sustainability criteria are integrated into the procurement of palm oil-based raw materials, guided by the requirements of international initiatives like RSPO certifications. Additional details on this and on community engagement in these supply chains, such as smallholder projects or financial support for local NGOs, are provided in the chapters "[ESRS S3 – Affected communities](#)" and "[ESRS E4 – Biodiversity and ecosystems](#)."

AI-based risk screening with "Sphera"

Description: To be informed early about potential negative impacts in our value chain, Beiersdorf continuously utilizes AI-based risk screening by "Sphera." This tool maps Beiersdorf's supply networks and monitors them by scanning various data sources and news outlets. If an identified risk affects a business partner, one of their subsidiaries, or a third company known in the supply network, Beiersdorf receives an alert via a customized dashboard.

Scope: Global

Time horizon: Ongoing

Expected outcome: Awareness of incidents within monitored supply chains.

All described measures require close cross-functional coordination, where responsibilities are distributed, but the content is largely developed collaboratively. If a business partner repeatedly exhibits non-compliance, fails to cooperate on corrective actions, or is involved in severe violations such as child or forced labor, the business relationship may be questioned and, if necessary, terminated.

The overarching responsibility for implementing Beiersdorf's human rights program lies with the Human Rights Officer, appointed by the CEO. Best practices from industry associations such as "AIM-Progress" are integrated into these efforts. This initiative unites Beiersdorf with over 40 leading manufacturers in the "FMCG" industry to collaboratively advance sustainable procurement across the sector.

Additionally, the strategic partnership with WWF supports Beiersdorf's holistic sustainability approach. This collaboration helps incorporate ecological and, above all, social aspects into strategy evaluations, ensuring that the interests of affected groups are considered as effectively as possible in due diligence processes. Direct dialogue with companies of comparable size or position also plays an important role in assessing whether our measures are appropriate and effective.

tesa

New Sustainable Procurement division

Description: In late 2023, tesa established the "Sustainable Procurement" division within "Global Procurement" and expanded it with additional staff throughout 2024. The "Procurement Service Hub" also supports the implementation of these processes and measures. Furthermore, "Global Procurement" has taken on the role of an ESG expert for the supply chain.

The "Sustainable Procurement" department, embedded within the procurement function, was specifically created to develop and implement a responsible and supply chain-compliant purchasing strategy. In close collaboration with other involved departments, it ensures that all strategic decisions align with tesa's sustainability objectives.

Scope: Global

Time horizon: Ongoing

Expected outcome: The implementation of a responsible and supply chain-compliant purchasing strategy and that all strategic purchasing decisions are made in accordance with our sustainability strategy and its goals. Business partners have implemented sustainable practices in their own business practices.

Consumer und tesa

Review and further development of these actions

The review of our measures is particularly important when tensions arise between business pressures and potential negative impacts. Strategic decisions regarding future business directions, such as mergers and acquisitions, can affect workers in our value chains. Similarly, changes to our product portfolio, such as reformulating product formulas, may exclude high-risk raw materials and replace them with alternative ingredients. At the same time, the transition to a higher proportion of renewable materials could increase our dependence on agriculturally produced inputs, potentially impacting workers along the supply chain for these materials. Beiersdorf is aware of these trade-offs and incorporates them into the design of its measures.

Overall, our actions with regard to workers in the supply chain are effective, as only two instances of human rights violations were investigated through our risk screening in the reporting year, which were expected to have potential negative impacts on workers in our upstream and downstream value chain:

- One case of forced labor was identified in the cultivation of agricultural raw materials. The incident was investigated and improvement measures were implemented on site.
- A business partner was accused of not observing statutory rest breaks and failing to announce shift schedules in a timely manner. However, the investigation did not find any confirmation of the allegation.

No incidents were reported in the tesa business segment in the reporting year. Beiersdorf provides appropriate means and resources to deal with identified incidents with the highest priority. The functions responsible for implementing all of the aforementioned measures, such as the sustainability department or purchasing, were supported at an operational level by additional employees and other

resources in the reporting year. These include, for example, participation in external webinars and other training measures. Additional financial and advisory resources were made available for digitalization projects to develop and implement relevant processes.

Management further underscores the importance of these topics through regular updates and communication with the executive board and oversight committees.

Targets Related to Workers in the Value Chain

Beiersdorf has established targets aimed at managing significant risks and impacts on workers in the value chain to prevent such impacts from occurring. These goals do not address positive impacts on workers.

Consumer

The Consumer Business Segment has set the following targets for each reporting year:

Coverage of 90% of all expenditures with signed "Code of Conduct for Business Partners"

Description: Over 90% of Beiersdorf's global expenditures should be with suppliers who have signed our "Code of Conduct for Business Partners." This goal applies regardless of the version of the Code of Conduct, including the updated 2023 version. In 2024, the rate was achieved.

Scope: Global, excluding Chantecaille and La Prairie

Assumption: Business partners who sign our Code of Conduct are made aware of our environmental and human rights requirements, committing to respect these standards and avoiding negative impacts on workers.

Time horizon: Ongoing

Target monitoring: Progress against the metrics is continuously collected and shared monthly at a global level with the Vice Presidents Procurement and Sustainability. In addition, relevant members of the Executive Board are informed quarterly. Relevant data derives from internal master data and contract management systems.

Target achievement: 91%

Involvement of stakeholders in target setting: The perspectives of workers in the value chain or their legitimate representatives were not included in the target setting.

Coverage of 100% of all business partners with a business volume exceeding €50,000 through risk screening

Description: All Beiersdorf business partners globally with an annual business volume exceeding €50,000 should have a risk profile generated through the external platform "EcoVadis IQ" during the reporting year. Business partners falling below this threshold were excluded from this goal. In 2024, the target was achieved.

Scope: Global, excluding Chantecaille and La Prairie

Assumption: Supplier risk profiles enable prioritization and focused enactment of the measures described above.

Time horizon: Ongoing

Target monitoring: Progress against the metrics is continuously collected and shared monthly at a global level with the Vice Presidents Procurement and Sustainability. In addition, relevant members of the Executive Board are informed quarterly. Relevant data derives from internal master data systems and the aforementioned external platform "EcoVadis IQ."

Target achievement: 100%

Involvement of stakeholders in target setting: The perspectives of workers in the value chain or their legitimate representatives were not included in setting the target.

The target setting process follows a multi-stage approach. Operational teams from Procurement and Sustainability propose a target, which is reviewed with the Head of Sustainability Strategy & Reporting and the Director of Procurement Excellence. The proposal is then presented to the Vice President Sustainability and the Vice President Procurement for finalization and approval.

tesa

The tesa Business Segment has set the following targets:

Sustainability rating for all suppliers of 45+

Description: By 2030, at least 80% of the total procurement volume will be with suppliers who achieve an EcoVadis score of 45 or higher and meet our standards for responsible supply chains.

Scope: Global

Assumption: Business partners who participate in EcoVadis disclose the extent to which sustainability management is integrated into their business activities and processes and whether they meet our requirements for a responsible supply chain.

Time horizon: Ongoing

Target monitoring: Progress against the metrics is continuously collected and shared monthly with the Vice President Global Procurement.

Target achievement: 56%

Involvement of stakeholders in target setting: The perspectives of workers in the value chain or their legitimate representatives were not included in the target setting.

Signing of Code of Conduct for Suppliers

Description: By 2030, 100% of global expenditures will be with suppliers who have signed the "Code of Conduct for Suppliers."

Scope: Global

Assumption: Business partners who sign our CoC are familiarized with our environmental and human rights requirements and sign that these will be respected and that there will be no negative impact on workers.

Time horizon: Ongoing

Target monitoring: Progress against the metrics is continuously collected and shared monthly with the Vice President Global Procurement.

Target achievement: 74%

Involvement of stakeholders in target setting: The perspectives of workers in the value chain or their legitimate representatives were not included in the target setting.

At tesa, the Chief Sustainability Officer, who also serves as the internal Human Rights Officer, and the Vice President Global Procurement are responsible for setting these goals.

ESRS S3 - Affected Communities

Material Impacts, Risks, and Opportunities

The materiality assessment identified negative impacts on indigenous communities exclusively for the Consumer Business Segment. These impacts could result from our business activities and the related supply chains.¹⁰ As a cosmetics manufacturer, Beiersdorf uses substances based on palm (kernel) oil. Palm oil was identified in our sustainability strategy as a high risk raw material, due, among other reasons, to potential negative impacts on the environment and affected communities in the main countries of origin, Indonesia and Malaysia. The expansion of palm oil plantations may be associated with displacement of certain communities and conflicts regarding land rights, among other issues. The early detection and reduction of negative impacts on (indigenous) communities is therefore a fundamental part of our sustainability agenda and the promise of sustainable raw material procurement.

