



from
PURPOSE 
to **IMPACT**

FY24 adm Group Annual Sustainability Report

adm  indicia

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Message from the CEO



Ed Colflesh

Welcome to adm Group's FY24 Annual Sustainability Report.

We've had an exciting year. I'm proud that in July 2025, adm Group merged with Indicia Worldwide to form adm Indicia. Guy Cawood will lead our Sustainability division as CSO of adm Indicia.

Combining the capabilities of both businesses means we're in a much stronger place to create and activate meaningful brand experiences for our clients' customers.

Sustainability is one of our key strategic pillars, focusing on moving from purpose to impact. This commitment guides our program of work across the partnerships we have with brands and suppliers but also across our own business.

This fourth edition of our Sustainability Report reflects 2024. The data and accreditations on the following pages apply to adm Group before the merger.

During this time, we strengthened our commitment to sustainability and responsibility. With the support of our dedicated colleagues and partners, we are transforming the way we operate and engage with our value chain.

2024 has been a year of meaningful progress for adm Group as we strengthen our commitment to sustainability and responsibility. With the support of our dedicated colleagues and partners, we are transforming the way we operate and engage with our value chain.

This year, we have made significant strides across our environmental, social, and governance priorities. We conducted a Human Rights Saliency Review to identify key risks across our operations and value chain, helping shape future due diligence frameworks and governance. We achieved Living Wage re-certification and joined the UNGC Forward Faster initiative, reinforcing our commitment to supporting suppliers in advancing fair wages.

We also launched the Impact Academy to equip our suppliers with essential tools to address living wages, grievance mechanisms, and supply chain transparency. Our efforts to enhance supplier due diligence and risk management expanded further with the rollout of 'Worker Voice' surveys in sourcing regions designated high risk. With these anonymous surveys of suppliers' workers, we seek to truly understand and address potential human rights issues in our supply chain.

To drive environmental progress, we upgraded our Green Design Tool (GDT) to better align with emerging regulations and ensure it remains the market-leading tool in our sector. We also completed a Climate Transition Plan gap analysis and began addressing water stress through the CDP Water questionnaire and initial assessments.

To support our people, we introduced the 'Live Well, Lead Well, Learn Well' framework, designed to empower employees through career and personal development initiatives. We also strengthened governance by increasing Board-level reporting on human rights risks and key performance indicators.

These milestones reflect our ongoing commitment to drive lasting change for a more sustainable and equitable future. These advancements are only made possible by the commitment of our incredible team. I want to extend my gratitude to our Global Sustainability Team, our colleagues worldwide, and our valued partners for their dedication to driving meaningful change.

As we look ahead, our focus remains on scaling our impact—whether through our climate transition plan, deeper supplier engagement, or continued innovation in sustainability reporting. This report provides an overview of our progress, but more importantly, it serves as an invitation for collaboration. Together, we can continue creating sustainable brand experiences that benefit our clients, our people, and the planet.

Thank you for being part of this journey.

2024 Progress at a Glance

Key Environmental Achievements

In 2024, adm Group strengthened its environmental strategy by enhancing tools, training, and industry alignment. These initiatives help us stay ahead of regulations while reducing environmental impact across our operations and supply chain.



GDT Upgrade and Regulatory Readiness

We updated our GDT to align with the Product Environmental Footprint (PEF) method set by the European Commission. This enhances our impact assessments, ensuring credibility and compliance with upcoming regulations. It also allows us to assess broader nature-related impacts, strengthening environmental accountability and supporting client sustainability goals.



Sustainability Dashboards for Clients

Our new Sustainability Dashboards help clients track and improve the environmental impact of their marketing materials. Using insights from the GDT, they can identify high and low-impact products, brands or markets, set sustainability targets, and measure progress over time, ensuring data-driven decision-making.



Impact Academy: Supplier Training on Sustainability

We launched the Impact Academy for a segment of our Approved Supplier List (ASL), providing training on greenhouse gas (GHG) accounting, supply chain transparency, Science-Based Targets, and CDP disclosures. The academy helps suppliers strengthen their Human Rights and Environmental Due Diligence (HREDD) frameworks, with follow-up sessions to support learning.



Leadership Sustainability Training

To embed sustainability at all levels, we introduced Environment, Social and Governance (ESG) and climate training for our Executive and Senior Leadership Teams. This ensures informed decision-making, better client engagement, and stronger alignment with our sustainability strategy.



Double Materiality Assessment

In late 2024, we conducted a comprehensive Double Materiality Assessment, evaluating sustainability topics based on financial and impact materiality. For the first time, we included one-on-one interviews with certain stakeholders, providing deeper insights into their priorities. These findings will guide our sustainability strategy, ensuring our efforts align with the most significant risks, opportunities, and stakeholder expectations.



Climate Transition Plan (CTP) gap analysis

In 2024, we have completed a landscape review to establish the frameworks, guidance and benchmarks for current CTPs or similar documents for peers and more generally. We have then assessed adm's readiness for a CTP by conducting a gap analysis of our current sustainability disclosures against the guidance and recommendations from the UK Transition Plan Taskforce (TPT). Following this, we have developed a 'Suggested Transition Plan Structure' that we have executed in 2024.

Key Social Achievements

We recognize that sustainable progress is not just about environmental impact—it is also about ensuring fairness, dignity, and respect for the people within our business and supply chains. In 2024, we strengthened our commitment to social responsibility through key initiatives that drive meaningful change for our employees and supplier communities.



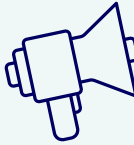
Living Wage Commitment

We are proud to have achieved re-certification as a Living Wage employer in 2024, reaffirming our commitment to fair compensation for our global workforce. Beyond our own operations, we have taken this commitment further by joining the UNGC Forward Faster initiative, supporting our suppliers in working towards fair wages for their employees.



Advancing Human Rights: Saliency Review

In 2024, we conducted a Human Rights Saliency Review in collaboration with our third-party provider, Human Level, to better understand the most severe human rights risks within our operations and supply chain. The findings from this assessment will guide the evolution of our Human Rights Due Diligence (HRDD) framework, ensuring that our policies, governance structures, and risk management processes are aligned with best practice. Regular gap analyses will further strengthen our approach to mitigating risks and upholding human rights standards.



Empowering Workers Voice Assessments

We expanded our Worker Voice Assessments through Ulula, increasing the reach of our anonymous supplier worker surveys in high-risk regions. These assessments provide valuable insights into key human rights indicators, helping us proactively identify risks and improve worker well-being. By integrating this feedback into our supplier due diligence processes, we are enhancing transparency, strengthening protections for workers, and ensuring that social responsibility remains a core pillar of our supply chain strategy.



Scorecard Maturity Matrix

Our Supplier Maturity Survey continues to inform the Scorecard Maturity Matrix, helping us track supplier progress across key sustainability areas and identify opportunities for targeted support and collaboration.



Supporting Our Workforce

We introduced the Live Well, Lead Well, Learn Well framework, launching new initiatives to support employees' career growth, well-being, and personal development.

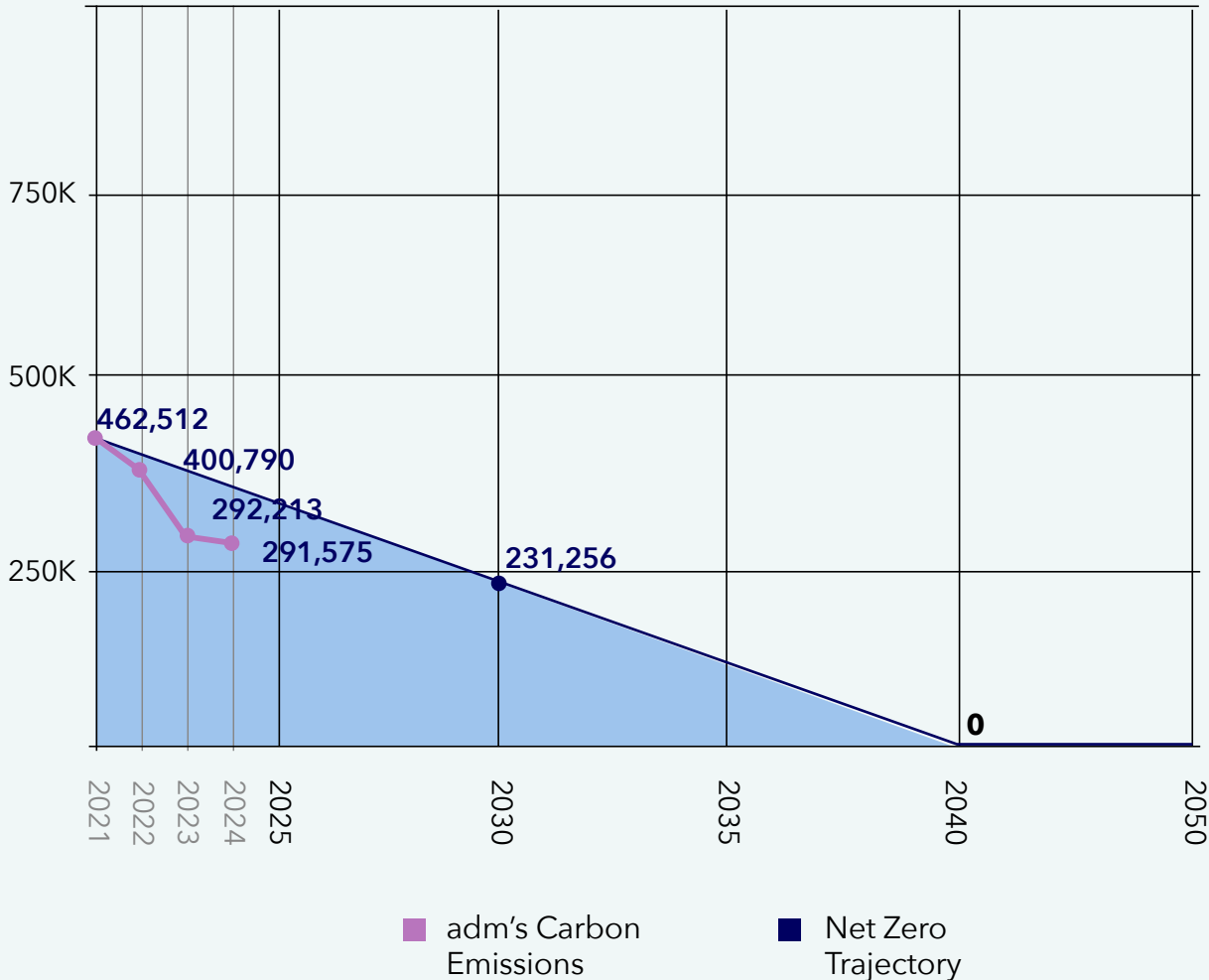
Our Carbon Footprint

For the fourth consecutive year, we have completed a comprehensive GHG inventory for our FY24 emissions. This assessment covers Scope 1, 2, and 3 emissions, focusing on the categories that are most relevant to our operations and supply chain.

