

Beiersdorf

SUSTAINABILITY REVIEW 2015



We care.
Our commitment to sustainability.

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BOARD STATEMENT



"Beiersdorf embraces sustainability. It has been an integral part of our long-term, forward-sighted entrepreneurship for more than 130 years. It is clearly reflected in our core values of care, simplicity, courage, and Trust."

WE CARE. Our Commitment to Sustainability

"We care." is our strategy for sustainability. It focuses on three distinctive areas: Products, Planet, and People. Together with our ambitious 2020 commitments, it complements our business goals and ensures that we target the areas where Beiersdorf and its brands have the greatest impact. "We care." means that we respect and adhere to internationally recognized conventions and standards. Guided by "We care." we respond to the challenges faced each day throughout our entire value chain. Among other things, these include safeguarding the health, safety, and security of our employees, supporting underprivileged families around the world, reducing environmental impact and managing natural resources scarcity. As the result of integrating sustainability into our business from the very beginning, we have been able to make steady progress on all target fields, also in 2015.

Our 2015 Achievements

Significantly aided by innovative energy efficiency initiatives in our global production facilities and offices, we exceeded our planet commitment to cut CO₂ emissions per sold product by 46 % last year. It was well ahead of our original target of 30 % reduction by 2020. Within our product focus, we made significant progress on the sourcing of sustainable palm oil. We closed negotiations with several of our main suppliers and prepared our own production centers to source additional raw materials through the so-called mass-balance scheme. These steps enable us to source more than 25 % of the palm base in our raw materials as certified materials in 2016 and mark an important milestone on our sustainable palm roadmap. In 2015 we supported another 181,026 families around the world, bringing us one step closer to achieving our

people commitment of reaching and improving the lives of one million families by 2020. The success of our long-term social initiatives has further demonstrated that consumers are eager to engage with and support NIVEA's commitment to families in need.

Outlook 2016

As part of our 2020 product commitment, we will introduce new sustainability criteria for raw materials. We will extend our responsible sourcing program for our palm oil supply chain and our Supplier Code of Conduct governance program. In our planet commitment, we are working with the World Wide Fund for Nature Germany (WWF) to redefine reduction targets for our greenhouse gas emissions to reflect the 2015 Paris Climate Conference (COP21) Agreement. As a complement to our people commitment, we are planning to increase the donation of surplus products to families in need. Our people commitment starts with our employees. In 2016, we are revamping our Zero Accident Program in addition to maintaining all our initiatives designed to promote the well-being of our employees.

At Beiersdorf, sustainability is not the responsibility of a few experts. It is a matter for everyone. Thanks to the enthusiasm and commitment of our 13,300 employees, we will make even bigger strides in our effort to achieve our high sustainability objectives.

A handwritten signature in black ink, appearing to read 'Zhengrong Liu'.

Zhengrong Liu

Member of the Executive Board

Human Resources | Sustainability | Services

BEIERSDORF PROFILE

For **more than 130** years, innovation has been a fundamental part of our business. It is what makes our brands unique, it ensures our skin care and body care products continue to improve and – most importantly – meet the specific needs of our global customers.

We are constantly developing our portfolio, in particular our core brands **NIVEA, Eucerin, La Prairie and Hansaplast**. To continuously set milestones in skin care, we stay close to our consumers, listen to them, observe their habits and respond to their wishes. We do this globally and locally.

We have more than **17,500*** employees in over **150*** affiliates worldwide, who generated total sales of **€6,686*** million in 2015. They are all guided by the same four **Core Values** that have influenced our business from the beginning: Care, Simplicity, Courage, and Trust.

“Care” is about how we express our responsibility towards people and the environment. It is what drives us in further expanding our sustainability efforts and our focus on three distinct areas – **Products, Planet, and People**. At the same time, “Care” helps us to

strengthen our relationships with our employees, suppliers, customers and consumers and to grow our business continuously.

* All figures on this page include the tesa Business Segment.



Strategy

Our vision is to be the world's No. 1 Skin Care Brand in our relevant markets and categories. Our "We care." sustainability strategy supports our business goals and helps us consistently reduce our environmental footprint. At the same time we work to ensure that we give back to people, both inside and outside the company.



STRATEGY AT BEIERSDORF “WE CARE.”

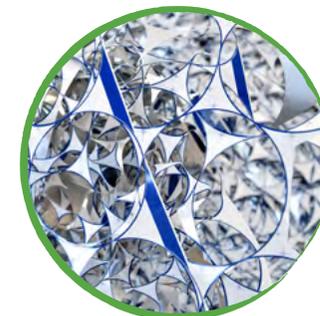
Our vision is to be the number one in skin care in our relevant markets and product categories. Our Blue Agenda business strategy sets out our course towards this vision: By strengthening our brands, increasing our power of innovation, expanding our presence in emerging markets, and developing top talents we will be able to transform the potential of our company into economic success. The Blue Agenda allows us to be flexible, lean, efficient, and to stay true to our values.

In a global business environment characterized by economic uncertainty, social pressures and environmental challenges, we strive to grow in a responsible manner. Our “We care.” sustainability strategy supports our business goals and enables us to consistently reduce our environmental footprint. At the same time we are working to ensure that we give back to people, both inside and outside the company.

We have a long and successful track record in sustainability initiatives, especially when it comes to social topics. Continuing this success means going even further, and this is why in 2015 we refined and expanded our strategic set-up and defined new metrics by which we can measure ourselves and our future performance. Our strategy responds to issues that we face throughout our value chain - from ensuring that we are operating within raw material limitations, through the health and safety of our employees, to responding to changing consumer expectations.



We care.
Our commitment to sustainability.



STRATEGY PROGRESS TOWARDS OUR COMMITMENTS



PRODUCTS



PLANET



PEOPLE

OUR COMMITMENTS For 2020

Generating 50% of our sales from products with a significantly reduced environmental impact.
(Base year 2011)

Definition of new science-based greenhouse gas emission reduction targets in line with the 2015 Paris Climate Conference Agreement (COP21) and supported by the WWF Germany.

Reaching and improving the lives of one million families.
(Base year 2013)

PROGRESS Towards Our Commitments

Around 18% of sales achieved from products with a significantly reduced environmental impact.
(Base year 2011)

46% lower CO₂ emissions per product sold, target already exceeded.
(Base year 2005)

425,837 families sustainably supported through our global social commitment.
(Base year 2013)

PROGRESS BY Focus Area



Responsible Sourcing

More than 80% of global procurement expenditure is covered by a signed Code of Conduct. Approx. 25,000 suppliers underwent initial risk assessment.



Raw Materials

100% certified palm (kernel) oil and further switchover to mass-balanced palm (kernel) oil. Complete replacement of polyethylene particles in skin care products with environmentally friendly alternatives.



Packaging

Reducing packaging of NIVEA Bath Care bottles saved 79 tons polyethylene in 2015.



Energy

-36% energy consumption*
-42% direct CO₂ emissions*
-26% indirect CO₂ emissions*



Waste

-12% waste*



Water

-24% water consumption*
-7% wastewater volume*

* in our production centers per production unit, base year 2005



Employee Health, Safety & Security

Group-wide -31% work-related accidents vs. previous year



Social Responsibility

54 countries implement social initiatives.

Products

Beiersdorf is a global manufacturer of high-quality skin care products with over 130 years of research expertise. This depth of know-how is the main driver of our success today. Our objective is to continue to manufacture high-quality, safe and reliable products in a sustainable way. Through ongoing product development we progressively decrease their environmental impact throughout the entire product life-cycle.