Affected communities in our main palm oil supply regions were identified as material. Pursuant to the ESRS definition, these are communities at one of the endpoints of the value chain (e.g., at the point of harvesting of commodities), and communities of indigenous peoples. Both groups are affected in Beiersdorf's main supply regions of Indonesia and Malaysia, but cannot be considered separately. The local communities comprise both indigenous peoples and non-indigenous peoples. They will be considered together in the following.

Beiersdorf has implemented various firmly established structures relating to due diligence and human rights requirements along the supply chain. Details are explained in the chapter ["ESRS S2 – Workers in the value chain."](#) The strategy development includes and assesses risks and impacts on affected communities.

A detailed overview of all identified impacts, risks, and opportunities and the methodology of the double materiality assessment can be found in the chapter ["ESRS 2 – General Disclosures."](#)

Policies Related to Affected Communities

One of our ambitions for responsible sourcing is to respect the human rights of indigenous communities. Our internal policies, the "Responsible Sourcing Policy" and "Sustainable Palm Policy," are in line with the relevant international frameworks, guidelines and standards. These include, amongst others, the principles of the United Nations Declaration on the Rights of Indigenous Peoples. We also commit ourselves and our business partners with our Sustainable Palm Policy to compliance with the principles of "Free, Prior, and Informed Consent" (FPIC) along our entire supply chain for palm oil-based raw materials. All of these internal policies include minimum standards for the recognition, protection and promotion of the rights of indigenous communities. These standards concern both individual and collective rights, as well as cultural rights and identity, the right to education, health, employment, language, equal rights, and effective participation in all matters affecting them.

In order to meet these obligations, we require all direct business partners to comply with our internal policies and their requirements in their own business activities and along their entire value chains.

¹⁰ No impacts, risks or opportunities were identified in this area for tesa, so the chapter "ESRS S3 – Affected Communities" relates solely to the Consumer Business Segment.

Engagement with affected communities is an important lever to ensure that our requirements for responsible conduct reflect their collective interests along the supply chains. Moreover, the only reliable way to assess compliance with these requirements is via close dialog with all parties involved.

Responsible Sourcing Policy

Beiersdorf sources and uses renewable raw and packaging materials in the further development of its recipes and products. This may result in negative impacts on affected communities, which we address through our "Responsible Sourcing Policy." This internal policy commits Beiersdorf to compliance with environmental, social, and ethical standards as well as legal regulations along the entire value chain. We want to strengthen the resilience of our supply chains, minimize negative impacts and promote positive effects for people and the environment. The overarching objective of the policy is to support our business partners in complying with the requirements and ensure responsible sourcing throughout the value chain. This includes the following:

- compliance with international, national, and local laws/requirements,
- respect for human rights for all people and groups along the supply chain,
- a halt to deforestation and conversion of natural ecosystems,
- mitigation and minimization of climate impacts, and
- continual and positive environmental and social improvements in key sourcing areas.

The scope of the "Responsible Sourcing Policy" includes in particular palm oil and its derivatives, soybean oil, coconut oil, and paper for primary packaging. It applies worldwide for all products manufactured by Beiersdorf and third party providers. The VP Corporate Sustainability as well as the VP Procurement are responsible for the implementation of the policy.

Sustainable Palm Policy

Palm kernel (oil) derivatives and fractions are important ingredients in Beiersdorf's skin care products. With the "Sustainable Palm Policy," we commit to sustainable and deforestation-free sourcing of palm-based raw materials. We aim to achieve the following overarching targets set out in the policy:

- sustainable sourcing of palm-based raw materials via supply chain certification by the "Roundtable on Sustainable Palm Oil" (RSPO),
- transparency and risk mitigation of our palm oil supply chain,
- support for smallholder farmers and landscape projects in the sourcing countries, and
- proactive cooperation with our key partners in the supply chain and in multi-stakeholder initiatives.

To this end, our policy sets out basic principles such as compliance with requirements, regulations, and principles relating to environmental and social matters. The policy also includes our "Sustainable Palm Roadmap" and sets out the specific steps towards sustainable sourcing.

Further information about the Sustainable Palm Policy can be found in the chapter ["ESRS E4 – Biodiversity."](#)

Beiersdorf uses various implementation strategies to meet the specified obligations for responsible sourcing. We aim to ensure respect for human rights and consideration of the interests of all affected communities, including indigenous peoples. In addition to the measures described in the chapter ["ESRS S2 – Workers in the Value Chain,"](#) we conduct an annual supply chain transparency analysis to understand the sourcing regions and land distribution of our core raw materials.

Processes for Engaging with Affected Communities

Beiersdorf has an effect in particular on communities and indigenous peoples living and working in the most important countries of origin of palm-based raw materials – albeit indirectly. This is because of the multi-tier supply chain between Beiersdorf, direct suppliers and the palm oil mills and plantations. Together with ASD, we were able to identify Indonesia and Malaysia as our main supply countries based on our annual transparency analysis. The results showed that we source 95% of our palm-based raw materials derivatives from Indonesia and Malaysia. A relatively large proportion of the populations of both countries are indigenous peoples (transparency analysis performed in 2024 with volumes from 2023).

Although Beiersdorf has not defined any strategic procedures for involving affected communities, it supported smallholder palm oil farmers in the identified main supply countries in the reporting year.

In Indonesia, Beiersdorf is collaborating with Evonik and the WWF to support approximately 350 smallholder palm oil farmers (as of November 2024) in the West Kalimantan province in the Indonesian part of Borneo. Beiersdorf supports the transition to sustainable management of oil palm trees according to RSPO criteria.

In Malaysia, we are also supporting a landscape project with our supplier Evonik and the WWF in Tabin, Sabah, in the Malaysian area of Borneo. The desired certification according to the RSPO standard and the establishment of an ecological corridor are intended to reduce conflict between humans and animals in the long term.

Beiersdorf supports both projects financially and is involved in decisions about the measures that the WWF implements in Indonesia and Malaysia in close cooperation with the respective target groups. All relevant target groups are consulted as part of an FPIC before the project starts. This included that the project idea and planned measures were discussed and coordinated with the small farmers. During the project implementation, WWF Indonesia and WWF Malaysia are in regular contact with the target groups and other relevant stakeholders.

The WWF reports on the progress of the projects, any delays, and if necessary adjustments to the activities. The effectiveness of the cooperation with smallholder farmers is measured using predefined metrics. The WWF's "Environmental and Social Safeguards Framework" provides an institutional mechanism to address the environmental and social risks associated with the work of the WWF, contributes to better nature conservation results, and improves the social well-being of local communities where the WWF is active. The project progress is reported annually to the Vice President Corporate Sustainability who is operationally responsible for including the findings of the projects in the business concept.

Channels for Affected Communities to Raise Concerns

We are actively committed to preventing or minimizing breaches of our standards of conduct and negative influences along our supply chain. Further information is provided in the chapters ["ESRS S2 – Workers in the Value Chain"](#) and ["ESRS G1 – Business conduct."](#) This grievance channel is also available in the Bahasa Indonesia language for the affected communities in our main sourcing countries Indonesia and Malaysia; this language is spoken and understood in both Indonesia and Malaysia. The affected communities were not directly consulted in the process of establishing the channels. In the event of any negative impact on affected communities, a defined procedure for incident documenting and reviewing is applied by the Responsible Sourcing team and a collective complaints procedure is used in cooperation with the ASD.

Actions Related to Affected Communities

Joint projects with the WWF

Beiersdorf is working with the supplier Evonik and the WWF on the two projects in Indonesia and Malaysia described in the section “Channels for Affected Communities to raise Concerns.” The actions and measures set out below are formally approved by Beiersdorf and Evonik and operationally implemented by the WWF.

Both projects address the material negative impact identified on the affected communities area. Through official legalization and subsequent certification of smallholder farmers’ land areas in line with the RSPO standard, negative effects associated with the FPIC principles can be counteracted.

No serious problems or incidents concerning human rights relating to the affected communities were reported in the reporting year. Nor were there any significant negative impacts on the project villages, meaning that no specific remedial actions were necessary. Instead, preventive measures were implemented and further developed. The effectiveness of these measures is reviewed through regular dialog with the project managers.

WWF project in Indonesia

Description: The smallholder association “Asosiasi Mitra Bersama” (AMB) was formed in the West Kalimantan, Indonesia project area with the support of the WWF in the first phase of the project. WWF Indonesia has been and will continue conducting various activities to support the association and its members, including training on more sustainable farming methods, occupational health and safety, fire prevention and other topics. This has enabled the smallholder farmers to acquire knowledge and build capacity to operate their plantations more sustainably and in line with the RSPO requirements. AMB was certified in early 2024 with 201 members. The RSPO certification confirms that the smallholders operate their palm oil plantations more sustainably and with due consideration for occupational health and safety, respect for human rights, and environmental factors in line with the RSPO requirements.