A detailed breakdown of our direct and indirect emissions across the value chain, aligned with the GHG Protocol Corporate Standard, is provided below. Our total direct and indirect emissions for FY24 are 291,575.37 tCO₂e, reflecting a 37% absolute reduction from our FY21 baseline.

In terms of emissions intensity, we emitted 830tCO₂e/Million EUR, a reduction of 33% as compared to our baseline year FY21. However, our emissions intensity increased by 8.8% in FY24 compared to FY23.

Our FY24 GHG emissions inventory has been third-party verified for the third consecutive year, in accordance with the ISO 14064-1: 2018 Inventory Standard.



Our Carbon Footprint



FIGURE 1
EMISSIONS INTENSITY
830 tCO2e/Million EUR

This reduction in both absolute and intensity terms compared to our baseline year, is largely driven by decrease in Scope 3, Category 1 (Purchased Goods & Services) and Category 12 (End-of-Life Emissions), which have fallen by 36% and 77%, respectively. Key contributing factors include lower production volumes, enhanced product-level data, and a shift in the product mix across core categories. More details can be found on [Page 8](#) under ‘Our Scope 3 Footprint.’

Our Scope 1 and 2 location-based emissions for FY24 is 246.74 tCO2e, a 24% reduction from our FY21 baseline. This decline is attributed to improved data accuracy and the positive impact of workplace sustainability initiatives, including internal employee training. Moreover, we had a reallocation of some of our offices into buildings with greater energy efficiency.

For the fourth consecutive year, we have procured Energy Attribute Certificates (EACs) covering 100% of our global offices, allowing us to report zero market-based emissions for Scope 2.



FIGURE 2**
Scope 1, 2 and 3 Emissions
Breakdown (Tonnes)

FY2021 FY2024

Scope 1 - direct carbon emissions from energy combustion (fuel, gas)



Scope 2 - Location Based*- indirect carbon emissions from electricity purchased and used



Scope 2 - Market Based*- indirect carbon emissions from electricity purchased and used



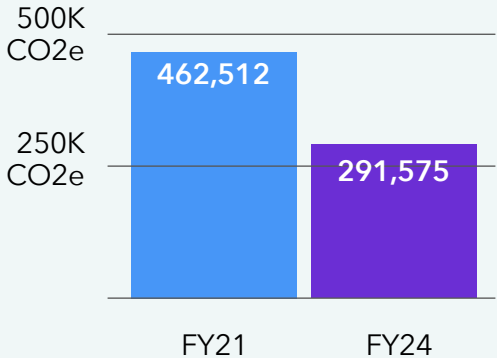
Scope 3 - indirect emissions along the value chain



TOTAL



FIGURE 3
FY2021 vs FY2024
Emissions



**As per the GHG Protocol, a location-based method reflects the average emissions intensity of grids on which energy consumption and a market-based method reflects emissions from electricity that companies have purposefully chosen.*

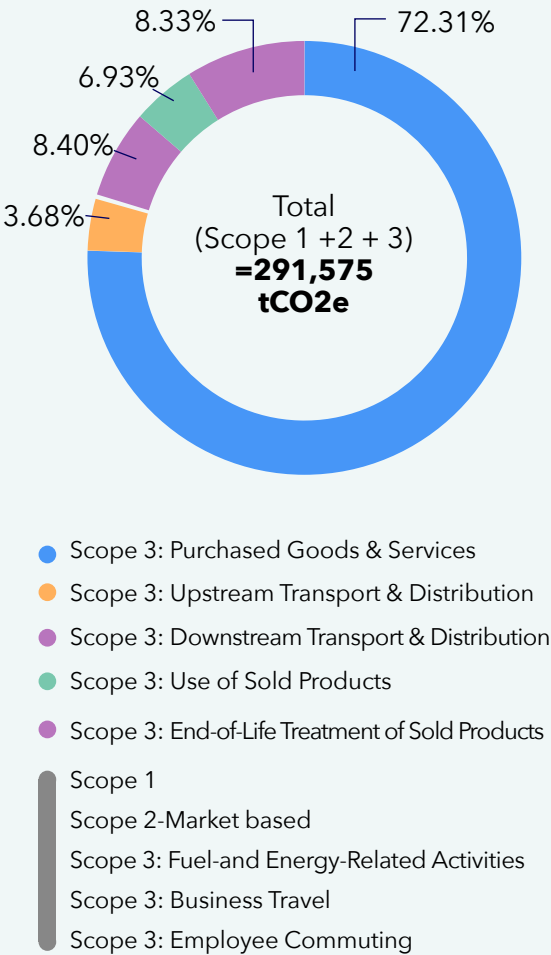
***Numbers have been rounded for the purposes of this report.*

Our Scope 3 Footprint

In FY24, our total Scope 3 emissions decreased by 37% compared to our FY21 baseline.

This decline is driven by multiple factors outlined in this section, with the most significant reductions observed in Scope 3 Category 1 (Purchased Goods & Services) and Category 12 (End-of-Life Treatment of Sold Products), which together represented 81% of our total Scope 3 emissions for the year.

FIGURE 4
adm Group FY2024
GHG Emmissions Breakdown



1. The reduction in absolute emissions primarily stems from decreased spending, hence a lower production volume of our Purchased Goods & Services (PG&S).

2. The availability of product-level data further improved in 2024, primarily due to the continued adoption of our bespoke GDT since its launch in 2022. This has enabled more detailed data collection from suppliers, improving the accuracy of material and packaging weight calculations. Additionally, more precise material classifications across categories have minimized reliance on estimations, leading to the use of more accurate emission factors.

3. Increased level of granularity has also allowed us to identify and attribute specific emission reductions to direct actions we have taken—such as material substitutions, design changes or light weighting—which might otherwise have been obscured if we were relying solely on spend-based emissions data. As a result, we are not only improving the accuracy of our footprint but also strengthening the traceability and credibility of our reduction efforts.

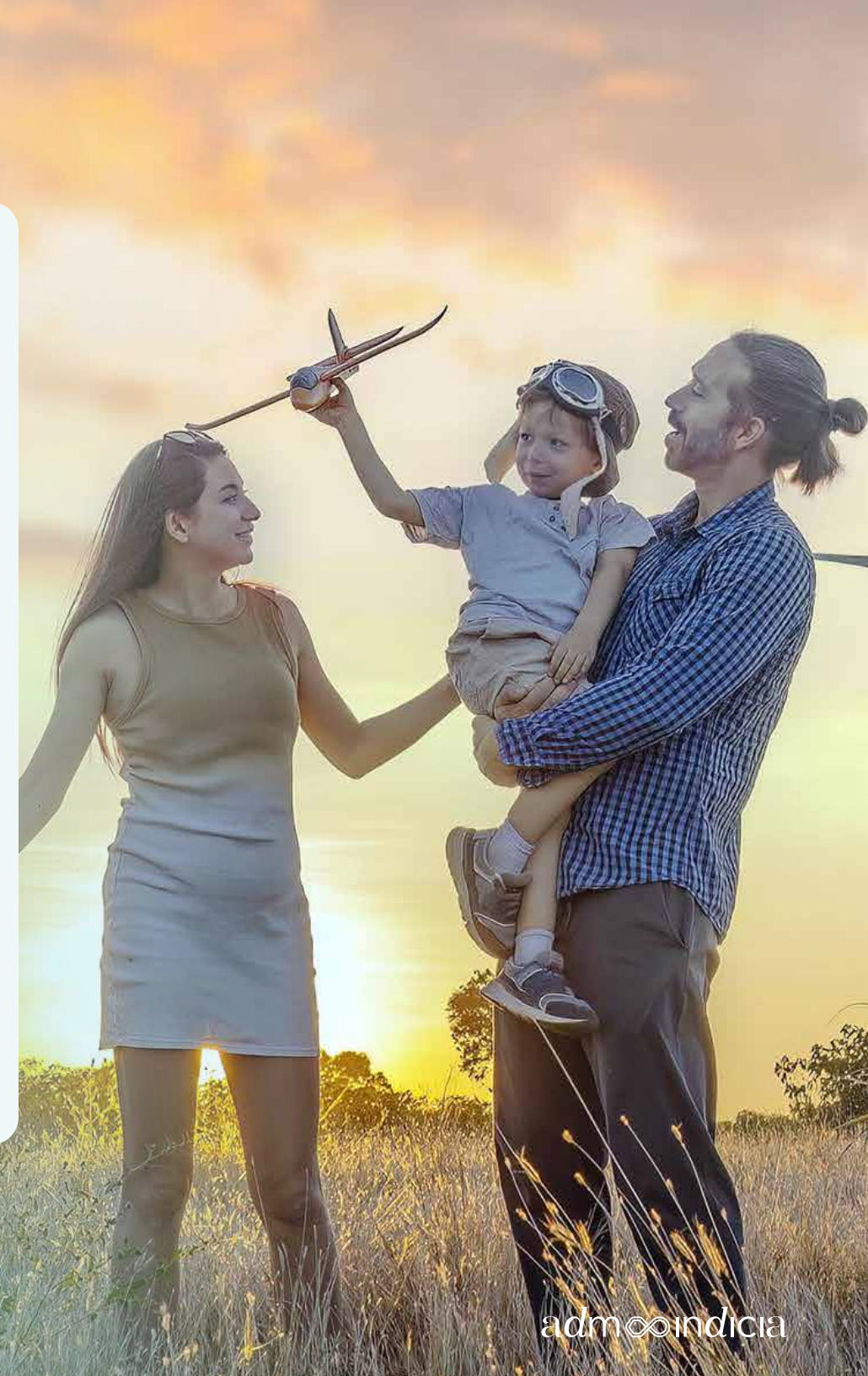
4. A shift in product mix across key categories has contributed to lower emissions. End-of-Life (EoL) emissions have decreased, driven by these product mix changes—most notably, a reduction in print production, which has a high EoL impact. Specifically, print-related EoL emissions declined by 82% from the FY21 baseline year.