PRODUCTS

*Our
commitment
for 2020*

*Generating 50% of our
sales from products
with a significantly
reduced environmental
impact.
(Base year 2011)*



OUR MEASURES IN 2015

- Expanded conversion of RSPO-certified raw materials in line with Beiersdorf's Sustainable Palm commitment.
- Renewed membership of the "Forum for Sustainable Palm Oil" (FONAP) and signed self-commitment with interim milestones towards 2020.
- Set up a framework for responsible sourcing to secure Code of Conduct governance.
- Derived sustainability criteria for product formula development based on results of the Eco-Design Project, in cooperation with raw materials suppliers.

OUR ACHIEVEMENTS IN 2015

- Defined a clear sustainable palm roadmap through a progressive transition plan of palm-based raw materials to a certified RSPO scheme, and deployment of the RSPO multi-site certification standard.
- Covered 100% of palm base via GreenPalm certificates.
- Over 80% of global procurement expenditure is covered via a signed Code of Conduct for Suppliers.
- 100% of suppliers were risk-assessed and further mitigatory measures defined.
- Since the end of 2015 we no longer use polyethylene particles in our NIVEA skin care products, and have replaced these with environmentally friendly alternatives.

OUR NEXT STEPS

- Drive the transition of major palm-based raw materials to a certified sustainable (mass-balance) scheme, and obtain the RSPO multi-site certification standard.
- Deploy measures including supplier audits to further mitigate responsible sourcing risks in our supply chain.
- Organize focused activities to enhance the sustainability profile of our products, to accelerate progress towards our 2020 Product target.
- Anchor sustainability criteria for raw materials in our innovation process.

PRODUCTS RESPONSIBLE SOURCING

Our Responsible Sourcing Program is part of our updated sustainability strategy “We care.” As a global company with complex international supply chains, the program enables us to work even more closely with our suppliers and at the same time to manage ethical, social and environmental issues across our supply chain. By doing so, we can guarantee that the products we deliver continue to meet the high standards we set ourselves. One key element of our Responsible Sourcing Program is our Supplier Code of Conduct (CoC) End-to-End Management, which commits our suppliers to maintaining the same standards at their workplaces that we apply in our own operations.

WHAT WE ACHIEVED IN 2015

Our efforts to integrate responsible sourcing have started to bear tangible fruit. “2015 marked a critical milestone for us, as we launched our Responsible Sourcing Program”, said Surasak Arunyadej, Beiersdorf’s Responsible Sourcing Manager.

Over 25,000 suppliers were assessed as part of the CoC monitoring and reinforcement framework. Within this process, suppliers were risk-profiled according

to their locations and business significance – the higher the risk, the more comprehensive the assessment.

As part of this program, we also developed specific initiatives for materials that require special consideration, such as palm (kernel) oil-based raw materials.

2015 also saw us take the important step of defining a clear sustainable palm roadmap and aligning it with our worldwide operations. As such, the first shipments of certified sustainable palm (kernel) oil materials have begun to arrive at our production centers around the world.

LOOKING AHEAD

Our achievements to date provide us with a solid basis on which we intend to build and further develop our commitment as a responsible company. We see this as an ongoing holistic development, as Surasak Arunyadej states: “Our strategic focus remains on driving sustainable practices in the upstream supply chain. This covers everything from assessing how our suppliers conduct their business, to reviewing how we can ensure sustainable raw material sourcing.”



"2015 marked a critical milestone for us, as we launched our Responsible Sourcing Program."

Surasak Arunyadej
Responsible Sourcing Manager

One of our main objectives is to promote and expand the combined sustainability performance of both Beiersdorf and our suppliers. We aim not only to integrate our Supplier CoC into our supplier selection and evaluation processes, but ultimately to go beyond the requirements set out in our current CoC. In order to strengthen cooperation and to mitigate supply-chain risks, we are setting up responsible sourcing audits, which are performed by independent third-party auditors.

As we move along our palm roadmap, the transition to sustainable raw materials will continue to progress until we ultimately deliver our sustainable palm commitment in 2020.

 [Learn more about our responsible sourcing](#)



We will deliver our sustainable palm commitment by 2020.



PRODUCTS RAW MATERIALS

Sustainability is a vital criterion in our research work, in raw materials sourcing, and in developing new formulas and applications.

The ecological optimization of our products is a key field of action for us, as we work tirelessly to reduce the environmental impact of our products step by step. With the aid of holistically designed analytical methods and in joint projects with our raw materials suppliers, we are investigating all possible options to market increasingly sustainably manufactured skin care products.

ELIMINATING MICRO-PLASTICS

Tiny synthetic micro-beads made of polyethylene ("PE") are often used as peeling particles in the manufacturing of cosmetic skin-cleansing products. Although in formulated products they only represent a very small percentage of the overall volume of global plastic waste, these particles – commonly called "micro-plastics" – partly enter the natural water cycle due to their diminutive size. As part of our "We care." sustainability strategy we already decided back in 2014 to eliminate polyethylene peeling particles from our cosmetic cleansing products, because at Beiersdorf we not only monitor the high quality of our products very strictly but also keep a close eye on their long-term impacts on people and the environment.

Since the end of 2015, all our relevant NIVEA-branded products have contained environmentally friendly alternatives to micro-plastics to provide the required peeling effect. We successfully achieved this by using

microcrystalline cellulose, silica particles, and hardened castor oil. Cellulose is a biodegradable organic material that is also present in plant fibers, while the composition of silica is similar to quartz sand. Hardened castor oil is a naturally occurring biodegradable raw material with a hard, wax-like consistency. These peeling particles are every bit as effective as the microplastic beads they replace, and equally gentle on the skin. With this, we have taken a decisive step towards more environmentally friendly products, while safeguarding the high product quality that our consumers rightly expect from us.



Since the end of 2015, all our relevant NIVEA-branded products have contained environmentally friendly alternatives to micro-plastics to provide the required peeling effect.

HOLISTIC VIEW OF PRODUCTS

To constantly reduce the environmental impacts of our products we apply Life-Cycle Analyses (LCA): This approach is based on data regarding the raw materials we use in our products, and on information from our own manufacturing and transportation processes. A LCA also sheds light on how our consumers use our products and on our recycling and disposal methods, and therefore illustrates the entire life-cycle of our individual products. Based on the LCA approach, in 2015 we created a simulation tool in the area of packaging development that enables us to evaluate alternative product-packaging materials in terms of their environmental impact.

Along with a product's respective packaging, we also analyze the raw materials we use in our product formulations. Together with our raw material suppliers, we continually ask ourselves a critical question: Which part of the value chain has the biggest impact on a product's environmental footprint? LCAs make a decisive contribution here too, by helping us continually improve our understanding of the interconnections between different links in the value chain. By working closely together with our suppliers in 2015, we were able to work out specific sustainability criteria in the area of raw materials.



Which part of the value chain has the biggest impact on a product's environmental footprint?

By integrating these progressively in the development of our product formulations we were able to maximize the final product's environmental sustainability. Collaborations like this provide us with excellent opportunities to identify areas of optimization potential right along a product's entire life-cycle.



Learn more about our raw materials



PRODUCTS PACKAGING

To help conserve natural resources we work constantly to optimize our packaging and to develop more sustainable packaging solutions.

FOCUSING ON MORE SUSTAINABLE PACKAGING SOLUTIONS.

Today, almost 100% of the packaging materials we use are recyclable, right across the Beiersdorf product range. Around the world, we work together with local recycling companies to ensure the professional recycling of our product packaging.