Scope: Direct measures are aimed at a total of 350 smallholders who are being trained in sustainable production and receive support in the RSPO certification process.

Time horizon: The planned period for the measures extends from September 2018 to June 2025.

Expected outcome: The objective of the project (phase 2: 2022-2025) is to support at least 200 smallholder palm oil farmers in obtaining RSPO certification of their land and establishing direct market access to a mill.

WWF project in Malaysia

Description: WWF representatives hold regular meetings with the smallholder farmers in the project region of Tabin, Malaysia, to inform the communities about sustainable farming practices and the advantages of RSPO certification, and to offer support in the certification process. The WWF team and the affected communities also work together to support conflict avoidance between humans and animals exacerbated by palm oil plantations.

Scope: The project covers part of the Tabin region, Malaysia, and is aimed primarily at the communities of small and medium-sized farmers living there, who own a total cultivation area of around 15,000 hectares.

Time horizon: The planned period for the measures extends from September 2020 to October 2026.

Expected outcome: The aim is to have trained the small and medium-sized farmers in the project region in sustainable farming practices and to have helped them through the RSPO certification process by

2026. The plan is to have a total of 15,000 hectares of cultivation area certified under the RSPO standard.

Transparency analysis of the palm (kernel) oil supply chain

Description: Beiersdorf aims to be able to trace the origin of its palm-based raw materials (palm and palm kernel oil and their derivatives) throughout the supply chain as far as refineries, mills and plantations. To achieve this transparency, Beiersdorf became a founding member of the cross-industry initiative "Action for Sustainable Derivatives" (ASD), which has been promoting transparency and sustainability in palm oil derivative supply chains since 2019. ASD obtains comprehensive information on the upstream supply chain through direct queries submitted to suppliers in order to achieve transparency along the entire palm oil supply chain.

Scope: This transparency analysis covers the entire palm-based raw material supply chain and includes all direct suppliers that supply Beiersdorf with palm and palm kernel oil-based raw materials. It includes all tiers, from refineries, through mills, right down to plantations, to provide in-depth knowledge of the supply chain structures and players.

Time horizon: The supply chain transparency analysis is performed once per year.

Expected outcome: The ASD initiative enables systematic tracing of the supply chain for palm and palm kernel oil, as well as its derivatives, in order to identify all actors down to the plantation level and create transparency across the entire supply chain. Beiersdorf was able to trace 98% of the production volume back to the level of refineries, 97% to mills, and 71% to plantations in the reporting year. This transparency in the supply chain as well as satellite monitoring of changes on lands in the main reference regions can directly address the actual occurrence of the impact identified as significantly negative for affected communities. Identifying individual actors allows Beiersdorf to take targeted measures to address violations of corporate requirements to protect communities.

Targets Related to Affected Communities

Although Beiersdorf has not defined strategic targets as regards affected communities, it measures the effectiveness and progress of its actions and projects using quantitative indicators.

Another of Beiersdorf's overarching targets is to source 100% certified palm (kernel) oil-based raw materials. This target has been achieved in 2020, by purchasing palm (kernel) oil exclusively in accordance with the RSPO's "Mass Balance" model. By sourcing 100% RSPO-certified goods, we also contribute to compliance with the FPIC principles, which form part of the RSPO principles and criteria.

ESRS S4 – Consumers and End-users

Material Impacts, Risks, and Opportunities

In the double materiality assessment, Beiersdorf has identified impacts, risks and opportunities in relation to the topic consumer health and safety.¹¹ Firstly, potential negative impacts on consumers could occur. Even though our cosmetic, medical and medicinal products undergo extensive (dermatological) testing, we cannot guarantee that all products will be well-tolerated by every consumer. Using a product on the skin may cause reactions like irritant or allergic contact dermatitis.

We also identified a material risk concerning consumers and end-users. Selling products that are unsafe or fail to meet quality standards can lead to serious consequences, such as product recalls, financial losses from recall costs, product destruction, and potential legal actions. Additionally, it can damage the company's reputation.

¹¹ No impacts, opportunities and risks were identified for tesa in this area, therefore the chapter "ESRS S4 – Consumers and End-users" refers exclusively to the Consumer Business Segment.

Moreover, we have identified an opportunity in relation to consumers and end-users in our downstream value chain. Focusing on high-quality, safe, environmentally benign and health-promoting products, Beiersdorf can differentiate its brands in the market, build a loyal customer base, and credibly position itself as a leading company in the health-conscious cosmetic industry. Complementing the above mentioned opportunity, Beiersdorf has an identified positive impact on consumers we serve as our products contribute to preventing or treating skin diseases and injuries.

A detailed overview of all identified impacts, risks and opportunities and the methodology of the double materiality assessment can be found in the chapter [“ESRS 2 – General Disclosures.”](#)

Policies Related to Consumers and End-Users

A team of experienced, highly qualified safety assessors and regulatory managers ensures that we meet both legal and our own requirements regarding the quality of our products as stipulated in relevant company policies. These policies provide an encompassing framework to manage our material impacts, risks and opportunities concerning consumers and end-users.

The team performs all legally required evaluations and approvals of our raw materials, formulas, packaging materials, and product claims to verify their safety and compatibility for consumers. Our safety assessors only approve finished cosmetic products for market release after evaluation in accordance with internationally recognized rules for safety assessment set out in the “EU Cosmetics Regulation 1223/2009” and the requirements of the “SCCS Notes of Guidance” in their 12th revision from 2023. The latter are published by the “Scientific Committee on Consumer Safety” (SCCS) and are applicable EU-wide.

Global Quality Policy

The “Global Quality Policy” outlines Beiersdorf’s commitment to quality, regulatory compliance, and consumer satisfaction. This policy serves as a guiding principle for decision-making and setting quality objectives. Top management aims to ensure that the “Global Quality Policy”:

- is applicable to the purpose of the organization including a commitment to maintaining the effectiveness of our quality management system (QMS),
- provides a framework for establishing and reviewing quality objectives, and
- is communicated and understood throughout the organization and included in the training of new employees on the QMS.

The policy serves to address and mitigate the material potential negative impact of consumer intolerance reactions or other complaints. It applies worldwide to all Beiersdorf products in the Consumer Business Segment and covers all Beiersdorf employees. The CEO is responsible for implementing the policy.

We monitor the effectiveness of the “Global Quality Policy” based on a set of QMS Key Performance Indicators (KPIs), defined and monitored by the Quality Leadership team. The goal is to allocate adequate resources to implement the “Global Quality Policy” and to establish adequate risk mitigation measures. The policy is made available to staff via the QMS.

The “Global Quality Policy” is aligned with international standards such as “ISO 22716 GMPs for Cosmetics,” “ISO 13485 for Medical Devices,” and “ICH Q10 for Medicinal Products.” Stakeholder interests have been incorporated into the regulatory requirements referenced in the policy. Consumer expectations for product quality specifically have been considered in setting our quality objectives.

Product Safety Policy for Cosmetic Products

The "Product Safety Policy for Cosmetic Products" describes Beiersdorf's commitment that all cosmetic products placed on the market by the company are safe for our consumers. One single global product safety standard is defined and applied consistently across all regions. A thorough state-of-the-art assessment of raw materials, formulas, packaging and product presentation for their intended use is required prior to placing products on the market. Once products are on the market, post-market surveillance is required. The policy states that safety procedures should be regularly reviewed to keep them state-of-the-art.

The policy serves to address and mitigate the potential negative impact of consumer intolerance reactions. It applies globally and to all consumers of Beiersdorf (Consumer Business Segment) products and covers all Beiersdorf staff responsible for design, production and placing of products on the market. The Vice President Global Product Stewardship is responsible for implementing the directive; the R&D Leadership Team is responsible for allocating adequate resources to implement the necessary activities and ensure adequate risk control.

The policy stipulates that all products must be approved prior to production. We monitor the policy's effectiveness with a set of KPIs for Quality Management, thus recording any exceptions or deviations, such as non-conformities, managed according to our QMS. Consumer complaint rates are also monitored for adverse reactions, which can trigger investigation and corrective actions.

Excerpts of the policy are publicly available on our website: www.beiersdorf.com/research/our-way-of-working/secured-quality.

Stakeholder interests have been incorporated into the regulatory requirements that the policy references.

Raw Materials Policy

The "Raw Materials Policy" establishes that Beiersdorf develops, manufactures and markets our products in accordance with principles that aims to ensure consumers' safety and promote well-being. The policy specifies that materials need to have passed through a multi-stage selection process involving our experts in a number of specialist functions. Specifically:

- Raw materials must meet stringent quality criteria, which we continuously update to comply with the latest regulations and international directives.
- Toxicologists thoroughly check each raw material; all available information regarding characteristics that could result in potential health risks are included in this process.
- Raw materials should be tested in vitro if required, using all relevant test procedures (e.g. cell cultures to obtain additional findings about interactions with living systems).
- Skin compatibility of raw materials in product applications is tested using volunteers.