Our Carbon Footprint

Given that Category 1 (PG&S) accounted for the majority of our Scope 3 emissions (72% in 2024), we remain committed to working closely with clients and suppliers to continue reducing product-related emissions. Our science-based targets ([Page 26](#)) and carbon reduction roadmap ([Page 12](#)) outline our structured approach to achieving Net-Zero by 2040.

A key part of this strategy involves embedding the GDT early in the briefing and design process, with a particular focus on new product development and high-volume items, to proactively mitigate emissions. Through the Eco Design Team Academy sessions, we equip teams with the knowledge to develop low impact product alternatives, supporting our clients in making sustainable choices. Additionally, some of our products available for purchase via our web-shops display emissions data alongside pricing, supporting more informed, low-carbon purchasing decisions. Looking ahead, we anticipate greater efficiency in the use of physical marketing materials, driven by advancements in technology and an increasing shift towards service-based solutions over physical goods.

With enhanced accuracy in PG&S emissions data, our ability to assess the reasoning behind the changes in our total GHG inventory has improved even further. Moreover, a 33% decrease in our economic intensity (tCO₂e/Million EUR of Revenue) from our 2021 baseline year, suggests that the GDT is beginning to drive emissions reductions. However, with an 8.8% increase in FY24 versus FY23, it remains essential that our teams continue prioritizing the development and delivery of lower-emission alternatives for our clients. We also rely on our clients' support in advancing our shared goal of reducing the environmental impact of the products we produce on their behalf. The progress achieved compared to our baseline year reinforces that we are on the right track to reducing our emissions to meet our targets, but we remain aware that progress still needs to be done, especially in regards to our emissions intensity.



Our Carbon Reduction Strategy

We have collaborated closely with various stakeholders to shape our carbon reduction strategy and roadmap for the years ahead, progressing towards our 2040 Net-Zero target.

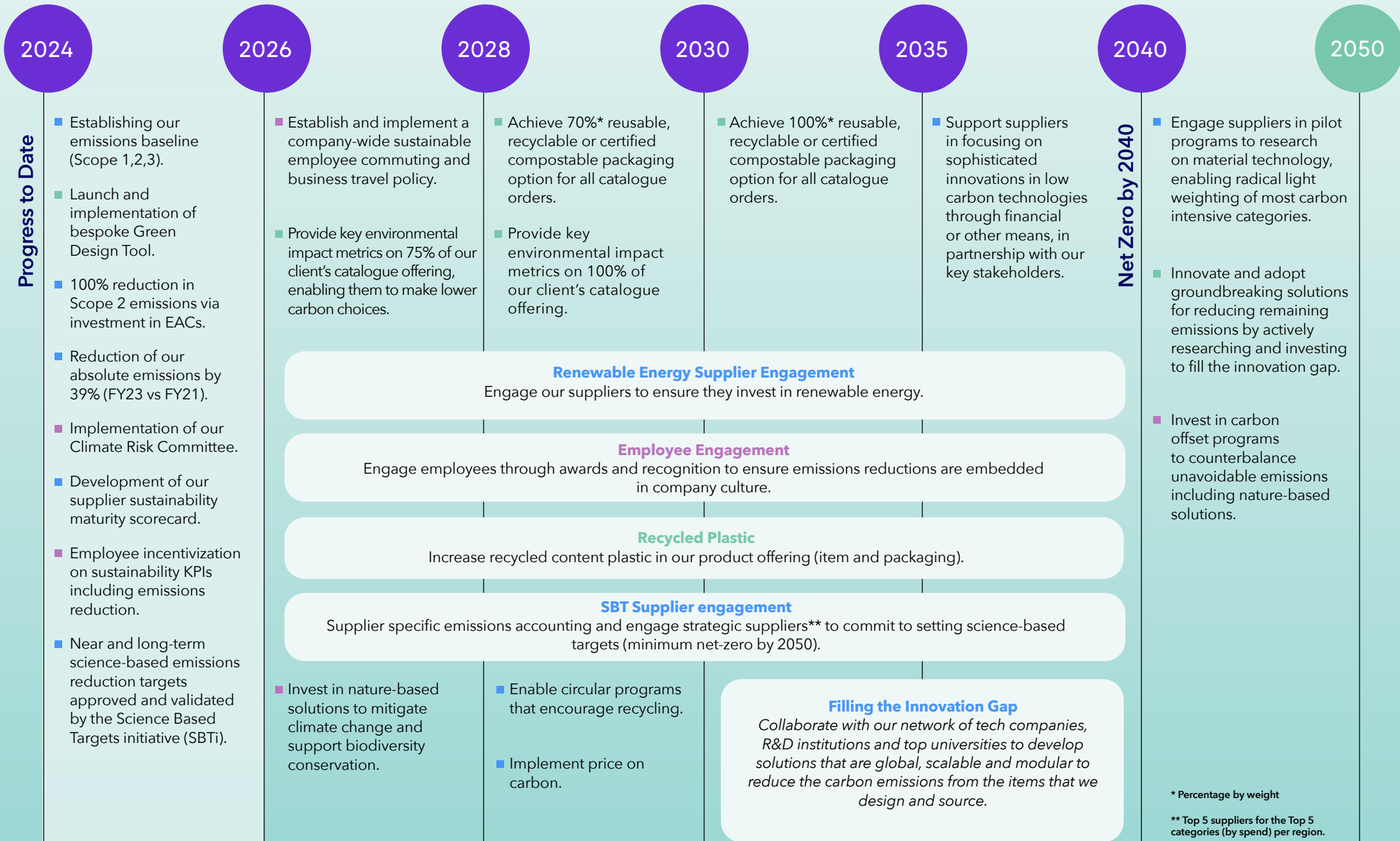
As part of this strategic vision, adm Group's committed to reducing emissions across its supply chain by leveraging key initiatives under the three strategic pillars of our From Purpose to Impact sustainability program: Assure, Scope, and Community.

With the support of our consultancy partner, Anthesis, we developed a Readiness Review Report and a structured roadmap to guide our Climate Transition Plan. This enabled us to develop our first Climate Transition Plan—a time-bound, detailed action plan that defines how we will adapt our operations and business model to align with our science-based targets. By implementing targeted strategies and clear accountability mechanisms to monitor progress, we aim to advance our climate goals while staying ahead of evolving regulations.

Our Carbon Reduction Strategy



Our Carbon Reduction Strategy



A Conversation with Olivia Benier



Olivia Benier
Global Sustainability Director,
adm Group

Which sustainability projects are you most proud of, and why?

There are many projects I am very proud of, but I believe we have made significant progress on our human rights journey this year. Conducting our human rights saliency assessment, which will guide our human rights due diligence and governance frameworks moving forward, has been a key step in our journey. We're committed to going beyond traditional social audits by expanding our Worker Voices program, which helps improve working conditions and uphold the rights of people across our value chain. This also supports our suppliers and their workers in meeting recognized labor standards. Additionally, the renewal of our Living Wage certification reinforces our leadership in this area and strengthens our ability to guide suppliers on their own journey.

What are some of the biggest challenges adm Group faces in advancing its sustainability goals? How is the company addressing these challenges to ensure progress?

Sustainability is a marathon and a complex topic, with different stakeholders having varying degrees of understanding and maturity. We recognize that stakeholder engagement is crucial for the success of sustainability initiatives.

Developing appropriate and effective training to meet the diverse levels of commitments and capabilities is a challenge. While our employee surveys highlight our team's commitment to our purpose of creating meaningful and sustainable brand experiences, it still requires changing mindsets, behaviors, and practices to ensure everyone is on board with this journey.

This year, we have made efforts to simplify our communication and training materials. The launch of our Impact Academy provides training for our suppliers based on their level of maturity. We acknowledge that everyone is at a different stage in their journey, and this needs to be considered. Similarly, for our leadership training, we selected different topics according to the positions of our leadership teams to enhance their understanding and application of sustainability principles in their strategic decision-making. We have also started implementing department engagement, such as Design, Procurement, and Account teams, to ensure we address topics that help them embed sustainability in their daily work.

About this Report

This is adm Group's 2024 Sustainability Report, our fourth annual publication tracking progress and performance over the 2024 calendar year. This report outlines our achievements, challenges, and ongoing efforts to drive meaningful impact.

Reporting Scope

Unless otherwise stated, this report covers adm Group's global operations, including all offices worldwide.

Reporting Standards

We are committed to transparency and accuracy in our sustainability reporting. Our disclosures are based on established policies, practices, and internal documentation, with reference to the Global Reporting Initiative (GRI) Standards. Each section undergoes a rigorous review process involving multiple teams, including oversight by our board, our highest governance body.

External Assurance

To ensure credibility, our 2024 GHG inventory has been independently verified in accordance with the ISO 14064-1:2018 Inventory Standard.

Additional Disclosure

We regularly engage with investors and report to external frameworks, including CDP, the United Nations Global Compact, and EcoVadis, as well as other organizations that assess corporate ESG performance.

Legal Information

The information contained in this report is for informational purposes only; it is general in nature, may contain opinion, and should not be considered to contain legal, tax, accounting, consulting, or any other professional advice. Information is provided on an 'as is' basis, and adm Group makes no representation as to the accuracy, completeness, suitability, usefulness, or validity of any information contained within.