As a measure to reduce packaging waste we also offer refill pouches – in fact, we have been doing this for over a century already. We know from experience that high-quality, long-lasting product packaging such as liquid soap dispensers contribute to reducing the overall volume of waste. What is more, we use packaging that can be turned upside-down. This is a tried-and-tested principle that we use for many of our products because it offers a double advantage: On the one hand our consumers can extract the product more easily, and on the other the packages can be almost completely emptied this way, which leaves less inaccessible product inside.

High Quality – Less Material

Step by step we are progressively reducing the amount of material we use in our product packaging, whether this is plastic, glass, metal, cardboard or paper. At the same time, we are making sure we fulfill the same high quality standards we have set ourselves. This makes economic as well as ecological sense, as material-efficient packaging lowers our consumption of valuable raw materials as well as the CO₂ emissions

from our manufacturing and transportation processes, year after year. For instance, in 2015 we reduced the amount of plastic in our shower-gel packaging, which saves around 236 tons of high-density polyethylene annually.



Learn more about our packaging



Annual savings of around 236 tons high-density polyethylene.



Planet

As a globally operating company, Beiersdorf faces the global decline in natural resources and the simultaneous acceleration of climate change. These factors motivate us even more strongly to use resources responsibly and consistently in our daily operations – throughout the entire value chain. We work very closely together with our internal and external supply-chain partners to progressively improve our resource efficiency.



Learn more about our planet engagement

PLANET

Develop a new climate target based on recommendations of the UN climate conference in Paris 2015 (COP21), supported by the WWF Germany.



OUR MEASURES IN 2015

- Rollout of our tool to quantify greenhouse gas emissions from finished product transport in Latin America and Asia.
- Defined a criteria catalog for the consumption of “green electricity” in Germany.
- Integrated our finished-product suppliers in our sustainability management.
- Developed local packages of measures for each production center at high water risk.

OUR ACHIEVEMENTS IN 2015

- -36 % energy consumption*
- -12 % waste*
- -24 % water consumption*
- Achieved LEED Gold certification of our expanded production plant in Chile.
- All European production centers achieved the “Zero Waste to Landfill” target.

* in our production centers per production unit, base year 2005

OUR NEXT STEPS

- Develop a new climate target based on recommendations of the UN Climate Conference in Paris 2015 (COP21), supported by the WWF Germany.
- Expansion of the usage of renewable energies at our sites worldwide.
- Further engage with our suppliers to progress towards our newly defined climate target.
- Define a “Zero Waste to Landfill” plan for our production centers worldwide.

PLANET ENERGY

We systematically develop solutions to reduce our energy consumption, and deploy technologies that enable us to switch over to more environmentally friendly, renewable energy sources.

We see the reduction of our CO₂ emissions as an ongoing process that we are continually driving forward. The engagement of our teams right across the global Beiersdorf organization is proving very successful in this regard. The objective we set ourselves in our “Planet” target is a reduction of our CO₂ emissions per product unit sold by 30%. We are pleased to report that we have achieved and exceeded our goal significantly ahead of plan – and are now striking out for new horizons.

DEVELOPING OUR NEW “PLANET” TARGET

We partnered with the World Wide Fund For Nature Germany (WWF) towards the end of 2015 to set up a project to develop a new “Planet” target. As things currently stand we have already exceeded our original target for 2020 by 16 percentage points (a 46% reduction in our greenhouse gas (GHG) emissions compared to the 2005 base year). Our new GHG emissions reduction target will be developed based on the “Science Based Targets Initiative”. This initiative recommends sector-specific emissions-reduction targets for companies and organizations; the targets are based on climate research results, and are oriented by the recommendations of the 2015 UN Climate Conference in Paris (COP21). Within this initiative, companies develop their own climate targets in line with measures that scientists have determined as necessary to limit global warming to a maximum of two degrees

Celsius by 2050. These measures also integrate calculations of how far individual industrial sectors need to lower their emissions in order to achieve the set target, while limiting the economic impact on their industry as far as possible.

we have already exceeded our original target for 2020 by 16 percentage points.



At our sites around the world we systematically pursue our goal of reducing our energy requirement along the entire value chain. In addition, we use renewable energies where it makes sense and where it is technically feasible. Furthermore, we have already implemented future-oriented energy concepts at several of our company sites.

OUTSTANDING ENERGY EFFICIENCY IN CHILE

Thanks to our “Blue Building” program we are successfully driving the sustainable design of our company buildings around the world forward. In this effort we examine the full life-cycle of our production centers and office buildings, and identify how we can operate them more efficiently and therefore conserve valuable resources. At the same time, within this process we are able to create healthier and more attractive working environments for our employees. In all our major construction projects since 2012 our explicit goal has been to achieve certification to internationally recognized standards for sustainable buildings.

The expansion of our production facility in Santiago, Chile in 2015 was awarded the Gold certificate in “Leadership in Energy and Environmental Design” – “LEED” for short. This internationally recognized certification system evaluates resource-conserving and therefore environmentally friendly construction methods based on six key criteria. These include aspects such as a sustainable location, the transport communications integration of the respective facility, energy consumption, and interior climate factors. Alongside these, the construction’s innovative value and the planning process are also evaluated.

Decisive factors in the positive assessment of our subsidiary Beiersdorf Manufacturing Chile were the building’s excellent energy-efficiency performance, the highly effective ventilation systems, and the intelligent use of natural daylight through the use of solar tubes. Here, prismatic domes on the roof collect daylight and feed these through highly reflective tubes into light diffusers on the ceilings of the building’s various interior spaces.

Besides this innovative approach, modern LED lighting and ventilated exterior wall cladding combine to contribute to a reduction in energy consumption of around 30%. The natural climate control system in the goods warehouses combines with heat recovery via compressors to lower our location’s CO₂ emissions even further. Besides all this, the plentiful parking spaces for our employees’ bicycles also help to make an indirect contribution.



LED lighting and ventilated exterior wall cladding contribute to a reduction in energy consumption of around 30%.



MEASURING OUR CO₂ EMISSIONS

We assess our CO₂ emissions in accordance with the specifications of the Greenhouse Gas Protocol developed by the “World Resources Institute” (WRI) and the “World Business Council on Sustainable Development” (WBCSD). The sustainability management software “susy”, which we introduced in 2014, supports this endeavor and enables us to record and analyze sustainability indicators worldwide. We have also revised and simplified our methodologies in data collection and emissions calculation.