The "Raw Materials Policy" serves as an initial measure to both address and mitigate the material potential negative impacts of consumer intolerance reactions, while contributing to the opportunity of promoting consumers' health and well-being.

We monitor the effectiveness of this policy by carefully analyzing communication with our consumers. We identify potential improvements to our products as early as possible and incorporate these findings into product development. We analyze new findings and pointers from scientific literature, the media and interest groups for their relevance to our safety assessment. If such data leads to a reassessment of a material, the necessary measures are implemented within an appropriate time frame. The potential consequences range from immediately discontinuing use and recalling affected products to replacing materials with more suitable options over a longer period.

The policy applies globally to all consumers of Beiersdorf products and covers all Beiersdorf staff responsible for design and formulation of our products. The Vice President Sustainability is responsible for implementing the directive.

The "Raw Materials Policy" is publicly available on our website: www.beiersdorf.com/~media/Beiersdorf/sustainability/archive/products/raw-materials/raw-materials-policy.pdf.

Processes for Engaging with Consumers and End-Users

As a global skin care company, Beiersdorf embraces the responsibility of contributing to the health and well-being of our consumers through our products for cosmetic, medical skin care and therapeutic applications. This means being in touch with our consumers and end-users to understand current and future needs, ensuring our products meet or exceed expectations, and promoting holistic approaches to skin care and healthy skin.

At our research center in Hamburg as well as in our global regions, we regularly talk to consumers, conduct studies and surveys, observe usage habits and inquire on expectations. By staying close to our consumers, we can glean valuable information about how we can improve our products and packaging and how our products can be designed for quality, effectiveness, tactility, ease and pleasure of use.

Trained employees and external subjects take part in highly standardized testing procedures and descriptive panels in which they analyze and describe the properties of creams and lotions during and after application, focusing on characteristics like solidity, spreadability, moisture content and feeling on the skin.

We strive to keep abreast of the latest research and maintain an in-depth dialogue with the scientific community, government authorities and public organizations. Our relationships with product safety and environmental interest groups are just as important. They allow us to actively participate in discussions on critical issues.

Beiersdorf scientists publish findings on skin research in peer reviewed journals, as listed on our website. We engage with experts and host events with dermatologists and other specialists to promote skin health. Beiersdorf sponsors institutions whose aims include disseminating information on dermatological science, such as the German "Information Network of Departments of Dermatology" (IVDK). Research partnerships, like our collaboration with the "German Cancer Research Center" (DKFZ), cover important and diverse fields of consumer health. We actively participate in industry associations such as "Cosmetics Europe" (CE) to promote responsible product care. Additionally, we contribute significantly to international initiatives for consumer safety, e.g. the "International Collaboration on Cosmetics Safety" (ICCS).

Product information is made available to consumers through various channels, including social media, product labels, and information leaflets. This information includes claims, product composition, usage directions, and/or warnings.

Consumers and end-users can enquire on products through the contact details provided with the products and through our brands websites. Our Sales teams also offer information regarding the beneficial and appropriate use of our products. For specific product types and applications, supporting information is made available on our website or directly to pharmacies, for example in the form of "Frequently Asked Questions" (FAQs). On the Beiersdorf websites, we share information that is specifically relevant to our consumers and related positive and negative impacts on their health and well-being. This includes, for example, our company's approach to ingredients, and the NIVEA pages present detailed information on the ingredients used in our products.

Channels for Consumers and End-Users to Raise Concerns

Consumer and customer satisfaction is the basis of our business success. Consumers in all our markets around the world can reach us directly via various communication channels such as social media, email, and telephone hotlines. Under the responsibility of the Vice President Global Quality Management, a global network of "Consumer Interaction" managers ensures that our uniformly high quality standards for contact with consumers are maintained in the respective market. In addition, we evaluate worldwide complaints centrally, analyze their causes, and implement optimization measures. Consumers and end-users can also report any complaints or concerns via our whistleblowing system. Details are described in chapter "[ESRS G1 – Business conduct](#)."

Consumer complaints, including any adverse health reactions, are monitored and evaluated to identify and respond to any potential concerns in quality or product safety. This is required under relevant „Standard Operating Procedures“ (SOPs) and Quality Manuals.

In the case of a quality defect or a consumer health complaint, our global network of Quality Managers and our international Complaints Management organization analyze the case and initiate necessary measures for rapid adjustment. Our critical complaints and issues management includes handling adverse reactions. The Quality Management team is responsible for evaluating complaints and managing product safety implications according to the corresponding SOP.

All consumer complaints are monitored and compared with baseline rates. Trend analyses are also performed to ensure there are no significant negative impacts on consumers. Complaint patterns with high numbers of undesirable effects or untypical types of adverse reactions immediately trigger an investigation and any necessary corrective and/or preventative actions. Any potential serious undesirable effect is evaluated on a case-by-case basis to ensure that safety measures are in place to protect consumer health.

Data and incidents are summarized in our monthly "Consumer Complaints and Post Launch Surveillance Report." 2023 serves the baseline for our post-market surveillance data. In addition, we conduct industry data benchmarking through the IVDK. These measures to monitor complaints, incidents and related processes are directly aligned with the Beiersdorf policies directly relevant to our material impacts, risk and opportunity concerning consumers and end-users. Specifically, these include our "Global Quality Policy," "Product Safety Policy for Cosmetic Products," and "Raw Materials Policy."

Consumer and end-user issues can be escalated and trigger further actions by our Quality Management team in accordance with our "Crisis Management Manual." The Crisis Management team directly informs our CEO and Executive Board of any critical issues. Any legal reporting obligations in the event of serious incidents are always taken into account and, if necessary, implemented in a timely manner.

Actions Related to Consumers and End-Users

A range of procedures address and mitigate risks and negative impacts while promoting positive outcomes for our consumers and end-users. The procedures described above are part of a structured decision-making process that ensures that all identified negative impacts are systematically assessed and addressed with suitable measures.

In addition to the actions described below that promote the safety and tolerability of our products, Beiersdorf takes actions that are primarily intended to make a positive contribution to the health and well-being of consumers. Our brands NIVEA, Eucerin, Hansaplast, Elastoplast and Curitas implement local projects that are tailored to the needs and concerns of their consumers. These "Brand Social Missions" aim to strengthen individual health, enable better social connections and promote fairer societies.

Corrective actions for existing products

Description: For existing products, corrective actions for identified negative impacts or material potential negative impacts on consumer experiences and intolerance reactions are evaluated and managed through a corrective action and prevention plan. This plan follows the process for managing non-conformities, such as described in our SOP for "Non-conformity Management." Managing product recalls, if necessary, are described in our SOP "Product Recall from Consumers." Corresponding change management and risk mitigation procedures are documented according to our SOPs for "Change Management" and Quality Manuals.

Scope: Global

Time horizon: Ongoing

Expected outcome: Any identified or potential negative impacts, such as product intolerance or dissatisfaction, are promptly addressed and mitigated through corrective actions, ensuring product safety, quality, and satisfaction. If necessary, affected products may be recalled, and improvements implemented to prevent similar issues in the future.

Risk assessment and innovation management

Description: Risk assessment and risk management processes, including the pursuit of relevant opportunities, are embedded in all projects as described in our "Integrated Innovation Management" process. As part of this process, new products and technologies are developed to treat injured skin, further promote healthy skin and advance skin care.

Scope: Global

Time horizon: Ongoing

Expected outcome: The expected outcome of this action is the development of innovative products and technologies that enhance skin health and advance skin care, ensuring consumers benefit from safer, more effective, and forward-thinking solutions tailored to their needs.

Safety assessments

Description: In the interests of consumer protection, our safety assessors work closely with relevant departments such as R&D and Product and Packaging Development. In addition to experience and expertise, evaluating the safety of cosmetic and medical products requires, above all, scientific exchange and knowledge of new findings regarding the compatibility and safety of raw materials, formulas, and packaging materials, as well as compliance with legal and regulatory standards, with consideration to state-of-the-art. Accordingly, our safety assessors attend international conferences, participate in working groups and expert teams, and also take part in specialist international training courses.

Scope: Global

Time horizon: Ongoing

Expected outcome: The goal of this professional exchange and training is to ensure that we continue to operate appropriately and responsibly in the future. It is also important to us that we hold our external service providers and suppliers, such as raw material manufacturers, accountable. They must certify compliance with statutory requirements as well as with Beiersdorf-specific requirements that go beyond the legally required scope.

