



Sustainability KPIs

January 2023

Company-wide KPIs – Part 1

Topic	KPI	Target	Target Year	Comment
Climate Change	Scope 1+2 emissions	<i>Reduce by 46%</i>	2030	Base year 2019
	Scope 3 emissions	<i>Reduce intensity by 69% (kg/\$ gross margin)</i>	2030	Base year 2019
Energy	Renewable Electricity	<i>100%</i>	ongoing	Achieved and to be maintained
	Fuel consumption	<i>Reduce by 30%</i>	2030	Base year 2019, Company Cars
Internal Manufacturing	Electricity consumption	<i>Reduce intensity by 2% each year (kWh/\$M sales)</i>	2025	Base year 2022, reevaluation in 2025
	Industrial waste	<i>Reduce intensity by 3% each year (kg/\$M sales)</i>	2025	Base year 2022, reevaluation in 2025
	Water consumption	<i>Reduce intensity by 3% each year (m³/headcount)</i>	2025	Base year 2022, reevaluation in 2025
	Days lost due to occupational incidents	<i>Maintain & aim for zero days lost</i>	ongoing	
Packaging	Recyclable packagings	<i>Achieve 100%</i>	2030	Interim stage: 82% by 2025
	Fiberboard incl. recycled content	<i>Achieve 100%</i>	2025	By number of SKUs (w/o samples); certain portion of recycled content, does not mean 100% recycled content
	Paper from sustainable sources	<i>Achieve 100%</i>	2030	Certified, Interim stage: 82% by 2025
	Increase use of PCR in plastic packaging	<i>Increase to 50%</i>	2025	By weight of total plastic packaging
	Reductions in IFUs (paper inserts) use	<i>Reduce by 30%</i>	2025	In total weight of IFUs (paper inserts)
	Inner cartons eliminated	<i>Eliminate 70%</i>	2025	For European SKUs

Company-wide KPIs – Part 2

Topic	KPI	Target	Target Year	Comment
Ratings	CDP Rating	Secure at least B rating	Until 2025	Climate Change questionnaire
	WEPS Gender Gap score	>50%	2025	
Gender Gap	% Women/Men Senior Management	Aim for 1:1 to overall women to men ratio	Ongoing	Only white-collar employees considered
	Average salary ratio women to men	Secure 1:1 ratio	Ongoing	Comparing jobs of equal value
Employee engagement	Employee Survey Net-Promoter-Score	≥25	2025	Excl. LMD
	SORWE score	Maintain score >80%	2025	Used by LMD
	% Employees engaged in activities at least once per year	Achieve ≥80%	2030	Measured per country, Continue to have three aligned activities at each site (tree planting, World Environment Day, Social contribution)
Governance	Supplier score in annual survey	Maintain ≥90%	2030	Based on UNGC Japan Network SAQ
	Operations that have been subject to human rights reviews or impact assessments	0 (ensure no operations is subject to this)	Ongoing	
	Incidents of discrimination and corrective actions taken	0 (ensure there are no incidents)	Ongoing	
	Fines, settlements or non-monetary sanctions	0 (ensure there are none of them)	Ongoing	
	Product recalls or non-compliance	0 (ensure there are none)	Ongoing	Concerning health and safety

2023 Department KPIs – Part 1

Department	KPI	Target	Comment
Brand	Include more sustainability focused communication and inclusive language	<i>Deliver rebrand</i>	
	Deliver sustainability assets	<i>Provide new assets each quarter</i>	
IT	Non-LED monitors and TVs	<i>Phase out all</i>	Depending on budget restrictions
	STEM program	<i>Establish one program</i>	Depending on budget restrictions
	IT equipment	<i>Establish global donation plan</i>	
Finance	Checks handling	<i>New policy set up</i>	
	Customer management	<i>Process set up</i>	E.g., credit limits, background research
	Expense limits	<i>New policy and process set up</i>	On Business meals and gifts
Global Corporate Planning	Project corporate emissions reductions	<i>1,000t CO₂e</i>	Focusing DNP and MSB
	Opportunities supporting SDGs	<i>3 more departments to identify opportunities</i>	
	FSC certified packages	<i>2 more</i>	
	How2Recycle certifications	<i>2 more</i>	
	MSB sample bag weight	<i>50% reduction</i>	
	Ambassador program for new employees	<i>Develop program</i>	
	Global employee survey	<i>Improvement TBD (Sarah K.)</i>	Based on initial run

Note: LMD has set annual targets as well (see company-wide KPIs)

2023 Department KPIs – Part 1

Department	KPI	Target	Comment
HCP	Eco Pearls	<i>Develop second series</i>	
NPD	Pregnancy products	<i>Develop four</i>	At least Phase B
	Core products	<i>Optimize one</i>	COGs reduction or better logistics or less emissions
	Local supply chains	<i>>50% of new SKUs</i>	USA for North America, Europe for EU
Operations	GIB Dispo Cockpit Operations for SAP	<i>Manage 100% of inventory</i>	Manage inventory to increase freight efficiency and avoid high stock in our warehouse
	Global standardization of Purchase & Inventory processes	<i>Complete description of local process at LLI BeNeFrance</i>	Finance & Operations department included
Quality	ISO 9001 certification	<i>Fully prepare and complete for US office</i>	Certification depending on certified body schedule
		<i>Fully prepare for DE office</i>	

LMD has set annual targets as well (see company-wide KPIs)