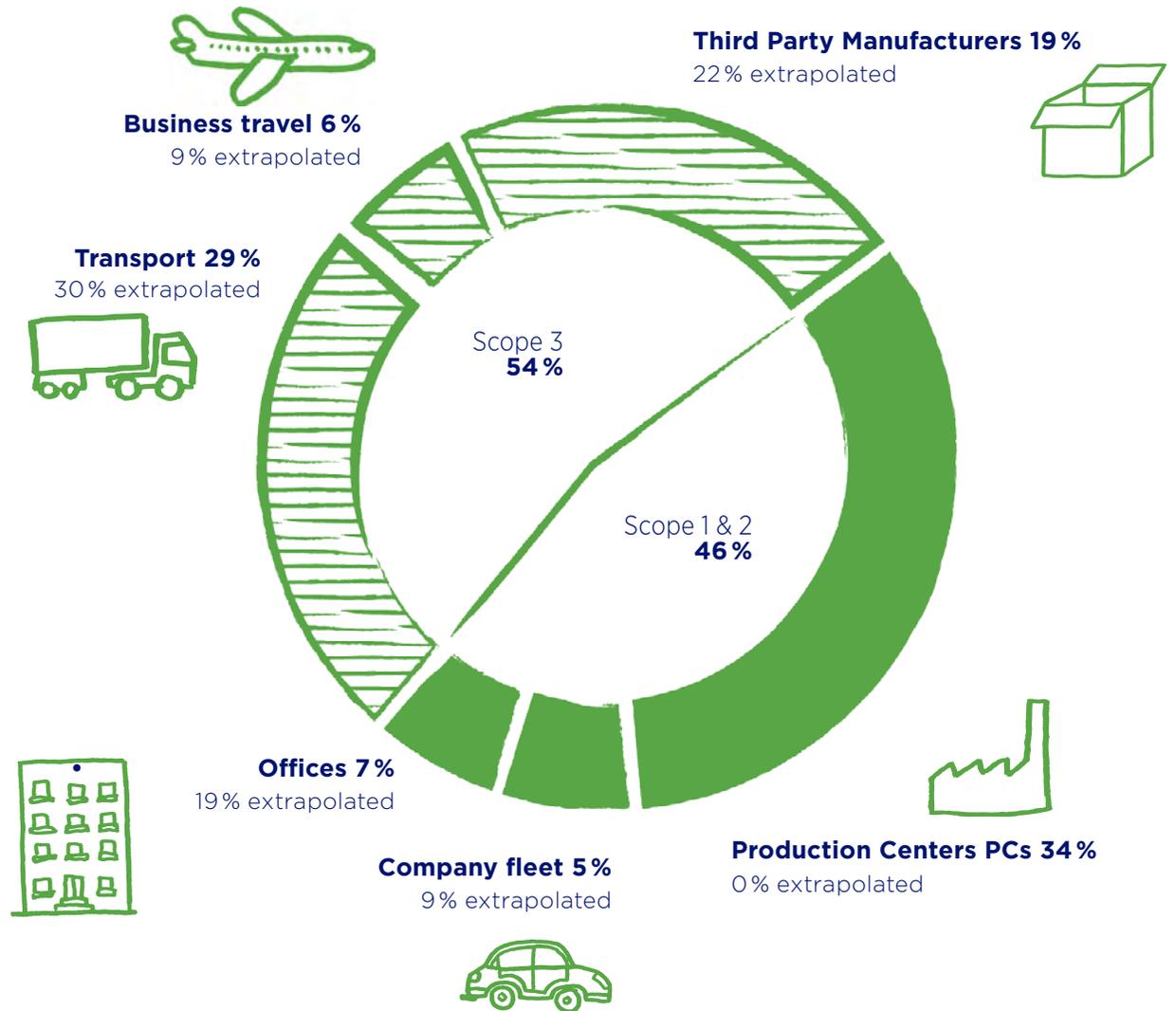
ware “susy”, which we introduced in 2014, supports this endeavor and enables us to record and analyze sustainability indicators worldwide. We have also revised and simplified our methodologies in data collection and emissions calculation.

In 2015, we were able to further increase our data coverage as well as improve our data and extrapolation quality; we may therefore observe some shifts in data compared to the previous year.



Learn more about our activities in the area of energy

ESTIMATED PROPORTION OF OUR CO₂ EMISSIONS PER SCOPE FOR THE YEAR 2015



Scope 1: All direct greenhouse gas emissions resulting from use of direct sources of energy such as gas and oil.

Scope 2: Indirect greenhouse gas emissions that result from the purchase of electricity, heat or steam.

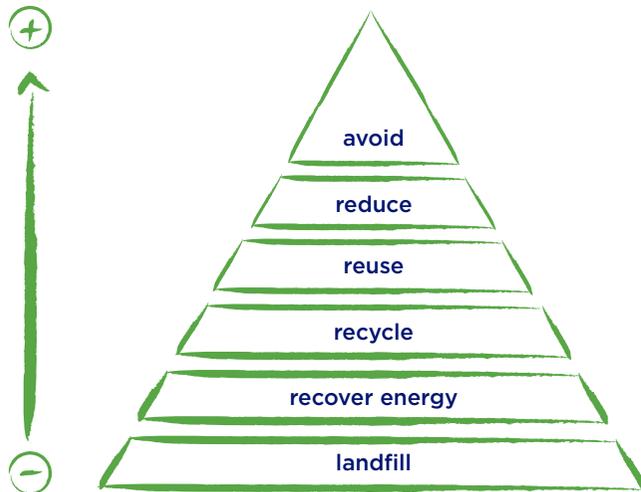
Scope 3: Greenhouse gas emissions from the supply chain, such as the manufacture and transport of finished products, and business trips.

PLANET WASTE

We pursue a policy of “avoid, reduce, reuse and recycle” throughout the entire life-cycle of our products and work closely together with our supply-chain partners to identify potential savings and reduce waste volumes wherever possible.

Instead of dumping valuable materials such as plastics, paper and other organic matter at the end of their life-cycle, we are constantly on a quest for alternative waste disposal methods. When it comes to production waste we follow a clear target: “Zero Landfill” – no dumping.

most favored option



least favored option

MORE SUSTAINABLE WASTE DISPOSAL IN DUBAI

We regularly and critically review our waste reduction, collection and separation measures in order to optimize them. In this effort we pursue the goal of progressively moving up the “waste pyramid” and avoiding the creation of all types of waste in the first place. Both in Europe and beyond we are developing alternatives for our production facilities to help them avoid generating landfill waste.

We are also pushing to achieve our “Zero Landfill” target in Beiersdorf’s Near East Region. At the end of 2015, we set up a cross-border waste disposal system at our Distribution Center in Dubai: We collect locally produced waste onsite and then ship this to a dedicated recycling facility in Germany. Here it is either recycled in an environmentally sustainable way, or the energy is recovered. The first containers carrying a total of 175 tons of waste reached Bremerhaven in Germany at the beginning of October.

This has created a more sustainable waste-disposal process for our operations in Dubai, as there is no locally available alternative to landfill. The process also has potential for waste disposal in other countries where there is currently no alternative to landfill.

 [Learn more about our activities in the area of waste](#)



Why does “landfilling” – that is, the collective dumping of waste – pose a multiple risk to our environment? There are four fundamental reasons:

- It aggravates the global greenhouse effect.
- It contributes to marine pollution.
- It represents a waste of valuable raw materials
- and is therefore a very real burden on the life of generations to come.

PLANET WATER

We constantly work to reduce our water consumption, in production processes, buildings and other company areas – and proactively manage our site-specific water risks.

Modern water treatment systems at our production centers provide the basis for saving more of the vital resource: Fresh water. We can use the water we reclaim with our specialized systems in many different ways, all of which help mitigate water risk – particularly at locations in the world's dry regions.

HIGH QUALITY WATER TREATMENT IN INDIA

In May 2015, we opened our new production facility in Sanand, India. On what was originally a scrubland site north of Mumbai in the State of Gujarat, today Beiersdorf manufactures products in a range of body and skin care categories. Right from the outset we equipped our newly constructed facility with an efficient water purification system. Before it can be used in production processes, the water supplied by a local provider first needs to be cleaned. To do this we apply a range of different treatments that all represent state of the art technology.

The water we reclaim during the production process, in both the technical and sanitary areas, is subsequently treated in the Sanand facility's own purification system. The high quality of the reclaimed water means we can reuse it in the appropriate production

processes, which makes a major contribution to lowering overall water consumption at this Indian production center. The remaining purified wastewater then passes to controlled ground-sinking, a procedure which also supports our guiding principle of “Zero Liquid Discharge”.