Targets Related to Consumers and End-Users

Consumer health and safety targets and benchmarks are managed internally as they are based on sensitive information such as market data and formulation performance. Without comparable data in standardized reporting formats, such as deviations or complaint rates, external publication is of little relevance. Beiersdorf therefore does not publish any specific targets in this area, but reports on all cases of non-compliance.

Our commitment to consumer health and safety is reflected in the implementation of strict processes and standards. Beiersdorf monitors the effectiveness of the measures through three central processes:

1. The technical approval of all raw materials and end products.
2. Compliance with regulatory requirements with the goal of full conformity.
3. Ensuring excellent skin compatibility through comprehensive testing and market monitoring.

Product safety is ensured through compliance with international regulations such as the "EU Cosmetics Regulation 1223/2009," and "EU Medical Device Regulation 2017/745" as well as adherence to internal policies such as the "Global Quality Policy" and the "Product Safety Policy." Product safety is further guaranteed through strict monitoring of raw materials, formulations, and manufacturing processes, which adhere to internationally recognized standards such as "ISO 22716 for cosmetics" and "ISO 13485 for medical devices." By firmly embedding product safety into its processes, Beiersdorf achieves its objectives and systematically develops its measures.

At the same time, these approaches play a crucial role in Beiersdorf's product innovations and market success. They are closely linked to the goals and measures of our R&D department. From 2025 we are planning more transparency, for example through the "EcoBeautyScore" initiative. This is intended to help consumers make informed and sustainable decisions when selecting cosmetic products.

Governance Information

ESRS G1 - Business Conduct

Material Impacts, Risks, and Opportunities

As a global company with complex value chains, Beiersdorf bears a high level of corporate responsibility and is obliged to comply with various legal provisions and other regulations. Guidelines such as our Code of Conduct (CoC) reflect the principles and values of our corporate culture and help us to fulfill our obligations; we have therefore identified a positive impact in this context as part of our materiality assessment. Our Group-wide compliance management systems (CMS) in the Consumer and tesa Business Segments, which have also implemented targeted programs for the prevention and detection of corruption and bribery in particular, are likewise contributing to this positive impact. However, there are still risks associated with potentially inadequate investigations into corruption, which can have a financial and reputational impact as a consequence of instances of corruption. As a further component of our CMS, we have implemented various reporting systems and channels which, in conjunction with the protection of whistleblowers, represent an additional positive impact in the context of the materiality assessment. We explain how we deal with these material impacts and risks below.

A detailed overview of all impacts, risks, and opportunities identified and the methodology used for the double materiality assessment can be found in the chapter "[ESRS 2 - General Disclosures](#)."

Corporate Culture and Guidelines for Business Conduct

The core values of the Consumer Business Segment are Care, Trust, Simplicity, and Courage. They are intended to serve as a daily benchmark for ensuring that we always communicate and act consistently across our business areas. tesa's core principles include Respect, Honesty, Trust, Tolerance and Integrity.

These corporate values are reflected in our CoCs as well as in key guidelines that provide further detail on the requirements of the CoCs. The Consumer and tesa CoCs have been drawn up in cooperation and consultation with all the main functions and are binding Group-wide for all companies in the Consumer and tesa Business Segments.

Consumer

Code of Conduct for Employees

The Consumer CoC for Employees translates our values into standards and ethical principles. Since Beiersdorf AG is a member of the UN Global Compact network, significant elements are also derived from the ten principles of the UN Global Compact. The Consumer CoC is intended to create a common basis for our daily activities that summarizes, explains, and codifies the key provisions and requirements of the corporate functions relevant to Beiersdorf with binding effect. Principles of conduct in the following areas are defined in the Consumer CoC:

- Core principles (e.g. product safety, free competition, and anti-corruption)
- Working environment (health and safety at work, diversity and inclusion)
- Conflicts of interest, gifts, and invitations
- Handling information, resources and financial issues
- Society and the community
- Compliance with the principles and reporting of compliance violations (including strictly confidential handling, see page 33 in the Consumer CoC)

The Consumer CoC addresses corruption, corporate culture, and whistleblower protection, which have been identified as material topics.

All managers are responsible for implementing the Consumer CoC in the company and monitoring compliance with it. As part of their management duties, they must guard against unacceptable behavior and take appropriate measures to prevent breaches of the rules in their area of responsibility. In addition, all employees receive regular training on the content of the Consumer CoC in the form of e-learning courses. The Corporate Compliance Management and Corporate Auditing functions and local Compliance Officers continuously monitor compliance with the Consumer CoC and follow up on any breaches. Deliberate breaches of the guidelines have consequences under labor law within the framework of the applicable regulations.

The Consumer CoC is binding for all managers and employees in the Consumer Business Segment – across all levels and in all of our affiliates worldwide.

The Corporate Compliance Management function has a governance role with regard to the Consumer CoC, i.e. it is responsible for regularly updating and implementing the Consumer CoC in our affiliates. The Consumer CoC is the fundamental responsibility of the Executive Board, which is regularly briefed on compliance with the CoC as part of the annual compliance reporting. The Supervisory Board, as the controlling body, is also informed about the results of Compliance reporting.

The CoC was developed in close cooperation and coordination with the key functions responsible for the individual subject areas of the CoC. If the CoC is updated, the works council is informed in accordance with its function.

The CoC is available on the company's intranet and publicly on the company's website and is therefore freely accessible to all employees.

tesa

Code of Conduct

The tesa CoC is our shared frame of reference for all key questions relating to business ethics and our behavioral guide when making decisions in our day-to-day work. It sets a standard for all of us, and for our interactions with each other within the company as well as with the outside world. It is a promise to our customers, business partners and the public that we will behave responsibly.

The tesa CoC addresses corruption, corporate culture, and whistleblower protection (for whistleblower protection see page 19 of the tesa CoC), which have been identified as material topics.

All managers are responsible for implementing the CoC within the company and monitoring compliance with it. As part of their management duties, they must guard against unacceptable behavior and take appropriate measures to prevent breaches of the rules in their area of responsibility.

The tesa CoC is derived in part from the ten principles of the UN Global Compact and serves as an overarching, binding guide to behavior. It applies worldwide and to all board members, managing directors, managers, and employees.

Corporate HR Management holds governance responsibility for the tesa CoC, which includes ensuring that it is regularly updated in coordination with the key functions responsible for each of the CoC's subject areas. The Executive Board is briefed on compliance with the CoC as part of the annual compliance reporting. The Supervisory Board, as the controlling body, is also informed of the results of Compliance reporting.

Corporate management attaches great importance to ensuring that the CoC is easily accessible and that its principles and ethical values are made available to all company employees on a regular basis and in an appropriate manner.

Other guidelines as part of our CMS

In addition to the CoCs, as part of our compliance programs, we have implemented, among other things, company-wide, uniform guidelines on antitrust law, on data protection with regard to the principles of the European General Data Protection Regulation (GDPR), and on the prevention of corruption.

The Consumer and tesa antitrust guidelines contain clear instructions on behavior in accordance with antitrust law, guidelines for contacting and exchanging information with competing companies, information on communication with customers, for example in connection with sales prices, and basic dos and don'ts.

The Consumer and tesa data protection guidelines describe in particular how the principles of the European General Data Protection Regulation (GDPR) are implemented for the lawful processing of data in our EU companies. They also provide employees with assistance and instructions on how to handle data.

The Consumer and tesa anti-corruption guidelines provide guidance for our employees on how to deal with gifts, product samples, and invitations from and to representatives and employees of other companies and public officials. They also contain information on how to deal with conflicts of interest.

As with the CoCs, it is the responsibility of managers to implement the guidelines in the company and monitor compliance. They receive significant support in this regard from the Compliance Officers in the regions and subsidiaries.

We also underscore our aspirations and minimum standards through our membership of recognized initiatives and associations. Beiersdorf AG and tesa SE are both members of the United Nations Global Compact, for example, and both are committed to the core labor standards of the International Labor Organization (ILO).

Group-wide CMS

Consumer and tesa each have their own, closely coordinated CMS. The CMS of each Business Segment is based on established international standards such as IDW PS 980, the CMS auditing standard. The aim of our CMS is to comply with essential legal provisions and internal guidelines in all countries in which Beiersdorf operates. The tasks of our CMS include the structured implementation of key compliance programs throughout the entire organization and, in particular, the prompt identification and management of relevant compliance risks.

We are guided by the following principles:

- **Prevent:** We incorporate pre-emptive measures in our management system to prevent wrongful conduct. This includes, for example, our CoC, other guidelines, as well as communication and training measures.
- **Detect:** We carry out annual risk analyses both centrally and locally in our affiliates in order to identify significant compliance risks across the Group at an early stage.
- **React and improve:** We present the results from the risk analyses to the Executive Board and use them to continuously adapt and improve our global and local compliance programs. We penalize any violations of legal or internal requirements as appropriate in each individual case. In addition, we continuously develop improvement measures for the entire CMS.