All information is provided without warranties and confers no rights to any reader. adm Group shall not be liable for errors, omissions, or any losses or damages arising from the use of any information contained within this report. This report contains forward-looking statements based on adm Group's current expectations at the date of publication; any figures and targets are aspirational, and although adm Group may wish to attain such, adm Group does not confirm or represent in any manner that it shall do so.

Any sustainability data and information pertain to 2024, running from 1 January 2024 to 31 December 2024. adm Group does not claim ownership of any image that has been freely obtained from the public domain or of which adm Group is licensed to use. The content, arrangement, and assembly of this report is the exclusive property of adm Group and may be protected by copyright and other intellectual property laws.

About adm Indicia

1300+
Employees

100+
Markets

150+
Clients

1000+
Brands

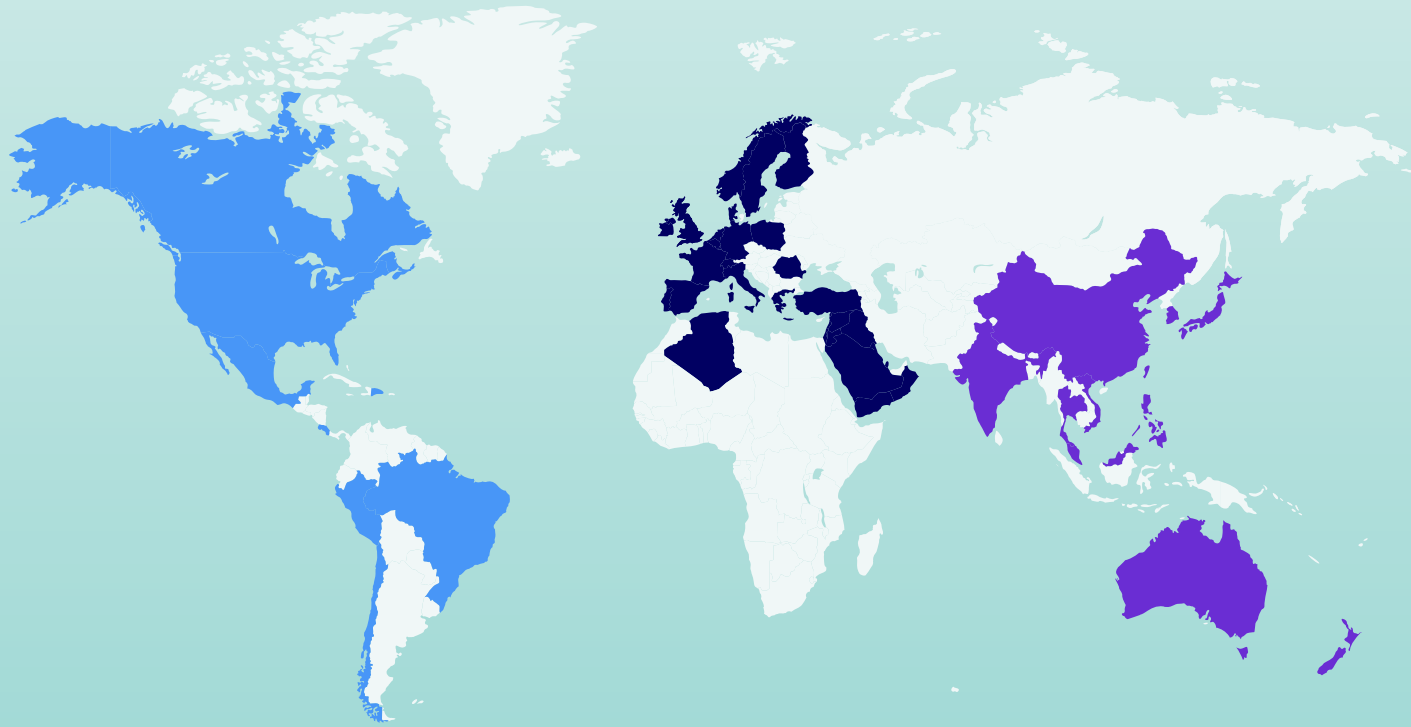
2000+
Suppliers

Who We Are

adm Indicia creates and activates meaningful brand experiences that drive ROI. Our purpose is to simplify our clients' below-the-line marketing, build sustainable ROI and engage their customers across the path to purchase. We are trusted to deliver solutions in creative innovation, strategic sourcing, final mile execution, analytics, and data-driven insights.

What We Do

We transform marketing execution by bringing together intuitive technology, our expertise in managing complex global supply chains, and a network of local experts to empower marketing, procurement, supply chain and sales teams, bringing simplicity, visibility, agility, and efficiency to drive end-to-end marketing execution and performance.



Americas:

- Brazil
- Canada
- Chile
- Costa Rica
- Dominican Republic
- Mexico
- Peru
- USA

EMEA:

- Algeria
- Austria
- Belgium
- Bulgaria
- Czech Republic
- Denmark
- Finland
- France
- Germany
- Greece
- Hungary
- Italy
- Latvia
- Netherlands
- Norway
- Poland
- Portugal
- Romania
- Saudia Arabia
- Slovakia
- Spain
- Sweden
- Switzerland
- Turkey
- UAE
- United Kingdom

APAC:

- Australia
- China
- Hong Kong
- India
- Japan
- Malaysia
- New Zealand
- Philippines
- Singapore
- South Korea
- Taiwan
- Thailand
- Vietnam

Our Sectors

We're trusted by the world's biggest brands across beauty, beverages, FMCG, hospitality, lifestyle, and retail. They turn to us to craft outstanding and sustainable campaigns executed with flair, efficiency, and a commitment to performance targets.



Our Experience



Our Solutions

A complete solution designed to simplify the creation, execution, and measurement of sustainable, cost-effective, and high-impact global marketing campaigns.



Intelligent Creative

Our globally local network of passionate thinkers and crafters helps you deliver outstanding creative work.



Sourcing and Procurement

We work with over 900 suppliers, employing 120 global sourcing experts across four global sourcing centers, with the power to leverage a multi-client and multi-geographic footprint, direct-to-manufacturer relationships, and a network of approved suppliers, including onboarding client incumbents and preferred suppliers.



Global Execution

Our partners and internal operational skills support delivery of virtually anything – from containers shipped directly to markets, to last mile delivery of consumer purchases.



Measure - Insights and Analytics

With deep consumer and trend insights, we inform our clients' campaigns with the intelligence needed to achieve exceptional results.



Technology

With our intuitive technology, we accelerate campaigns, drive efficiencies, and gain a complete view of marketing execution, from planning to procurement to measurement.



Sustainability

We are committed to helping brands become more sustainable, protect human rights, and promote Diversity, Equity, and Inclusion (DEI). We hold ourselves to ambitious ESG targets and are proud to have been awarded a Platinum Medal from EcoVadis for five consecutive years, since 2021. Through our smart technology and local network of expertise, we make it easier for our clients to seamlessly embed sustainability practices into marketing execution.

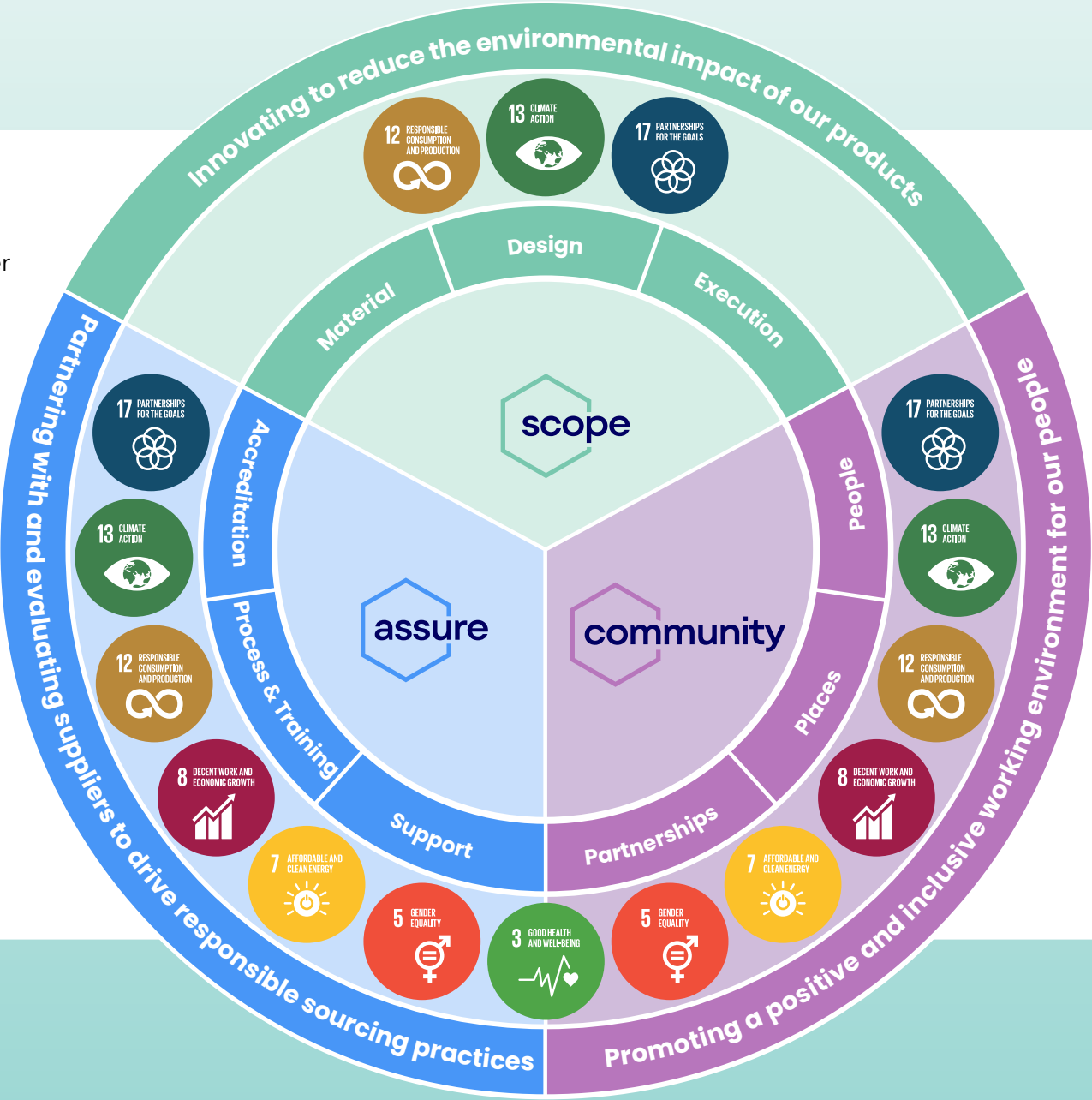
Sustainability at adm Group

Our Vision

To transform marketing activations to deliver sustainable brand execution, thereby protecting our planet and supporting human rights worldwide. Our vision reflects our dedication to the highest ESG standards and our commitment to building a more sustainable, diverse, and inclusive future.