Our guiding principle of "zero Liquid Discharge" - no waste of the valuable resource water.

We have planted around 650 trees on our Sanand premises, which also benefit from irrigation with the water we recover. On the one hand, the trees raise the required water-uptake capacity of the soil for ground-sinking, while on the other this measure helps us contribute to the reforestation of a section of this industrial area.



Learn more about our activities in the area of water



People

The well-being of our employees forms the foundation of our business success and is a top priority for us. We are committed to ensuring fair working conditions and transparent, respectful collaboration with everyone involved throughout our entire value chain worldwide. We recognize that it is vital to take responsibility for supporting our communities as well as disadvantaged families, in response to local needs.



Learn more about our people engagement



PEOPLE

*Our
commitment
for 2020*

*Reaching and
improving the lives
of one million
families.
(Base year 2013)*



OUR MEASURES IN 2015

- Intensified our “Zero Accident” program through stronger networking and communication within the specialist Safety functions in our global supply chain network.
- Extended the free “good for me” health check-ups to our subsidiary Beiersdorf Manufacturing Berlin.
- Offered free skin-screening as part of the cancer prevention program for our employees at the company headquarters in Hamburg (350 participants so far).
- Defined a global approach to extend product donations to families in need.

OUR ACHIEVEMENTS IN 2015

- Carried out additional “Major Risk Assessments” in addition to our internal audits following the ESMAS audit system, which is oriented towards ISO 14001 and OHSAS 18001.
- The total number of accidents causing work absence of more than one day was reduced to 73 (2015) from 106 (2014).
- Rolled out additional offers within our overall health promotion program, e.g. agility-training videos for individual workouts on the road or in the office.
- Continued the international implementation of “NIVEA cares for family” in 38 countries and Hansaplast “Bringing First Aid Home” in 9 countries.

OUR NEXT STEPS

- Expansion of the occupational safety communication network to the regions Latin America and Asia.
- Expansion of the employee cancer prevention program “Skin-Screening and Advice” in 2016.
- Implement refugee aid concept and corresponding measures.

PEOPLE EMPLOYEE HEALTH, SAFETY & SECURITY

We are committed to ensuring fair and safe working conditions as well as transparent and respectful collaboration with everyone involved throughout our entire value chain.

The occupational health and safety of our employees takes highest priority for us at Beiersdorf. In 2015 we once again rolled out a range of measures to further optimize the respective standards at our global locations as well as at our Corporate Headquarters in Hamburg, Germany.

Global Measures to Improve Safety at Work

Our “Zero Accident” program has a twofold aim: To progressively raise working safety levels in all company areas, and to continually reduce the number of accidents at our locations worldwide. Following the start of production at our Sanand, India location we carried out an employee campaign on-site that focused on raising the safety awareness of our Indian team. Numerous events throughout the “Safety Week” informed our employees in Sanand about location-specific occupational health and safety measures. These included fire-protection measures at the facility, the safe handling of chemicals, as well as topics promoting personal health. The “Safety Week” also included accompanying employee engagement campaign with high-impact slogans on the topic of “Safety”, as well as a “Safety Quiz”, all helping to convey relevant information in a memorable way.



Numerous events throughout the "safety week" informed our employees in Sanand about location-specific occupational health and safety measures.



Looking Beyond Our Own Back Yard

As part of our regular environmental and safety (ESMAS) audits, which are based on the internationally recognized ISO 14001 and OHSAS 18001 standards, we ran audits at our locations in Malaysia and Kenya. Besides this we carried out a Major Risk Assessment at our Madrid production center in 2015, examining and evaluating the production process based on a pre-defined list of major risks for the respective location. We plan to carry out this type of check continually and with the greater involvement of our international specialists from our affiliates, in order to identify specific risks better. Networking and integrating Safety Managers also contributes to helping us see beyond our own back yard locally, and to developing fresh, additional perspectives on local process risks.

Our organizational units in Hamburg, Germany provide a further example. In 2015, we improved the Emergency Management System in place at this location: First of all we harmonized each of the production facilities' individual emergency measures, and then unified the system on a shared IT platform.

Safe Cycling

The advice we provide to our employees also goes beyond content related to their working routine. For instance, their commute between home and the workplace also represents a risk, and this is why in 2015 we placed a stronger focus on "Safe Cycling". We distributed highly visible reflective vests to our employ-

ees in the wintertime, and in the second half of the year we gave them the opportunity to give their bicycles a technical safety check on our company premises. In combination with this safety measure, our Health Management program "good for me" and the Beiersdorf Sports Association presented their offers within the topic area of "Cycle Sports and Safe Cycling."

 **Learn more about our activities in the area of employee safety**



In 2015 we placed a stronger focus on "safe cycling" at our Hamburg offices.



Our employees' health is very close to our hearts – and this is why a carefully designed company health management program forms a fundamental element of our human resources policy. Our holistic approach to health ensures effective support and actively promotes our employees' well-being in the five core fields of Prevention/Early Recognition, Movement, Nutrition, Balance, and Working Environment.

IN GREAT SHAPE WITH “GOOD FOR ME”

With Beiersdorf's “good for me” corporate health management program we bring the various health care functions together under one roof at our Hamburg offices. Through our five focus topics of Prevention/Early Recognition, Exercise, Nutrition, Balance, and Working Environment we want to support our employees to stay fit and healthy for the long term. In “good for me” all of our employees should find just the right offers to meet their needs.

“good for me” celebrated its first anniversary in January 2015. Over the course of the year we successfully enhanced our health management platform with additional programs and improved existing offers. These include psychological consultancy, Indoor Cycling courses, MammaCare (Early Breast Cancer Diagnosis), the “Shoulder Workout”, as well as special cooking and nutrition courses. The training videos we developed for individual training sessions and workouts and especially for our field staff are a further highlight and can be used flexibly in the home office and also on business trips.

We continued to carry out the individual health check-ups for our employees at the beginning of the year and in fall of 2015. These offers have already become a fixed part of the overall program and enjoy high demand. Based on the results of the health check-ups we evaluate the contents of existing “good for me” courses, which puts us in a position to constantly create and tailor new offers to maintain our employees' health. One positive result of this approach is that the number of participants in our courses is constantly on the rise.

In 2015 our “good for me” health check-up was also offered and successfully carried out at our Beiersdorf Manufacturing Berlin (BMB) subsidiary for the first time. Another new initiative was that our employees were able to benefit from a skin-screening, with more than 350 of them taking advantage of this free skin-cancer prevention offer in 2015. In 2016, skin-screening will be complemented by a skin care consultation.



Learn more about our activities in the area of employee health



We are keenly aware of our responsibility as a provider of high-quality skin care products, and work constantly in Germany and internationally to ensure the safe handling of hazardous goods. We proactively support the evaluation and further development of globally applicable guidelines, from both an economic and an environmental perspective.



The UN's goal is to guarantee globally unified handling procedures and above all the safe transportation of hazardous materials.

COMMITTED TO THE SAFE HANDLING OF HAZARDOUS MATERIALS

The United Nations have laid down strict regulations governing the packaging, labeling and transportation of hazardous goods and materials. The UN's goal is to guarantee globally unified handling procedures and above all the safe transportation of such materials, regardless of whether these are freighted by sea, rail, air, or road.



We have been active on an industry-association level for many years in helping to shape the relevant regulations for hazardous goods.

Along with other manufacturers of hazardous goods, we faced the challenge in 2015 of the correct hazard-related labeling of aerosol cans. We were required to ensure that goods produced from the beginning of June 2015 onwards complied with the modified regulations, and this meant that we needed to rework all our aerosol can designs to integrate the new hazardous materials labeling.