Locally responsible compliance officers in the regions and affiliates communicate the components of the compliance programs to our employees and play a fundamental role in their local implementation. The aim of this is to ensure that all elements of our CMS are firmly established at our sites around the world and are continuously monitored and improved.

Group-wide whistleblower and reporting systems

As part of their CMS, Consumer and tesa have set up and communicated various reporting systems and channels. These can be used to record any breaches of conduct that are unlawful or in conflict with internal company guidelines – anonymously if preferred. Guidelines and procedural guides, for example on whistleblowing, case management, and ad hoc reports, have been implemented.

The Consumer Business Segment has the “Speak up. We care.” platform, while tesa uses a whistleblower platform called “Your voice – Our bond.” Both platforms are provided by the same system provider and can be used anywhere in the world at any time. They are available in various languages and can be used by our own employees as well as customers, consumers, suppliers, and other stakeholders. Possible misconduct that can be reported includes incidents relating to company policy, human rights violations, and cases of corruption or bribery. Information on how to submit complaints and how they are processed is publicly available on the respective company website,

on the company intranet and on the homepage of the whistleblower platforms. There are also other internal reporting options for our employees, such as central compliance hotlines and email addresses. We regularly inform our employees about the various reporting systems and channels as part of compliance training.

Taking into account the Directive (EU) 2019/1937 on protection for whistleblowers, we have established processes for responding promptly to any reports received. Access to and processing of reports is systemically restricted to a small number of employees in the Corporate Compliance departments, Corporate Audit and corresponding experts (referred to as "case managers") from the relevant internal departments. The latter only have access to reports that fall within their respective areas of responsibility. Processing is based on internal procedures, standards, and the German Whistleblower Protection Act (*HinSchG*). This obliges "case managers" and other persons entrusted with investigating the report to handle information and investigative measures confidentially and independently. Any conflicts of interest in dealing with the whistleblower, the complaint, or the investigative measures must be promptly identified and managed. We treat the identity of whistleblowers as strictly confidential throughout the entire procedure, not least in order to protect them from possible retaliation. Their identity may only be disclosed to the extent that it is absolutely necessary for a possible investigation and criminal prosecution or as required by applicable law. The same applies to the identification and treatment of any accused person and any other individuals involved.

The Consumer Business Segment continually monitors the effectiveness of its whistleblower system. To do this, comparisons of the reports received are made with the results of other companies of similar size to ensure that the system is used appropriately. As part of a survey on compliance culture in 2024, we also surveyed the extent to which employees are aware of whistleblowing channels. The predominantly positive feedback shows that the channels are known to employees and are perceived as trustworthy. As part of external communications, we have taken measures to ensure that whistleblowing channels are easily accessible worldwide. The overhaul of the country websites ensures that all relevant stakeholders have easy access to the channels. These measures ensure that not only employees, but also external stakeholders such as workers in the value chain, consumers, and affected communities have access to and can trust the whistleblower system.

Compliance training

A key component of our CMS is a risk-oriented training concept for specific target groups with e-learning and face-to-face training on individual compliance topics. As part of this, we have defined a uniform, global training procedure that has been agreed with the responsible Executive Board member and implemented in all of our affiliates.

Training on the CoCs for the Consumer and tesa Business Segments takes place every two years (tesa) and every four years (Consumer), and is mandatory for all employees worldwide. The topics covered include business conduct, personal integrity, the handling of company resources, information and data, and how to proceed in the event of any breaches.

Training courses on the prevention of corruption, antitrust law and data privacy are also held every two years for both Business Segments.

In the Consumer Business Segment, the courses are aimed at all employees worldwide or, in the case of data privacy, EU-wide (with the exception of production employees). Employees also receive additional, in-depth training if they are exposed to increased risk in their roles or activities in the respective areas. When it comes to preventing corruption, this applies in particular to employees in the sales, marketing, purchasing, and management functions.

At tesa, training is provided for all employees with increased risk. This means that, similarly to Consumer, corruption prevention training is mainly targeted at employees in the sales, purchasing, and management functions. Further training is provided as required.

Consumer and tesa have defined an annual participation rate of at least 95% worldwide for all of the above-mentioned compliance training courses, measured in terms of the annual target group for the various key compliance training areas. The achievement of this target is part of the annual reporting to the Executive and Supervisory Boards. In 2024, the actual participation rate was 92% for the Consumer Business Segment and 99% for tesa. The participation rate includes the subsidiaries of La Prairie and Chantecaille.

In addition to the training courses, we regularly inform our employees about relevant compliance topics and new developments through a variety of communication channels such as the intranet and emails. We are also in regular contact with our local affiliates, for example to discuss relevant updates, any issues that arise, and best practice approaches.

Prevention and Detection of Corruption and Bribery

Consumer and tesa aim to prevent corruption and bribery and address incidents in this regard using the CMS described above and the associated guidelines, procedures (e.g. relating to reporting channels), and actions.

As already mentioned, our mandatory training courses are subject to clear, globally applicable requirements on anti-corruption, which are monitored locally by the established compliance networks and centrally by the Corporate Compliance departments. These departments are also tasked with ensuring that the defined training metrics are achieved, and will apply the necessary escalation measures if not enough training courses are completed. The Executive and Supervisory Boards are also informed about corruption and bribery as required.

Any incidents of corruption or bribery reported via the systems described above that are substantial and require sanctions are referred to the relevant management team and, if applicable, to a member of the Executive Board.

Local Compliance Officers and the Corporate Compliance departments are the points of contact for employees with any questions on corruption and bribery.

Incidents of Corruption or Bribery

Reports and incidents of corruption or bribery in the reporting period are recorded and evaluated via the existing reporting systems, as described above (see [“Corporate culture and guidelines for business conduct”](#) and [“Prevention and detection of corruption and bribery”](#)).

This includes all reported and confirmed incidents of corruption or bribery in direct connection with Beiersdorf AG (including affiliates with a majority shareholding) and/or its employees that have led to a legally binding judgment. If this results in fines, these are shown as the total of all legally binding fines that a Beiersdorf AG company had to pay due to violations of anti-corruption laws and/or anti-bribery laws. Our reporting systems as described above form the basis for determining whether any incidents of corruption or bribery occurred during the reporting period, and if so, what fines were imposed.

There were no convictions or fines in connection with corruption and bribery offences at Beiersdorf in the reporting period.

We always investigate all reports of corruption and bribery received via our reporting systems, clarify the relevant facts, and, after careful consideration, take appropriate action. Depending on the circumstances, this may include disciplinary or communicative measures as well as adjustments to internal processes.

Annex

A. Disclosure Requirements in ESRS Covered by the Company's Non-Financial Statement

Standard	Disclosure requirement	In accordance with ESRS	Page
General information			
	BP-1 – General basis for preparation of Non-financial Statement	yes	p. 41
	BP-2 – Disclosures in relation to specific circumstances	yes	p. 42
	GOV-1 – The role of the administrative, management and supervisory bodies	yes	p. 42
	GOV-2 – Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies	yes	p. 45
	GOV-3 – Integration of sustainability-related performance in incentive schemes	yes	p. 46
	GOV-4 – Statement on due diligence	yes	p. 174
ESRS 2 General Disclosures	GOV-5 – Risk management and internal controls over sustainability reporting	yes	p. 47
	SBM-1 – Strategy, business model and value chain	yes	p. 47
	SBM-2 – Interests and views of stakeholders	yes	p. 51
	SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model	yes	p. 53
	IRO-1 – Description of the processes to identify and assess material impacts, risks and opportunities	yes	p. 58
	IRO-2 – Disclosure requirements in ESRS covered by the undertaking's Non-financial Statement	yes	p. 165
	List of datapoints in cross-cutting and topical standards that derive from other EU legislation	yes	p. 169