Our Purpose

We are committed to creating meaningful and sustainable brand experiences. We build innovative solutions to enable lasting value. By staying true to this purpose in everything we do, we ensure full alignment with the goals and best interests of our clients and stakeholders.



Our Sustainability Program

Our sustainability program, From Purpose to Impact, shapes our strategic direction, fostering long-term, sustainable growth while delivering lasting value to our stakeholders. Grounded in responsible business practices, it focuses on minimizing risks, seizing opportunities, and creating positive change. By turning purpose into action, we drive meaningful solutions that help our clients achieve their goals responsibly.

- The program is guided by three key pillars:
- adm Assure
 - adm Community
 - adm Scope

The Sustainable Development Goals (SDGs)

The UN Sustainable Development Goals (SDGs) serve as a global framework for building a more sustainable and equitable future.

We adm Group, we actively support the SDGs and are committed to contributing to their achievement by 2030. Through our annual double materiality assessment, we identify the SDGs most relevant to our business. In 2024, we aligned our sustainability efforts with seven key SDGs. This alignment shapes our initiatives, ensuring we create value for our organization, stakeholders, and the wider global agenda.



Sustainability Governance

A robust governance framework is essential for integrating sustainability into our corporate agenda. Our governance structure ensures sustainability considerations are embedded at every level, from board-level oversight to operational execution across business units.

Group Steering Committee

Appointed by the board, the Group Steering Committee provides executive leadership on sustainability and climate-related issues. Chaired by the Group CEO as the Executive Sponsor, the committee reviews, monitors, and guides our sustainability strategy, approving key initiatives and tracking progress.

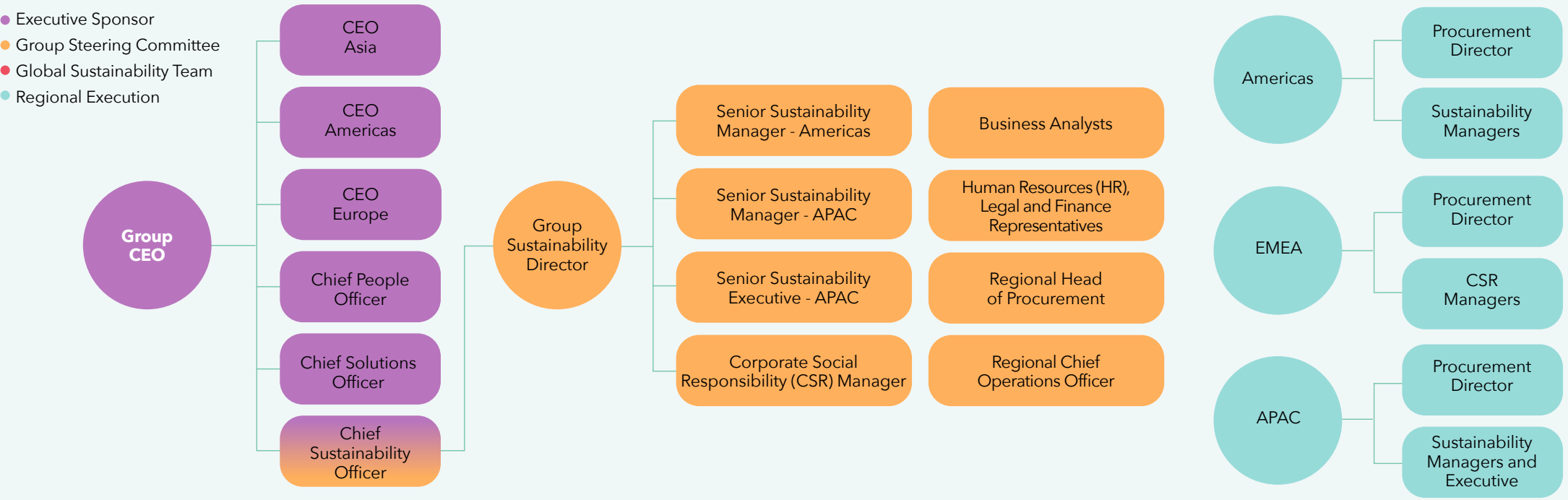
Global Sustainability Team

The Chief Sustainability Officer (CSO) forms part of the Global Steering Committee and reports to this group through monthly updates and bi-annual offsites. Supporting the CSO, the Global Sustainability

Director leads the Group Sustainability Team, which brings together experts across the business to drive sustainability efforts forward.

Global Sustainability Committee

This cross-functional committee includes regional procurement and operations directors, business analysts, CSR strategy advisors, and sustainability managers. By collaborating closely with procurement and supply chain teams, the committee integrates sustainability into supply chain management. Meeting monthly, the committee tracks progress on key sustainability metrics and ensures alignment across all regions.



Climate Risk Committee (CRC)

In 2024, our Climate Risk Committee (CRC) strengthened our approach to managing climate-related risks and opportunities, reinforcing our resilience in an evolving regulatory and business landscape. The CRC plays a vital role in supporting the Group Steering Committee by overseeing climate risk management and ensuring its integration into strategic decision-making.

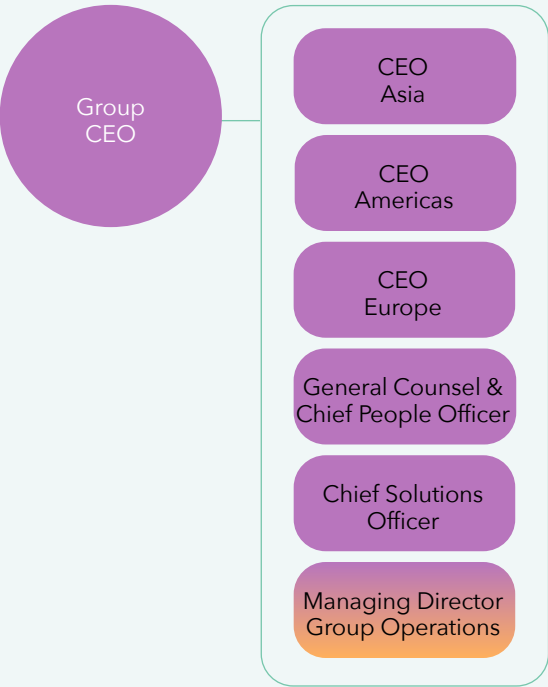
This year, the committee focused on capacity building, completing training sessions on physical risk, transition planning, and effective climate communications. Quarterly CRC meetings facilitated cross-functional engagement, keeping climate risk a key priority across departments. To enhance monitoring, we introduced a Risk Register to track emerging risks and opportunities, guiding future assessments and decision-making.

Additionally, we advanced our climate transition planning by developing a Readiness Review Report and structured roadmap in collaboration with Anthesis.

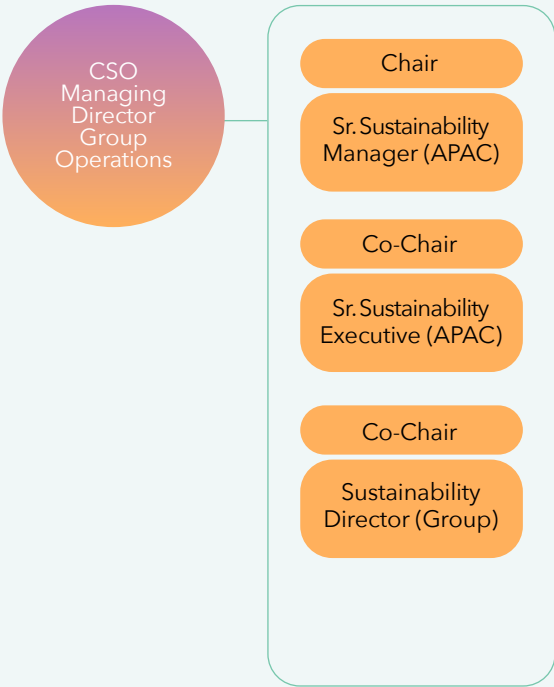
This served as the foundation for our first Climate Transition Plan. The CRC also led the transition from TCFD to IFRS framework-based reporting, ensuring greater transparency and alignment with global standards.

Through these efforts, our employees continue to embed sustainability into their work, driving meaningful progress in climate risk management. The CRC remains committed to strengthening adm Group’s resilience and will build on this momentum to deliver even greater impact in 2025.

