

ESG KPIs

G Governance KPIs	2020	2021
Corporate Governance		
Corporate Governance Code	UK Corporate Governance Code - 2018	UK Corporate Governance Code - 2018
Diversity Policy	Yes	Yes
Board Members	10	11
Board Members' term of office (years)	4	4
Average age of Board Members (years)	60.9	59.6
Chairman's duality	Yes	Yes
Appointment of Lead Independent Director	Yes	Yes
Executive Members on the Board	3	3
Non-Executive Members on the Board	7	8
Independent, Non-Executive Members on the Board	5	7
Women on the Board	2	3
Voting standard	Majority	Majority
Number of Board Meetings	56	63
Number of Board Members present in <75% of Board meetings	0	0
Remuneration & Nomination Committee	Yes	Yes
Independent Board Members on the Remuneration & Nomination Committee (%)	100%	100%
Audit Committee	Yes	Yes
Independent Board Members on the Audit Committee (%)	100%	100%
Sustainability Committee	Yes	Yes

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Corporate Conduct		
Code of Business Conduct	3 rd Edition 2019	3rd Edition 2019
Suppliers & Business Partners Code of Conduct	3 rd Edition 2019	3rd Edition 2019
Publication of business model & value creation process	Yes	Yes (pp. 28-29)
Materiality process	Yes	Yes (pp. 40-41)
Political contributions	Not allowed	Not allowed
External assurance of published information	Yes	Yes (pp. 128-131)
Financial sanctions imposed for violations of the Code of Business Conduct (€)	0	0
Confirmed incidents of non-compliance with laws and regulations (regarding economic, environmental, labor & social matters)	0	0
Confirmed incidents of corruption and bribery	0	0
Confirmed incidents of anti-competitive behavior	0	0