Standard	Disclosure requirement	In accordance with ESRS	Page
Environmental information			
	GOV-3 - Integration of sustainability-related performance in incentive schemes	yes	p. 46
	E1-1 - Transition plan for climate change mitigation	no	p. 61
	SBM-3 - Material impacts, risks and opportunities and their interaction with strategy and business model	no	p. 61
	IRO-1 - Description of the processes to identify and assess material climate-related impacts, risks and opportunities	no	p. 58
ESRS E1 Climate change	E1-2 - Policies related to climate change mitigation and adaptation	yes	p. 62
	E1-3 - Actions and resources in relation to climate change policies	no	p. 63
	E1-4 - Targets related to climate change mitigation and adaptation	no	p. 67
	E1-5 - Energy consumption and mix	no	p. 71
	E1-6 - Gross Scopes 1, 2, 3 and Total GHG emissions	no	p. 75
	IRO-1 - Description of the processes to identify and assess material pollution-related impacts, risks and opportunities	yes	p. 58
ESRS E2 Pollution	E2-1 - Policies related to pollution	yes	p. 76
	E2-2 - Actions and resources related to pollution	no	p. 78
	E2-3 - Targets related to pollution	yes	p. 80
	IRO-1 - Description of the processes to identify and assess material water and marine resources-related impacts, risks and opportunities	yes	p. 58
ESRS E3 Water	E3-1 - Policies related to water and marine resources	yes	p. 82
	E3-2 - Actions and resources related to water and marine resources	no	p. 83
	E3-3 - Targets related to water and marine resources	no	p. 85
	E3-4 - Water consumption	no	p. 86
	SBM-3 - Material impacts, risks and opportunities and their interaction with strategy and business model	yes	p. 53
ESRS 4 Biodiversity and ecosystems	IRO-1 - Description of processes to identify and assess material biodiversity and ecosystem-related impacts, risks and opportunities	yes	p. 58
	E4-2 - Policies related to biodiversity and ecosystems	yes	p. 87
	E4-3 - Actions and resources related to biodiversity and ecosystems	no	p. 89
	E4-4 - Targets related to biodiversity and ecosystems	yes	p. 91
	IRO-1 - Description of the processes to identify and assess material resource use and circular economy-related impacts, risks and opportunities	yes	p. 58
ESRS E5 Resource use and circular economy	E5-1 - Policies related to resource use and circular economy	yes	p. 92
	E5-2 - Actions and resources related to resource use and circular economy	no	p. 93
	E5-3 - Targets related to resource use and circular economy	no	p. 94
	E5-4 - Resource inflows	no	p. 96
	E5-5 - Resource outflows	no	p. 96

Standard	Disclosure requirement	In accordance with ESRS	Page
Social information			
ESRS S1 Own workforce	SBM-2 – Interests and views of stakeholders	yes	p. 51
	SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model	no	p. 109
	S1-1 – Policies related to own workforce	no	p. 109
	S1-2 – Processes for engaging with own workers and workers' representatives about impacts	yes	p. 113
	S1-3 – Processes to remediate negative impacts and channels for own workers to raise concerns	no	p. 115
	S1-4 – Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions	no	p. 115
	S1-5 – Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	no	p. 130
	S1-6 – Characteristics of the undertaking's employees	no	p. 135
	S1-9 – Diversity metrics	no	p. 136
	S1-14 – Health and safety metrics	no	p. 136
	S1-16 – Compensation metrics (pay gap and total compensation)	no	p. 137
	SBM-2 – Interests and views of stakeholders	yes	p. 51
	SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model	no	p. 138
ESRS S2 Workers in the value chain	S2-1 – Policies related to value chain workers	yes	p. 139
	S2-2 – Processes for engaging with value chain workers about impacts	yes	p. 141
	S2-3 – Processes to remediate negative impacts and channels for value chain workers to raise concerns	no	p. 142
	S2-4 – Taking action on material impacts on value chain workers, and approaches to managing material risks and pursuing material opportunities related to value chain workers, and effectiveness of those actions	yes	p. 143
	S2-5 – Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	yes	p. 147

ESRS S3 Affected communities	SBM-2 – Interests and views of stakeholders	yes	p. 51
	SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model	yes	p. 149
	S3-1 – Policies related to affected communities	yes	p. 149
	S3-2 – Processes for engaging with affected communities about impacts	yes	p. 151
	S3-3 – Processes to remediate negative impacts and channels for affected communities to raise concerns	yes	p. 151
	S3-4 – Taking action on material impacts on affected communities, and approaches to managing material risks and pursuing material opportunities related to affected communities, and effectiveness of those actions	yes	p. 152
	S3-5 – Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	yes	p. 153
ESRS S4 Consumers and end-users	SBM-2 – Interests and views of stakeholders	yes	p. 51
	SBM-3 – Material impacts, risks and opportunities and their interaction with strategy and business model	no	p. 153
	S4-1 – Policies related to consumers and end-users	yes	p. 154
	S4-2 – Processes for engaging with consumers and end-users about impacts	yes	p. 156
	S4-3 – Processes to remediate negative impacts and channels for consumers and end-users to raise concerns	yes	p. 157
	S4-4 – Taking action on material impacts on consumers and end-users, and approaches to managing material risks and pursuing material opportunities related to consumers and end-users, and effectiveness of those actions	no	p. 157
	S4-5 – Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities	yes	p. 159
Standard	Disclosure requirement	In accordance with ESRS	Page
Governance information			
ESRS G1 Business conduct	GOV-1 – The role of the administrative, supervisory and management bodies	yes	p. 42
	IRO-1 – Description of the processes to identify and assess material impacts, risks and opportunities	yes	p. 58
	G1-1 – Corporate culture and Business conduct policies and corporate culture	yes	p. 160
	G1-3 – Prevention and detection of corruption and bribery	no	p. 164
	G1-4 – Confirmed incidents of corruption or bribery	yes	p. 164

B. List of Datapoints in Cross-Cutting and Topical Standards that derive from other EU Legislation

Disclosure Requirement	Data-point	Name	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Page
ESRS 2 GOV-1	21 d	Board's gender diversity	Indicator number 13 of Table #1 of Annex 1		Commission Delegated Regulation (EU) 2020/1816, Annex II		p. 42
ESRS 2 GOV-1	21 e	Percentage of board members who are independent			Delegated Regulation (EU) 2020/1816, Annex II		p. 42
ESRS 2 GOV-4	30	Statement on due diligence	Indicator number 10 Table #3 of Annex 1				p. 174
ESRS 2 SBM-1	40 d i.	Involvement in activities related to fossil fuel activities	Indicators number 4 Table #1 of Annex 1	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Table 1: Qualitative information on Environmental risk and Table 2: Qualitative information on Social risk	Delegated Regulation (EU) 2020/1816, Annex II		p. 47
ESRS 2 SBM-1	40 d ii.	Involvement in activities related to chemical production	Indicator number 9 Table #2 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II		p. 47
ESRS 2 SBM-1	40 d iii.	Involvement in activities related to controversial weapons	Indicator number 14 Table #1 of Annex 1		Delegated Regulation (EU) 2020/1818, Article 12(1) Delegated Regulation (EU) 2020/1816, Annex II		p. 47
ESRS 2 SBM-1	40 d iv.	Involvement in activities related to cultivation and production of tobacco			Delegated Regulation (EU) 2020/1818, Article 12(1) Delegated Regulation (EU) 2020/1816, Annex II		p. 47
ESRS E1-1	14	Transition plan to reach climate neutrality by 2050				Regulation (EU) 2021/1119, Article 2(1)	p. 61
ESRS E1-1	16 g	Undertakings excluded from Paris-aligned benchmarks		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 1: Banking book - climate change transition risk: Credit quality of exposures by sector, emissions and residual maturity	Delegated Regulation (EU) 2020/1818, Article 12.1 (d) to (g), and Article 12.2		p. 61

Disclosure Requirement	Data-point	Name	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Page
ESRS E1-4	34	GHG emission reduction targets	Indicator number 4 Table #2 of Annex 1	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 3: Banking book – climate change transition risk: alignment metrics	Delegated Regulation (EU) 2020/1818, Article 6		p. 68
ESRS E1-5	38	Energy consumption from fossil sources disaggregated by sources (only high climate impact sectors)	Indicator number 5 Table #1 and Indicator number 5 Table #2 of Annex 1				p. 71
ESRS E1-5	37	Energy consumption and mix	Indicator number 5 Table #1 of Annex 1				p. 71
ESRS E1-5	40 - 43	Energy intensity associated with activities in high climate impact sectors	Indicator number 6 Table #1 of Annex 1				Not reported
ESRS E1-6	44	Gross Scope 1, 2, 3 and Total GHG emissions	Indicators number 1 and 2 Table #1 of Annex 1	Article 449a; Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 1: Banking book – climate change transition risk: Credit quality of exposures by sector, emissions and residual maturity	Delegated Regulation (EU) 2020/1818, Article 5(1), 6 and 8(1)		p. 75
ESRS E1-6	53 - 55	Gross GHG emissions intensity	Indicators number 3 Table #1 of Annex 1	Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 Template 3: Banking book – climate change transition risk: alignment metrics	Delegated Regulation (EU) 2020/1818, Article 8(1)		Not reported
ESRS E1-7	56	GHG removals and carbon credits				Regulation (EU) 2021/1119, Article 2(1)	Not reported
ESRS E1-9	66	Exposure of the benchmark portfolio to climate-related physical risks			Delegated Regulation (EU) 2020/1818, Annex II Delegated Regulation (EU) 2020/1816, Annex II		Phase-in