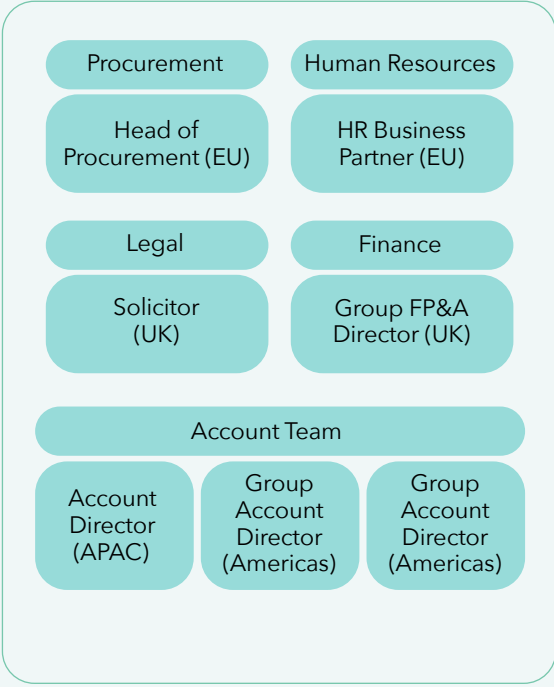
Group Steering Committee for CSR & Sustainability



Group Risk Committee Leaders



Group Steering Committee for CSR and Sustainability





As a trusted global marketing execution partner for some of the world’s most iconic brands, adm Group works with a diverse network of stakeholders.

Stakeholder Engagement

We prioritize open and meaningful engagement, actively listening to stakeholder feedback and addressing concerns through ongoing dialogue across multiple channels.



COMMUNITY

- Charity and volunteering activities
- LinkedIn
- Meetings



INVESTORS AND SHAREHOLDERS

- Meetings
- Written reporting
- Annual ESG reporting
- Double materiality assessment interviews



EMPLOYEES

- Employee engagement activities
- Performance appraisals
- Meetings
- Surveys
- New hire onboarding programs
- Training and workshops
- Newsletters
- Business town hall meetings
- Internal employee intranet platform
- Double materiality assessment interviews
- Quarterly business updates with the CEO



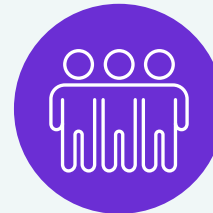
MEMBERSHIP ORGANISATIONS AND PARTNERS

- Meetings
- Written reporting
- Attendance at training sessions
- Attendance at forums and conferences
- Double materiality assessment interviews



SUPPLIERS

- Meetings
- Spotlight sessions
- Business reviews
- Policy updates
- Trainings through the Impact Academy and workshops
- Double materiality assessment interviews



CLIENTS

- Meetings
- Presentations
- Workshops
- Business reviews
- Double materiality assessment interviews

Double Materiality Assessment

In late 2022, adm Group initiated a materiality assessment to identify and evaluate sustainability issues that are most material to the organization and its valued stakeholders.

Since FY23, to gather deeper insights, and to remain in line with the Corporate Sustainability Reporting Directive (“CSRD”) requirements, adm began conducting a new materiality assessment based on the concept of “double materiality.” This approach encourages an organization to assess materiality based on a topic’s implications for the company’s financial performance (financial materiality); on communities and the environment (impact materiality); and the interconnectivity between the two.

In FY24, we took the assessment a step further by engaging directly with a diverse set of internal and external stakeholders through an online survey and interviews. The purpose of these interviews was to capture firsthand perspectives on sustainability risks, opportunities, and impacts – both from a financial standpoint (how

sustainability issues affect our business) and an impact standpoint (how our business affects people and the planet). In doing so, we aim to embrace a more robust and data-driven approach to materiality, whilst aligning with global best practices in reporting.

Materiality Issues and Matrix

Based on a comprehensive analysis of the results, a double materiality matrix was created to map and prioritise key sustainability topics. The matrix highlights how these issues affect both enterprise value (as assessed by the Board and Management) and their broader impacts on society and the environment (as informed by input from Investors, Shareholders, Clients, and Suppliers). In response, the Sustainability Team developed a targeted action plan addressing the most material topics, outlining the necessary measures, priority areas, and functions within the organisation that need to be engaged. The outcomes of the assessment were subsequently presented to adm Group’s highest governance body – the Board.

What is the importance of conducting a double materiality assessment from an investor standpoint?

Besides regulatory requirements, it is essential for us that portfolio companies conduct a double materiality assessment. It helps to guide the ESG strategy towards the most material issues, from a financial and/or an impact standpoint. Moreover, it quantifies the magnitude of risks and opportunities and hence allows us to mitigate with appropriate actions. This is also a great opportunity to engage with various stakeholders (employees, clients, customers), who can all shape the company’s social license to operate.

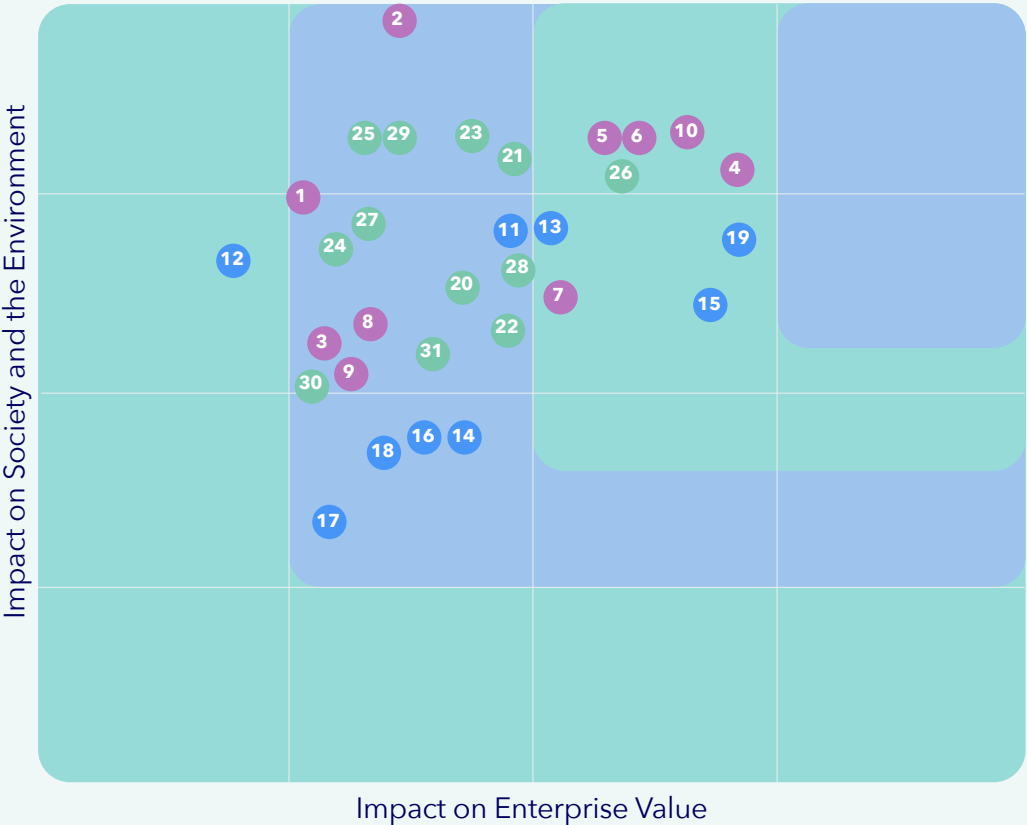


Diane Vignalou
ESG Manager, Equistone

DOUBLE MATERIALITY ISSUES

community	assure	scope
<div>1. Responsible Marketing and Consumer Education</div> <div>2. Climate Adaptation and Resilience (Risk Management)</div> <div>3. Promoting Diversity, Equity and Inclusion (DEI) in the Supply Chain</div> <div>4. Compliance</div> <div>5. Energy Use, Greenhouse Gas Emissions and Renewable Energy</div> <div>6. Human Rights Governance</div> <div>7. Management of Water Resources</div> <div>8. Air Pollution</div> <div>9. Changing Consumer/ Client Preferences and Behaviour</div> <div>10. Living Wages</div> <div>11. Supplier Relations</div> <div>12. Worker Voice</div>	<div>13. Talent Attraction and Retention</div> <div>14. Training and Development</div> <div>15. Data Security and Privacy</div> <div>16. Promotion of Sustainability Awareness</div> <div>17. Community Engagement</div> <div>18. Diverse and Inclusive Workforce</div> <div>19. Health, Safety and Wellbeing</div> <div>20. Employee Satisfaction</div> <div>21. Board and Executive Oversight of Sustainability Issues</div> <div>22. Stakeholder Engagement and Collaboration</div>	<div>23. Transparency and Traceability</div> <div>24. Sustainable Design and Packaging</div> <div>25. Circular Economy</div> <div>26. Product Quality and Safety</div> <div>27. Deforestation</div> <div>28. Waste and Effluents</div> <div>29. Material and Resource Use</div> <div>30. Biodiversity and Ecosystems</div> <div>31. Technology and Innovation</div>

DOUBLE MATERIALITY MATRIX



Awards, Recognition and Partnerships



AIM-Progress

adm Group actively participates in AIM-Progress, a forum dedicated to promoting responsible sourcing. This forum brings together leading FMCG companies and shared suppliers to collaborate on sustainability initiatives.

We are engaged in several AIM-Progress Working Groups, focusing on critical areas such as living wages, grievance mechanisms, responsible recruitment, and HREDD.

Additionally, our Senior Sustainability Manager in APAC continued their role as co-chair of the AIM-Progress Asia Pacific Hub throughout 2024, further strengthening our commitment to advancing responsible sourcing practices in the region.



Anthesis

We are proud to continue our strategic partnership with Anthesis, a globally recognized, B-Corp certified sustainability consultancy, to drive the success of our From Purpose to Impact program.

In 2024, we made significant progress by upgrading our GDT to ensure alignment with current market standards and upcoming regulations. Additionally, we conducted a comprehensive gap analysis of our Climate Transition Plan, laying the foundation for our first Climate Transition Plan, which is essential for demonstrating our commitment to achieving a 1.5° pathway transition.



Better Business Act

In 2023, we became a member of the Better Business Act coalition, which combines collaborative efforts, legislative change, and practical action. Through this membership, we aim to drive meaningful social and environmental impacts that align with and support the fulfilment of our purpose.