Learn more about our activities in the area of dangerous goods



All our aerosol can designs needed rework to integrate the new hazardous materials labeling.

PEOPLE SOCIAL RESPONSIBILITY

Our social commitment reflects our company's and brands' strategic goals and values. We support local communities and families in need through social sponsoring initiatives set up by our brands and programs on the corporate level.

GIVING MOTHERS A HAND

With Beiersdorf's global "NIVEA cares for family" program we support families around the whole world through long-term projects. For us, developing children's skills, supporting mothers and providing families with the opportunity to spend quality time together are right at the heart of this initiative.

For mothers in low-income families in India it is a major challenge to give their children the chance to attend school regularly. In this country many children are unable to attend school every day because they need to contribute to their family's income. This time out of school not only lowers their learning progress but also leads to many kids eventually giving up on education for good.

In the face of sheer financial need and the constant challenge of feeding their own family, it is not easy for mothers to get the importance of an education across to their children and let them go to school every day.

This is why NIVEA India's commitment focuses on mothers - and to work towards the goal of a better education for children from low-income families, our team in India have launched the "Mom's Touch" initia-



NIVEA India's commitment focuses on mothers to work towards the goal of a better education for children from low-income families.

...tive, under the umbrella of "NIVEA cares for family". Together with its project partner ASEEMA, NIVEA India shows its recognition and appreciation for the tremendous effort that underprivileged mothers make to enable their children to go to school every day. NIVEA India supports these mothers with monthly food parcels. Mothers' vital function as role models is also highlighted in the workshops that accompany the project.

We additionally inform and seek to inspire our consumers via complementary communications measures that tell the extraordinary story of these mothers in a genuinely credible way. Our NIVEA team in India filmed children expressing their gratitude and talking about the selfless commitment of their own mothers. This insight forms the cornerstone of our "Mom's Touch" campaign. The project is currently running at

our Mumbai location and is also to be extended to reach schools and families in the Ahmedabad region in the west of the country, where we recently inaugurated a new production center on the Sanand industrial estate.

As at the end of 2015, 500 families were taking part in our "Mom's Touch" initiative.



FIRST AID FROM AN EARLY AGE

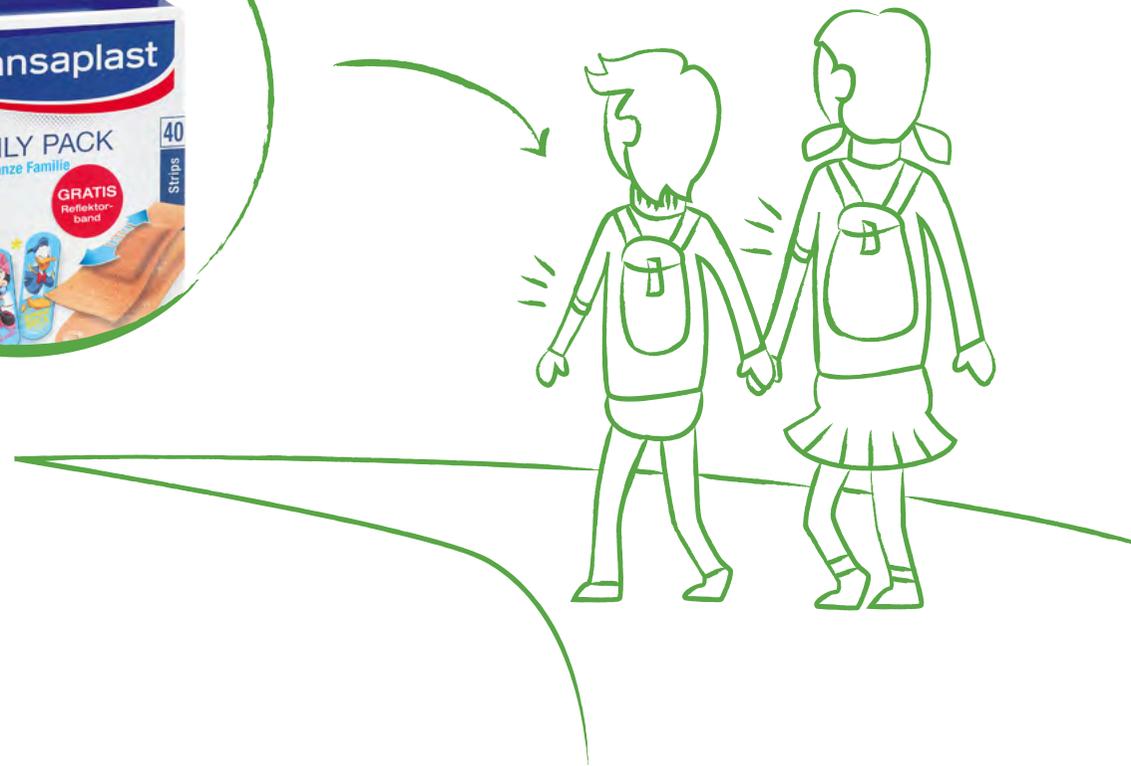
Every one of us can easily find ourselves in need of rapid first aid from those around us at some point in our lives – and our brand Hansaplast builds on this insight. Under the banner of “Bringing First Aid Home”, Hansaplast is establishing local partnerships with the Red Cross worldwide to support the provision of first aid in everyday life. In this effort we are focusing together on three key fields of action:

- Awareness: We inform people just how vital first-aid knowledge is.
- Education: We help to increase first aid know-how in the population.
- Prevention: We show how accidents at home can be prevented.

An example of this local engagement is the partnership we established in 2014 with the German Red Cross. In 2015 this collaboration was extended with a further campaign: Right on time for the end of the summer vacation period, pharmacies and drugstores sold a limited edition of the Hansaplast Family Pack, each containing a reflective, wearable band provided free of charge by Hansaplast and the German Red Cross. This reflective band increases the visibility of children to drivers and thus raises safety – particularly when children are on their way to school. A key factor here is that the kids can put on the reflective band themselves and wear it on top of a jacket.



The reflective band increases the visibility of children to drivers and thus raises safety - particularly when children are on their way to school.



HUMANITARIAN AID FOR REFUGEES

Around the world people find themselves forced to leave their home country due to war, persecution, or human rights violations. The persistent conflict in Syria and the resulting large numbers of refugees represent a major challenge in this regard.

As part of our global social commitment, at Beiersdorf we support refugees in a number of different ways. To meet people's individual needs in their locality, each of our subsidiaries decides on the specific form and scope of the aid they offer. This enables us to make the best-possible assessment of the local situation and to ensure that we can provide support quickly and in a targeted way.

Alongside our short and medium-term donations of skin care and hygiene products as well as funding, long-term integration projects are the core focus of our commitment to helping refugees. Furthermore, the personal engagement of our employees in numerous initiatives plays a decisive role here. You can find out more about the societal engagement of our employees on page 32.

Integration through Internships

At Beiersdorf we want to give refugees a vocational perspective, and this is why we have launched a special Integration Internship project at our Hamburg location. Since mid 2015 we have given refugees the opportunity to gather vocational experience in Germany by means of an internship lasting an

average of three months. In the pilot phase we were already able to offer two internships, in our IT and Supply Chain business areas.

An Integration Internship makes integration into German vocational life easier for refugees. The practical experience they gain boosts their self-confidence and this internship can form the foundation for a later employment contract, as it certifies the person is in vocational training.



Since mid-2015 we have given refugees the opportunity to gather vocational experience in Germany by means of an internship lasting an average of three months.