Disclosure Requirement	Data-point	Name	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Page
ESRS E1-9	66 a & c	Disaggregation of monetary amounts by acute and chronic physical risk paragraph 66 (a) & Location of significant assets at material physical risk paragraph 66 (c)		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 paragraphs 46 and 47; Template 5: Banking book - climate change physical risk: Exposures subject to physical risk.			Phase-in
ESRS E1-9	67 c.	Breakdown of the carrying value of its real estate assets by energy-efficiency classes		Article 449a Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453 paragraph 34; Template 2: Banking book - climate change transition risk: Loans collateralised by immovable property - Energy efficiency of the collateral			Phase-in
ESRS E1-9	69	Degree of exposure of the portfolio to climate-related opportunities			Delegated Regulation (EU) 2020/1818, Annex II		Phase-in
ESRS E2-4	28	Amount of each pollutant listed in Annex II of the E-PRTR Regulation (European Pollutant Release and Transfer Register) emitted to air, water and soil	Indicator number 8 Table #1 of Annex 1 Indicator number 2 Table #2 of Annex 1 Indicator number 1 Table #2 of Annex 1 Indicator number 3 Table #2 of Annex 1				not material
ESRS E3-1	9	Water and marine resources	Indicator number 7 Table #2 of Annex 1				p. 81
ESRS E3-1	13	Dedicated policy paragraph	Indicator number 8 Table 2 of Annex 1				p. 83
ESRS E3-1	14	Sustainable oceans and seas	Indicator number 12 Table #2 of Annex 1				Not material
ESRS E3-4	28 c	Total water recycled and reused	Indicator number 6.2 Table #2 of Annex 1				p. 86
ESRS E3-4	29	Total water consumption in m ³ per net revenue on own operations	Indicator number 6.1 Table #2 of Annex 1				Not reported
ESRS 2 - SBM-3 - E4	16 a i.		Indicator number 7 Table #1 of Annex 1				p. 89
ESRS 2 - SBM-3 - E4	16 b		Indicator number 10 Table #2 of Annex 1				p. 89
ESRS 2 - SBM-3 - E4	16 c		Indicator number 14 Table #2 of Annex 1				p. 89
ESRS E4-2	24 b	Sustainable land/ agriculture practices or policies	Indicator number 11 Table #2 of Annex 1				p. 89

Disclosure Requirement	Data-point	Name	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Page
ESRS E4-2	24 c	Sustainable oceans/ seas practices or policies	Indicator number 12 Table #2 of Annex 1				Not material
ESRS E4-2	24 d	Policies to address deforestation	Indicator number 15 Table #2 of Annex 1				p. 88
ESRS E5-5	37 d	Non-recycled waste	Indicator number 13 Table #2 of Annex 1				not material
ESRS E5-5	39	Hazardous waste and radioactive waste	Indicator number 9 Table #1 of Annex 1				not material
ESRS 2 SBM3 - S1	14 f	Risk of incidents of forced labour	Indicator number 13 Table #3 of Annex I				p. 110
ESRS 2 SBM3 - S1	14 g	Risk of incidents of child labour	Indicator number 12 Table #3 of Annex I				p. 110
ESRS S1-1	20	Human rights policy commitments	Indicator number 9 Table #3 and Indicator number 11 Table #1 of Annex I				p. 110
ESRS S1-1	21	Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions			Delegated Regulation (EU) 2020/1816, Annex II		p. 110
ESRS S1-1	22	processes and measures for preventing trafficking in human beings	Indicator number 11 Table #3 of Annex I				p. 110
ESRS S1-1	23	workplace accident prevention policy or management system	Indicator number 1 Table #3 of Annex I				p. 116
ESRS S1-3	32 c	grievance/ complaints handling mechanisms	Indicator number 5 Table #3 of Annex I				p. 121
ESRS S1-14	88 b & c	Number of fatalities and number and rate of work-related accidents	Indicator number 2 Table #3 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II		p. 136
ESRS S1-16	88 e	Number of days lost to injuries, accidents, fatalities or illness	Indicator number 3 Table #3 of Annex I				p. 136
ESRS S1-16	97 a	Unadjusted gender pay gap	Indicator number 12 Table #1 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II		p. 137
ESRS S1-16	97 b	Excessive CEO pay ratio	Indicator number 8 Table #3 of Annex I				p. 137
ESRS S1-17	103 a	Incidents of discrimination	Indicator number 7 Table #3 of Annex I				not material
ESRS S1-17	104 a	Non-respect of UNGPs on Business and Human Rights and OECD	Indicator number 10 Table #1 and Indicator n. 14 Table #3 of Annex I		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818 Art 12 (1)		not material
ESRS 2 SBM3 - S2	11 b	Significant risk of child labour or forced labour in the value chain	Indicators number 12 and n. 13 Table #3 of Annex I				p. 144

Disclosure Requirement	Data-point	Name	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference	Page
ESRS S2-1	17	Human rights policy commitments	Indicator number 9 Table #3 and Indicator n. 11 Table #1 of Annex 1				p. 138
ESRS S2-1	18	Policies related to value chain workers	Indicator number 11 and n. 4 Table #3 of Annex 1				p. 139
ESRS S2-1	19	Non-respect of UNGPs on Business and Human Rights principles and OECD guidelines	Indicator number 10 Table #1 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)		p. 139
ESRS S2-4	19	Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions			Delegated Regulation (EU) 2020/1816, Annex II		p. 139
ESRS 2-4	36	Human rights issues and incidents connected to its upstream and downstream value chain	Indicator number 14 Table #3 of Annex 1				p. 146
ESRS S3-1	16	Human rights policy commitments	Indicator number 9 Table #3 of Annex 1 and Indicator number 11 Table #1 of Annex 1				p. 150
ESRS S3-1	17	Non-respect of UNGPs on Business and Human Rights, ILO principles or and OECD guidelines	Indicator number 10 Table #1 Annex 1		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)		p. 150
ESRS S3-4	36	Human rights issues and incidents	Indicator number 14 Table #3 of Annex 1				p. 153
ESRS S4-1	16	Policies related to consumers and end-users	Indicator number 9 Table #3 and Indicator number 11 Table #1 of Annex 1				p. 155
ESRS S4-1	17	Non-respect of UNGPs on Business and Human Rights and OECD guidelines	Indicator number 10 Table #1 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II Delegated Regulation (EU) 2020/1818, Art 12 (1)		not material
ESRS S4-4	35	Human rights issues and incidents	Indicator number 14 Table #3 of Annex 1				not material
ESRS G1-1	10 b	United Nations Convention against corruption	Indicator number 15 Table #3 of Annex 1				p. 161
ESRS G1-1	10 d	Protection of whistle-blowers	Indicator number 6 Table #3 of Annex 1				p. 162
ESRS G1-4	24 a	Fines for violation of anti-corruption and anti-bribery laws	Indicator number 17 Table #3 of Annex 1		Delegated Regulation (EU) 2020/1816, Annex II)		p. 164
ESRS G1-4	24 b	Standards of anti-corruption and anti-bribery	Indicator number 16 Table #3 of Annex 1				p. 164

C. Statement on Due Diligence

Core elements of due diligence	Section	Page
a) Embedding due diligence in governance, strategy, and business model	Information provided to and Sustainability Matters addressed by the Undertaking's Administrative, Management and Supervisory Bodies	p. 45
	Integration of sustainability-related Performance in Incentive Schemes	p. 46
	Material Impacts, Risks and Opportunities and their Interaction with Strategy and Business Model	p. 53
b) Engaging with affected stakeholders in all key steps of the due diligence	Interests and Views of Stakeholders	p. 51
	Description of the Processes to identify and assess material Impacts, Risks and Opportunities	p. 58
c) Identifying and assessing adverse impacts	Description of the Processes to identify and assess material Impacts, Risks and Opportunities	p. 58
d) Taking actions to address those adverse impacts	Transition Plan for Climate Change Mitigation	p. 61
	Actions related to Climate Change	p. 63
	Actions related to Pollution	p. 78
	Actions related to Water	p. 83
	Actions related to Biodiversity and Ecosystems	p. 89
	Actions related to Resource Use and Circular Economy	p. 91
	Actions related to the Company's Own Workforce	p. 115
	Actions related to Workers in the Value Chain	p. 143
	Actions related to Affected Communities	p. 152
	Actions related to Consumers and End-users	p. 157
	Targets related to Climate Change	p. 67
	Targets related to Pollution	p. 80
	Targets related to Water	p. 85
	Targets related to Biodiversity and Ecosystems	p. 91
e) Tracking the effectiveness of these efforts and communicating	Targets related to Resource Use and Circular Economy	p. 94
	Targets related to the Company's Own Workforce	p. 130
	Targets related to Workers in the Value Chain	p. 147
	Targets related to Affected Communities	p. 153
	Targets related to Consumers and End-users	p. 159