CDP

We're proud to be named to CDP's Supplier Engagement Leaderboard, a testament to the collaboration across our procurement, sustainability teams, and valued partners. We also maintained an A- score on CDP's 2024 Climate Change questionnaire, reflecting our continued progress on climate action. Additionally, we participated in the Water Security Survey for the first time and received a C score—highlighting important opportunities to strengthen our approach to water management.



EcoVadis

We have once again been awarded an EcoVadis Platinum rating – our highest score yet, and our 5th consecutive year in the top 1% of over 100,000 companies assessed globally. This year, we increased our overall score to 87/100. This progress reflects our ongoing commitment to enhancing performance across our operations and supply chain.



Fair Wage Network

In 2022, adm Group began working with the Fair Wage Network as part of our journey to become a Living Wage Certified employer. This collaboration continued through to our successful certification, which we proudly achieved in December 2023 and 2024. We remain committed to this partnership, not only for our ongoing annual re-certification process but also to extend this initiative across our supplier base.



Human Level

Specialist consultancy Human Level supported adm in 2024 to conduct a human rights saliency review across our value chain and global operations.



Science Based Targets Initiative (SBTi)

Our near and long-term science-based emissions reduction targets were approved and validated by the SBTi in August 2023. Our science-based Net-Zero target by 2040 has also been verified. Our near-term target states 'We commit to reducing absolute Scope 1 and 2 GHG emissions by 50% by 2030 from a 2021 base year, as well as reducing absolute Scope 3 GHG emissions by 50% within the same timeframe'. Our long-term target states 'We commit to reducing absolute Scope 1 and 2 GHG emissions 90% by 2040 from a 2021 base year, and to reduce absolute Scope 3 GHG emissions 90% within the same timeframe.'



United Nations Global Compact (UNGC)

For the sixth consecutive year, we remain committed to the world's largest CSR initiative. As a donating participant, we continue to contribute to the funding of UNGC's projects and supports the advancement of the UN SDGs, including the Decade of Action.

adm Group's also an active member of the UNGC DEI Working Group and annually submits the Communication on Progress (COP) to report on our status and progression across the UNGC 4 Pillars. In 2024, we committed to the UNGC 'Forward Faster' Initiative, supporting workers towards earning a decent and fair living wage.



Carbon Reduction Institute

We collaborate with the CRI to provide our clients with the opportunity to measure and offset the carbon footprint of their products.



Equal Opportunities Commission of Hong Kong

In 2022, our adm Group HK entity became a signatory of the Equal Opportunities Commission of Hong Kong, an independent body dedicated to enforcing anti-discrimination laws in key areas, including gender, disability, family status, and race.



Fairtrade

Our France office is a Fairtrade licensee.



FSC®

Our France and UK office are certified by ECOCERT under the license number FSC® C155565, our Hong Kong office by SGS under the license number FSC® C300158, and our Shanghai office by SGS under the license number FSC® C321413.



GOTS

We are certified to the Global Organic Textile Standard (GOTS) Version 6.0, by ECOCERT GREENLIFE SAS 00206357 for our France office and by Intertek A11205 for our Hong Kong office.



GRS

We are certified to the Global Recycled Standard (GRS) Version 4.0, by ECOCERT GREENLIFE SAS TE-00036703 for our France office, TE-00270988 for our UK office and by Intertek A11205 for our Hong Kong office.



ISO14001, ISO 9001

Our Hong Kong office is certified with ISO 14001 (Environmental Management), and ISO9001 (Quality Management).



ISO 14064

Our 2022, 2023 and 2024 GHG emissions inventory have been third-party verified as per the ISO 14064 standard.



ISO 27001

Our Barcelona office is certified with ISO 27001, an international standard to manage information security.



Race to Zero

In 2022, we joined the Race to Zero initiative, a UN-backed global campaign focused on taking urgent and decisive action to halve emissions by 2030, with the aim of creating a healthier, fairer, and zero-carbon world.



Racial Diversity & Inclusion Charter for Employers

In 2022, our Hong Kong entity joined the Racial Diversity & Inclusion Charter for Employers. The Charter offers employers a set of best practices and guidelines, including a checklist of policies and actions to help advance their DEI objectives, with a focus on promoting racial diversity and inclusion in the workplace.



Ulula

In 2024, we continued our partnership with Ulula, a recognized and trusted provider that supports companies in developing and implementing responsible and transparent business practices. Ulula guided adm Group through the second stage of deploying the worker voice tool to select suppliers in a considered higher-risk region.

A Conversation with Cherri Wong



Cherri Wong
Sustainability Manager (APAC),
adm Group

This year saw several awards, recognitions, and new partnerships for the company. What do these achievements mean to you?

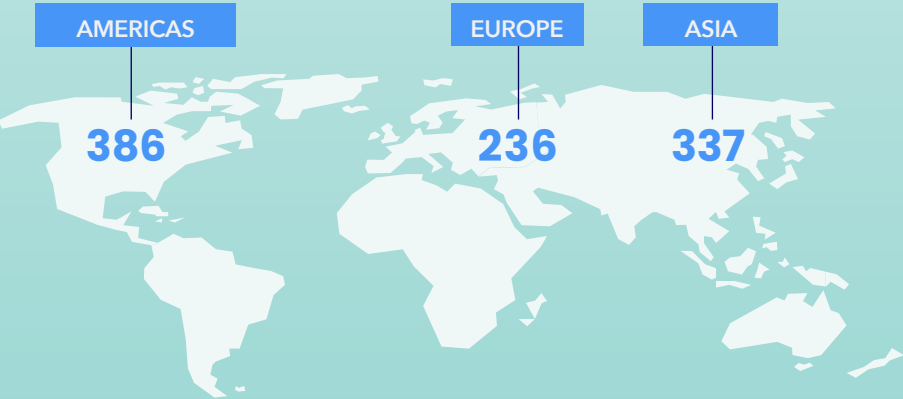
They're more than just badges of honor – they show that our efforts are making a measurable impact. Certifications, ratings, and industry acknowledgments help us benchmark progress, highlight where we're leading, and identify where we need to improve. Partnerships, whether through forums like AIM-Progress or collaborations with sustainability consultants, give us the shared knowledge and accountability to keep moving forward.

The focus now is to build on this momentum. Recognition is encouraging, but it's also a reminder that expectations are rising. At a global level, we're working to deepen supplier engagement, improve transparency, and align our operations with global climate and human rights commitments. The goal is clear: keep raising our standards while supporting our partners to do the same – because real progress happens when the entire value chain moves together.



Our Assure pillar at adm Group focuses on integrating ethical labor practices and environmental stewardship across our supply chain. We are committed to reducing our environmental footprint—addressing energy use, water consumption, and waste—while also protecting and improving the well-being of the people and communities connected to our operations. By prioritizing responsible sourcing, strengthening supplier partnerships, and mitigating supply chain risks, we aim to drive meaningful change beyond compliance.

In 2024, we collaborated with over 900 supply chain partners worldwide, working together to uphold the highest standards of social and environmental responsibility.



TOP MATERIAL ISSUES



Compliance



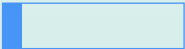
Living Wages



Human Rights Governance

TARGETS

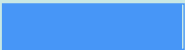
25% of our suppliers (by spend) powered by 100% renewable energy by 2030.



Initiated

We’ve started capturing data on supplier renewable energy use and are currently tracking at 2%, marking early progress toward our 25% by 2030 target.

90% of the spend we manage to be placed with suppliers with valid social audits by 2025, increasing to 95% by 2030 (SMETA 4P or equivalent).



On Track

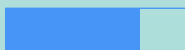
We are currently tracking at 89% spend placed with suppliers with valid social audits.

adm to maintain 100% renewable electricity in our operations.



Achieved and monitored

50% reduction of absolute Scopes 1, 2, and 3 GHG emissions by 2030.



On Track

We are currently tracking at a 37% reduction of absolute Scopes 1,2, and 3 GHG emissions.

Net-Zero emissions by 2040 from a 2021 base year.



Supplier Code of Conduct and Ethical Audits

adm Group's dedicated to minimizing CSR risks across our global value chain, including product and service procurement. Our due diligence framework and Assure standards focus on managing the environmental, ethical, and social impacts of our operations.

Transparency and Accountability - Through the Assure pillar, we embed transparency and accountability in our supply chain, aiming to minimize environmental harm and improve the lives of people and communities connected to our business. This includes monitoring fair labor practices and environmental responsibility.

Supplier Compliance - All suppliers are required to sign our Supplier Code of Conduct, which outlines our minimum CSR requirements. We ensure compliance through social audits, assessing adherence to human and labor rights, working conditions, business ethics, and environmental practices.

Audit Requirements - Suppliers must comply with social audit standards, such as SMETA 4P or EcoVadis assessments, covering Human Rights, Labor Standards, Health and Safety, Environment, and Business Ethics.

EcoVadis Contract - Our contract with EcoVadis allows us to assess suppliers and consolidate their CSR and sustainability practices under one platform.

Grading Methodology - We evaluate suppliers against our Assure standards, benchmarking audit findings against the Sedex SMETA audit methodology. We revised our CSR checklist in 2024 to reflect SMETA 7.0 audit criteria, tightening standards, especially regarding human rights. Our adm Brand Assurance Grading Methodology then converts the results of the different audit and assessments we accept into one, consistent grading mechanism, which simplifies compliance for clients, dictates the frequency we expect a re-audit, and determines whether a Corrective Action Plan is required.

Ongoing Audits - We regularly re-audit suppliers to ensure standards are upheld and improved. Corrective action plans are implemented for non-conformities, managed by our regional teams and Global CSR team. Suppliers may be deactivated from our Approved Supplier List if improvements are not made.

Continuous Investment - We uphold stringent CSR requirements throughout our partnerships, regularly re-auditing suppliers to maintain and improve standards. Ethics and compliance are core to our Assure pillar, ensuring CSR integration into our operating standards.



Human Rights

Human rights are a core priority. We recognize our responsibility to reduce supply chain-related risks and uphold the highest ethical and social standards.

To advance the human rights agenda, we are moving beyond a compliance-based risk model. Through various initiatives, we are proactively building frameworks that align with the UN Guiding Principles on Business and Human Rights (UNGPs) and reinforce our corporate expectations.