Following the successful completion of the pilot phase we plan to raise the number of Integration Internship places at Beiersdorf in 2016, in cooperation with local aid organizations. This expanded offer will comprise a range of specialist business areas in our company, from IT through Production to Administration.

Collaboration with the German Red Cross

Since the fall of 2015 we have been working closely together with the German Red Cross in Hamburg's Eimsbüttel neighborhood. In many cases the German Red Cross assumes responsibility for organizing and managing refugee accommodation, and we play our part by donating goods and financial aid. What is more, thanks to Eimsbüttel's proximity to our main Hamburg location our employees there have the opportunity to offer their personal support to the German Red Cross.



 [Learn more about our social responsibility](#)

Stakeholder Engagement

We rely on strong, sustainable relationships with our stakeholders. Sustainability is a complex topic and we can frequently achieve much more through a joint effort. This is why we address many topics in broader partnerships with NGOs, other companies and players – these relationships often help us improve our sustainability performance right along the value chain, even in areas beyond our direct control.



Learn more about our stakeholder engagement



STAKEHOLDER ENGAGEMENT EMPLOYEES

We involve our employees in our sustainability initiatives and promote their active participation – both as individuals and in teams.

As part of Beiersdorf's "We care." program, our employees around the world support our company's highly diverse environmental and CSR activities. For instance, we encourage them to pitch in locally as part of the "NIVEA cares for family" initiative to give disadvantaged families in their community a helping hand. We also give them the opportunity to help provide refugee aid within specific projects. We actively involve our employees because we are convinced that we can only progress towards a more sustainable society together with them.

TEAM DAY FOR A GOOD CAUSE

For a long time now, many of our departments at Beiersdorf have made time once a year for teambuilding events. Employees leave the office for a whole working day to experience something special together as a team, and our colleagues are using these Team Days more and more often to make a joint contribution to a good cause.

In May 2015 one of our teams joined forces with the local association "Hände für Kinder" ("A Helping Hand for Kids") in setting up a touch-guided walkway for handicapped people. Together they built a wall and planted a garden so that also handicapped people in wheelchairs can now feel their way along the specially



Our colleagues are using these Team days more and more often to make a joint contribution to a good cause.

designed pathway through the differing areas. And this is just one of many examples! Also in 2015, no less than 25 of our teams came together to set up a community Team Day with Beiersdorf's support.

At our Hamburg location we work with around ten local Non-Profit Organizations (NPOs). Here we not only provide support in the form of financial or goods donations, or by releasing employees during worktime – we also set up workshops and other events through which we offer our partners advice and practical help, based on our specialist knowledge. Furthermore, we collaborate locally with the charitable foundation "Gute-Tat" ("Doing Good"), which is dedicated to supporting smaller and medium-sized aid projects.

At the end of the day there are always four winners! Our team members have fun making their contribution to local social causes and people in need, and come

closer together through this; the respective target groups of our partner organizations benefit from our commitment; the NPOs are able to meet their needs with our support; and we as a company benefit through proactively integrating our employees in our commitment to society.



VEGETABLE GARDEN FOR SCHOOLS IN THAILAND

In Thailand's rural areas each school has its own vegetable garden. In fact, school chickens are not an unusual sight! Schoolchildren and teachers harvest the vegetables themselves and use the available produce to prepare the key school meal every day: Lunch. This approach to self-sufficiency ensures that the children's nutrition as well as the health situation of local people continually improves. At the same time, the children also benefit through developing their own agricultural skills: They can apply these at home too, and possibly also benefit from them later when choosing their vocation.

The team at our production facility in Thailand knows just how important these local microprojects are, and in the summer of 2015 they organized a suitable team event. As part of the "NIVEA cares for family" program, around 40 of our employees in Khaoyai, north-west of Bangkok, reconditioned the vegetable garden of the local Phasueksongkrao School. They planted vegetables, lettuce and herbs in numerous raised cultivation beds, for instance, thus not only securing the children's long-term supply of healthy food but also supporting these young gardeners' skills in cultivating their own plants and preparing them for their school lunch. Besides this, our team also sponsored a Reading Corner at the school. This action was doubly successful, as our Thai employees all pitched in enthusiastically and thanks to their combined efforts came even closer together as a team.

"FLASH SALE" - A SUCCESSFUL DONATION CAMPAIGN

At Beiersdorf we are committed to providing refugee aid quickly and pragmatically. For example, at our Hamburg location since the fall of 2015 we have been working together with the German Red Cross in the Eimsbüttel neighborhood to support refugees. To mark the launch of this collaboration our employees successfully organized a donation campaign to collect goods and funds.



First of all our volunteer teams packed over 2,000 Hygiene Bags with our NIVEA brand products, thus helping to raise funds as well as provide needed goods. Beiersdorf then doubled the funds raised through the "Flash Sale", and the overall sum was donated to the local German Red Cross association.



Before a refugee accommodation unit in Eimsbüttel was inaugurated by the German Red Cross, several of our employee teams had come together to help build wardrobes there and to sort the donated articles of clothing.

Further Employee Activations are planned for 2016 as part of our collaboration with the German Red Cross in Hamburg-Eimsbüttel. You can find out more about our commitment to helping refugees in the "People" section on page 30.

 [Learn more about our employees' engagement](#)



STAKEHOLDER ENGAGEMENT CONSUMERS

We transparently inform our consumers about our sustainability commitment and provide them with sustainable product solutions. In addition to this, we invite our consumers to engage in our sustainability initiatives.

For us at Beiersdorf it is fundamentally important to involve our stakeholders in our sustainability activities and give them a share of the ownership. Together we can achieve more – and it is always smart to share good ideas!

THUMBS UP FOR THE ENVIRONMENT

In the summer of 2015, our team in Brazil set a great example. For a whole week our employees gathered ideas on location about how they could make their working routines as well as their own private lives even more sustainable.

Together they collected a host of good ideas that included bringing old or unusable appliances from home to their workplace, where our company could then dispose them in an environmentally correct way. They also proposed integrating smaller-scale measures into daily life, such as fitting water-saving nozzles to faucets, reusing water from the washing machine to clean the backyard, and switching over from obsolescent tungsten light bulbs to efficient LED models. As a result, the “I care.” campaign was born!



For a whole week our employees gathered ideas on location about how they could make their working routines as well as their own private lives even more sustainable.

In the next step, we plan to roll this out to our consumers too, and help inspire them to take action. To support this, our team in São Paulo published Beiersdorf Brazil’s environmental initiatives on the Brazilian NIVEA Facebook fan-page, where every team-member had the opportunity to share their personal sustainability tips with our consumers on Facebook. This initiative quickly sparked our fans’ enthusiasm for sustainability, reaching around 320,000 Facebook users and generating an impressive result of over 21,000 “likes” by the end of the week.



Learn more about our consumer engagement

SUSTAINABLE IDEAS FROM BRAZIL



STAKEHOLDER ENGAGEMENT SUPPLIERS

We foster strategic supplier management through regular dialog and joint projects to ensure they uphold our high standards regarding product quality, fair working conditions, and environmental protection.

We are focusing more and more on integrating external expertise – for instance, with our international “Pearlfinder” Open Innovation Initiative we have already established a platform to raise our capacity for innovation and involve external partners in a trust-based exchange of knowledge.

