



# MAPPING WHAT MATTERS MOST

## Introducing our new sustainability agenda

One of our objectives during the year has been to put in place a high-level sustainability agenda.

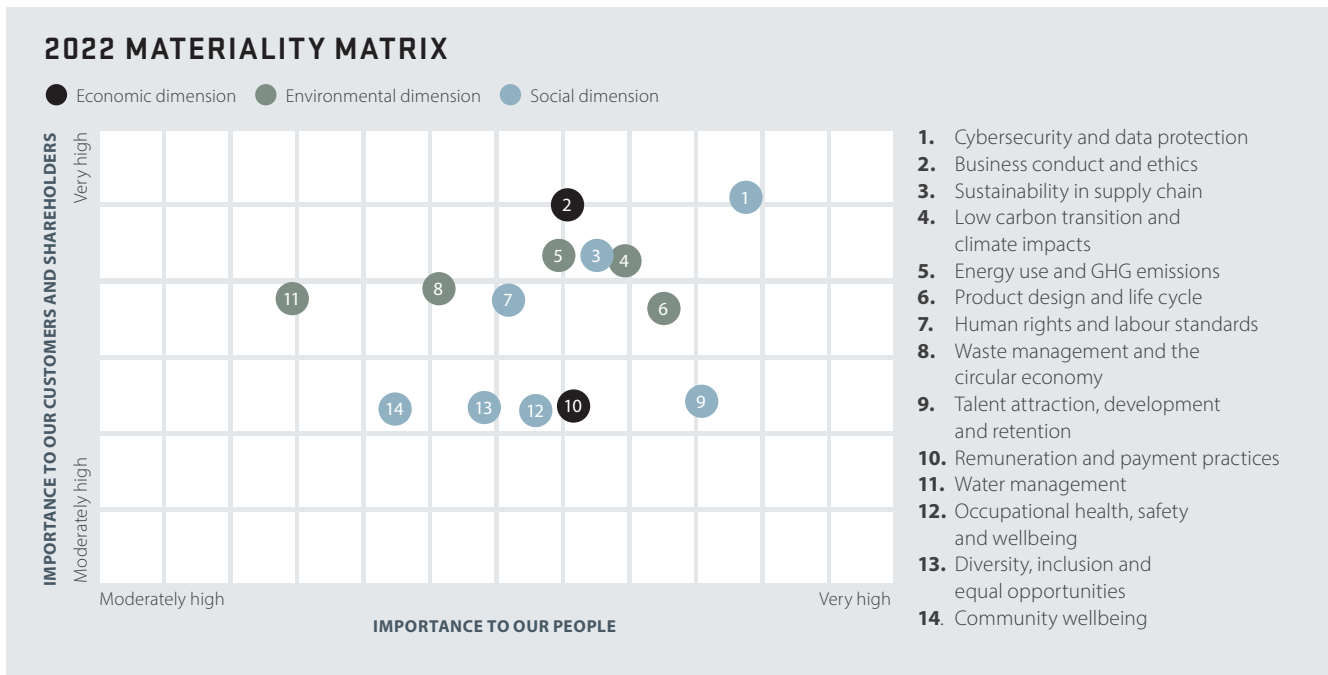
As a business we recognise our operations around the world impact upon a number of sustainability areas. We understand we must make progress in each of them to ensure we protect society, the environment and our customers to secure a sustainable future for the Group and its stakeholders over the long-term. Alongside this, we recognise the importance of having a sustainability agenda that reflects those issues that are most material to our business and our stakeholders and on which we can have the greatest impact.

As we take our first steps in our sustainability journey, it was decided action should be focused on those areas considered material, which means they have the potential to substantively affect our ability to create value in the short, medium or long-term, and are of importance to our stakeholders.

## Our methodology: starting with materiality

Throughout 2022 we undertook a full materiality assessment, with the goal of evolving our sustainability agenda. A benchmark of peers, competitors and customers was carried out to create a defined list of sustainability areas relevant to our business. Stakeholder engagement was undertaken to understand the importance of each sustainability area to our employees, customers and shareholders. Consideration was also given to understand the impact of each issue on the Company's ability to generate value versus the likelihood of the impact. This has culminated in our materiality matrix which is shown below.

The themes shown in the top right-hand corner are those identified as most material, although all issues are important. It is important to highlight we do not view these themes in isolation, as in many cases they are interconnected. The results of our materiality matrix have underpinned the evolution of our sustainability agenda, with the creation of the four key pillars that make up our impact plan.



## ENGAGING WITH STAKEHOLDERS

### EMPLOYEES

- All employees were given the opportunity to contribute to the project. A survey was created and employees were asked to say on a scale of one to ten how important each sustainability area was to them.
- One-to-one interviews with representatives from across the business including members of the Executive Board looked at the scorings of this survey and examined how much impact each issue has on our ability to create value against the likelihood of the impact.

### CUSTOMERS

- A benchmarking activity was conducted, outlining our key customers' stance on sustainability areas through the review of climate and sustainability policies and legislation.
- We engaged with customers to allow the opportunity to state what matters most to them, and in some cases, one-to-one interviews were held.

### SHAREHOLDERS

- We engaged with a number of investors to identify the material sustainability areas that matter most to them, and how they expect us to respond to emerging issues in the coming years.