INNOVATIVE TRADE FAIR FORMAT FOR PARTNER COMPANIES

On the occasion of an exclusive Open Innovation Trade Fair entitled “A Day With Our Best Suppliers”, in November 2015 we opened the doors of our Research & Development for the first time to three of Beiersdorf’s strategic business partners in the functional raw materials segment. This fresh approach to the “Supplier Fair” concept provides our top raw materials suppliers with the opportunity to present



Over 200 of our specialists used the fair to engage in intensive discussions with our visitors, get first-hand information on the product samples, and get to grips with their wide-ranging technical questions.



their innovative ideas in the area of Textures and Formulations. These companies are thus able to engage in a direct exchange with our Research and Development experts. The very first event was a resounding success, with over 200 of our specialists using the fair to engage in intensive discussions with our visitors, get first-hand information on the product samples they brought to the event, and get to grips with their wide-ranging technical questions.

Amongst the topical highlights of our Supplier Fair were new types of cosmetics textures, as well as highly promising trends in skin care. The participating partner companies had prepared in depth for the Fair



and brought along a large number of consumer-oriented product concepts specially tailored to our brand portfolio – a key step in consolidating the very trusting collaboration that already exists. In fact we are now planning a second Supplier Fair with further key partners in 2016!

Part of strategic supplier management at Beiersdorf is approaching our business partners in a joint effort to identify opportunities for even more sustainable production processes, right along our entire supply chain. Here the focus is on combating the rise of the greenhouse effect and conserving valuable natural resources at the same time.

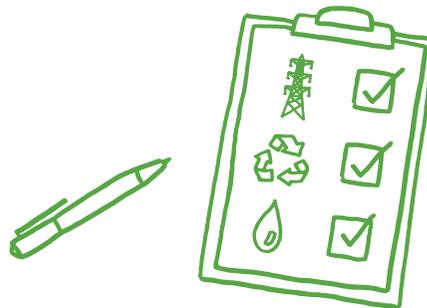
CONSERVING RESOURCES TOGETHER

We focused on suppliers of finished products first of all – Third Party Manufacturers or “3PMs” as we call them internally. We already asked several of them to provide us with 2014 data on their sustainability performance and in 2015 we selected a few companies to engage with us in a more intensive exchange. Our supplier-selection criteria were on the one hand their relevance regarding CO₂ emissions, and on the other hand the assessment of the water risk in the region where the suppliers operate.

We invited those suppliers we selected on the basis of their energy parameters to develop specific, detailed measures to reduce their overall energy consumption and related CO₂ emissions. Our aim here is for these 3PMs to communicate their current consumption status to us on a voluntary basis, and to work out their own energy-efficiency improvement concepts.

Suppliers who operate in regions of the planet presenting a high overall water risk, according to the **“Water Risk Atlas”** published by the World Resources Institute (WRI), were requested to assess their current status in detail, as the general overall assessment issued by the WRI requires a more precise analysis. If this status analysis confirmed the initial water risk assessment, we then required our suppliers to develop their own measures to save the vital resource of water: This is because their individual water consumption could worsen local water scarcity and even endanger their production integrity.

Intensive dialogue with selected 3PMs about their sustainability engagement.



As part of our “Zero Landfill” objective we also required all the 3PMs we approached to reduce the amount of waste they currently dispose of as landfill (you can find more information about the topic “Zero Landfill” on page 20).

 **Learn more about the involvement of our suppliers**



STAKEHOLDER ENGAGEMENT NGOS

Non-governmental organizations (NGOs) play an important role in forming the landscape of public decision-making, and giving a voice to public and environmental concerns. They have profound knowledge and expertise in their core topics and can therefore give valuable advice and insight on how to tackle the environmental and social issues we face.

We believe that an active and open dialogue with NGOs about sustainability is of mutual benefit to define action agendas that drive sustainable development. We have therefore decided to engage with NGOs, for example on mitigating the risks associated with the palm supply chain as well as climate change.

In the area of Corporate Social Responsibility (CSR), our affiliates establish long-term partnerships with local NGOs. By cooperating with experts in the selected social focus we make sure that the projects we support genuinely improve the lives of local families in a relevant and sustainable way. Besides funding social projects, we also support NGOs by donating suitable products, and through our employees' personal engagement.

MAKING A DIFFERENCE TOGETHER

We are currently collaborating with NGOs in a range of different ways and in various focus areas. For example, we use international cooperation platforms such as Sedex and AIM-PROGRESS to drive the continual improvement of data transparency across our global suppliers. These web-based platforms are part of the "Responsible Sourcing Program" at Beiersdorf and support our company in acting increasingly responsibly in the market (you can find more information about our "Responsible Sourcing Program" on page 10). Be-

sides this, they help us tap into synergies and contribute to the further development of differing aspects of sustainability throughout the global supply chain, which includes sustainable sourcing practices.

For us, specific and direct project work is a vital part of constructive collaboration with NGOs, as exemplified by our efforts to create greater transparency in the palm (kernel) oil supply chain and our work to mitigate climate change. To make sure we are able to use sustainably produced palm (kernel) oil in manufacturing our products, alongside our membership of the "Roundtable on Sustainable Palm Oil (RSPO)", we are also active in the "Forum for Sustainable Palm Oil

(FONAP)" and are committed to the further development of the existing certification criteria.

At the end of 2015 we set up a project together with the World Wide Fund For Nature Germany (WWF) to develop a new goal in our "Planet" field of action. The newly defined greenhouse gas emissions reduction target is based on the "Science Based Targets Initiative" and you can read more about this in the "Energy" chapter on page 17.

 **Learn more about the involvement of NGOs**



STAKEHOLDER ENGAGEMENT PERFORMANCE INDICATORS AND REPORT PROFILE

	Unit	2014	2015
Economic			
Group sales (incl. tesa)	€	6,285 m	6,686 m
Production sites	number	18	17
Products			
Progress towards our Product target	%	12	18
Packaging materials used for products sold	tons	125,071	123,820
Compliance of raw material sourcing with Sustainable Palm (Kernel) Oil Policy*	%	100	100
*supports the production of RSPO certified sustainable palm oil (CSP) via Book & Claim (GreenPalm certificates)			
Planet			
Energy consumption	GJ	882,786	905,169
CO ₂ emissions (Scope 1+2)	tCO ₂ e	98,704	98,611
CO ₂ emissions (Scope 3)	tCO ₂ e	78,423	89,163
Waste volume	tons	26,697	30,168
Water consumption	m ³	1,540,550	1,490,122
Wastewater volume	m ³	901,673	804,206
People			
Employees total (incl. tesa)	number	17,398	17,659
Occupational Accidents (≥1 day absenteeism)	number	106	73
Social projects benefiting supported families	number	130,217	181,026

SUSTAINABILITY REPORTING AT BEIERSDORF

Our sustainability reporting reflects our engagement right along the entire value chain, and documents economic as well as environmental and social aspects. Our aim here is to achieve maximum transparency for our stakeholders. Our sustainability reporting comprises three areas:

- In the Sustainability section of our company website we communicate the latest developments in and progress of individual projects, alongside information and data from previous reporting years. We update the Sustainability section continually throughout the year.
- Our Sustainability Review is published annually and provides a detailed overview of the activities and successes achieved in the previous calendar year.
- The Review is complemented by a separate GRI Index, compiled in line with the GRI's G4 "core" guidelines. Here we collate those indicators and data that are material for us and for our stakeholders, and publish them in tabular form to enhance transparency. We also publish our GRI Index annually and make it available for **download** on our website.

 [Learn more about our sustainability reporting](#)

All the information and data included in our sustainability reporting refer exclusively (unless explicitly stated otherwise) to our Consumer business segment. The tesa Business Segment undertakes its own reporting.

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