Human Rights Saliency Review

A key achievement in 2024 was conducting a human rights saliency review in collaboration with our third-party provider, Human Level. This assessment benchmarked human rights risks across our global operations and supply chain, identifying areas of greatest potential harm from our business activities or relationships.

Aligned with the UNGPs, the review provides a strategic roadmap for adm Group's human rights due diligence, risk management, and governance. The most salient human rights issues identified include:

- Forced labor
- Child labor
- Health and safety (including physical and mental well-being)
- Living wages
- Discrimination and gender equality
- Worker voice, freedom of association & collective bargaining
- Environmental impacts

Going forward, our focus is to implement preventative and proactive actions to address these key risk areas.



Worker Wellbeing

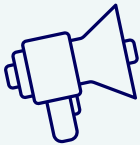
To further support human rights, Worker Wellbeing assessments provide a direct perspective from individuals within our value chain. These assessments follow the Sedex 'Worker Wellbeing Assessment' framework, evaluating key indicators related to:

- Respect (treatment in the workplace)
- Income & progression (fair wages and career growth)
- Safety (physical and psychological well-being)

The assessments, introduced in 2022, complement business performance indicators to help identify areas for improvement. Our regional Quality Assurance Team, trained in Sedex audit methodology, facilitates the process and ensures ethical safeguards are in place.

Building on the success of this initiative, Worker Wellbeing assessments were expanded in 2024 to suppliers undergoing CSR re-audits in APAC. To date:

- 3,100 workers across 253 supplier sites have participated
- No critical risks have been identified, but areas for continued focus have emerged



Worker Voice

Respecting workers’ rights across our value chain is essential. While audits provide a compliance baseline, we recognize the need to ‘go beyond audit’ and have direct engagement with workers to fully understand their experiences and challenges.

To improve transparency and accountability, we introduced anonymous Worker Voice surveys. This tool has been deployed in high-risk regions and selected ASL manufacturing sites to:

- Gather direct feedback from workers on labor conditions and workplace concerns
- Assess how labor standards are enforced at supplier sites
- Strengthen supplier HREDD capabilities
- Enhance collaboration with suppliers, stakeholders, and business partners

Trusted, independent listening tools are key to securing accurate insights while protecting worker anonymity. In 2024, we continued Worker Voice surveys in our APAC region with support from Ulula, a leading provider of worker engagement solutions. The data collected informs our supplier due diligence, identifies areas for improvement, and helps monitor potential human rights risks, which may not show up in formal audits.



Grievance Mechanisms

An effective grievance mechanism is critical for ensuring workers can raise concerns safely and confidentially. adm Group continues to support ASL suppliers in developing functional site-level grievance frameworks aligned with the UNGPs Effectiveness Criteria.

In 2024, we advanced this work through:

- Impact Academy Training: A dedicated training module on grievance mechanisms was launched to educate suppliers on building robust complaint frameworks. Follow-up sessions and advanced training will be introduced to further enhance supplier capabilities.
- Ulula Worker Voice Surveys: These surveys assessed grievance channels and remediation measures, helping identify gaps and integrate worker feedback into CAP.
- Supplier Maturity Matrix: This tool monitors and grades the effectiveness of supplier grievance mechanisms.

Supplier Maturity Program

We recognize that strong supplier relationships are key to advancing sustainability within our global supply chain. In 2024, we continued our **Supplier Sustainability Maturity Exercise**, an initiative designed to assess and enhance the sustainability performance of our supplier network. Through an annual survey, we engaged our top global suppliers to evaluate key environmental and social metrics, including emissions reporting, renewable energy (RE) adoption, ethical labor practices, certifications, and CSR audits.

Insights from this exercise feed into our **Sustainability Maturity Scorecard**, a tool integrated into our broader supplier scorecard framework. This enables us to take a tailored approach to supplier engagement, helping us identify leaders in sustainability, recognize areas for improvement, and provide targeted support to suppliers at different stages of their sustainability journey.

Building on previous years' results, we launched the **Impact Academy** in 2024 to strengthen supplier engagement and drive sustainability improvements across our supply chain. The program offers specialized training on key topics such as GHG accounting, supply chain transparency, and grievance mechanisms, equipping suppliers with the knowledge to meet evolving industry expectations.

To maximize its impact, we tailor the training to meet each supplier's needs. Whether they are new to sustainability or more advanced, they can access foundational modules or deep-dive sessions on complex topics like science-based targets. We also incorporate region-specific insights and industry-relevant examples to ensure the content remains practical and applicable. To ensure its effectiveness, we also conducted a supplier feedback survey, allowing us to refine and enhance future sessions.



Promoting DEI in our Supply Chain

Promoting and supporting a diverse supplier base is a cornerstone of our expanding DEI agenda. Through our initiatives, we aim to encourage supplier communities that represent minority, underrepresented and vulnerable groups including:



Minority-owned businesses - historically underutilized business suppliers.



Women-owned businesses - adm focuses on Women Empowerment through the Women-Owned Business Scope, including self-declared and/or third-party certified women-owned business suppliers.



Registered small businesses in North America - third-party certified.



Suppliers supporting vulnerable communities - adm Group continues projects that support fair and inclusive sourcing, poverty reduction, and workers with disabilities.

The success of our program is crucial to us. We strive to celebrate, support and promote individuality, validate differences and recognize the uniqueness of individuals who may face challenges in securing employment

Every year the teams work towards our targets by placing spend with businesses classified as diverse. In 2024, after achieving our 2023 targets of 15% spend with diverse suppliers two years ahead schedule, adm Group increased our ambition to 20%. By the end of 2024, we had reached 18% of this target and are hopeful of achieving the full objective in 2025. Regular monitoring of spend with diverse suppliers keeps us informed of progress.

Our scorecard matrix, introduced in 2023, measures the status of supplier DEI Certification. This tool helps guide and develop supplier communication, working with our supply chain across DEI.

To further encourage development, we have integrated tools to enhance our understanding and extend our engagement and support across DEI within the value chain. Worker voice assessments and Worker Wellbeing surveys help us identify potential gaps and areas where adm Group can intensify our efforts.

Our scorecard matrix introduced in 2023 measures the status of supplier DEI Certification. This tool helps guide and develop supplier communication, working with our supply chain across Diversity, Equity and Inclusion.



Inclusive Sourcing

Since 2018, adm Group's actively supported the L'Oréal 'Solidarity Sourcing' program. The program changed its name to the 'Inclusive Sourcing' initiative in 2024. It attempts to ensure that a proportion of L'Oréal's global purchases are inclusive of suppliers that employ individuals from vulnerable communities. Through its application it allows people from such communities to have durable access to paid work.

As a partner to L'Oréal, adm Group strives every year to support and qualify more suppliers under the 'Inclusive Sourcing' initiative. 16 new 'Inclusive Sourcing' projects were certified last year. The main beneficiary communities were Women Owned Businesses, Disabled Workers, Minorities, Senior Workers, as well as workers located in Economic Vulnerable zones.

- We have diversified our social impact this year by certifying projects involving disabled workers in China, as well as Minorities and Senior workers (hired when they are above 50 years old).
- We have continued to focus our efforts on the Women Owned Business Scope. During this reporting period, 9 suppliers were WEConnect certified, 6 in China, and 3 European suppliers, giving us 29 WEC suppliers in total. The certification helps ensure the businesses are at least 51% owned, managed and controlled by one or more women.
- As a result of our contributions to factories in 2024, we have additionally been able to help support 662 full-time beneficiaries this year who traditionally face challenges securing long-term employment. This result represents a significant **+53% growth vs 2023**.

Through the 'Inclusive Sourcing' initiative, focused on investigating particular social issues in certain regions, and engaging suppliers into specific programs, our aim is to have all our beauty suppliers Inclusive Sourcing certified.



Reducing Supply Chain Emissions

Renewable Energy Program

Reducing supply chain emissions remains at the heart of our sustainability strategy. As we continue to scale our RE efforts, we are proud to report that, in 2024, we achieved 100% renewable electricity coverage for all adm offices through Energy Attribute Certificates (EACs) for the fourth consecutive year, utilizing various RE sources including solar, hydro-electric, offshore as well as onshore wind energy. This marks yet another milestone in our journey towards renewables across our value chain.

We recognize that our greatest opportunity for impact lies in supplier collaboration, which is why we aim to have 25% of our suppliers (by spend) powered by 100% renewable energy by 2030. We've begun tracking supplier renewable energy use and are currently at 2%, representing an early step toward our goal of reaching 25% by 2030. Since launching our RE supplier engagement program in 2022, we have continuously supported suppliers in adopting low-carbon energy solutions by providing insights into adm's RE program and the various procurement options available. In 2024, adm Group has made notable strides in its RE engagement across Europe and the US, encouraging the suppliers to transition to RE in their direct operations. As a result, 31% of our engaged global print suppliers are partially using RE in their operations, with our Americas region showing the strongest progress with 50% of engaged suppliers incorporating renewables into their energy mix. Of the suppliers surveyed, 50% reported using some RE, 20% are using



100% RE, and 30% are in the process of adopting RE or have not yet confirmed their renewable energy usage. This progress underscores our commitment to advancing RE adoption and aligns with our Carbon Reduction Strategy.

In 2024, we continued to work closely with our strategic Chinese suppliers to promote EACs as a mechanism for incorporating more renewable electricity into their operations. As a result, 18 of our strategic suppliers in China invested in RE through the purchase of EACs. Each Energy Attribute Certificate represents one megawatt-hour (MWh) of renewable electricity added to the grid, providing a verifiable and transparent method to drive decarbonization.

Additionally, we have enhanced the GDT to capture the impact of RE on product footprints. By integrating RE data, we now provide more accurate insights into how RE adoption influences the carbon footprint of our products, helping both adm and our clients make more informed, sustainable choices.

We remain committed to expanding supplier engagement through workshops, trainings, and maturity scorecards that incentivize increased RE adoption. By integrating RE into our supplier maturity matrix, we ensure that progress in this area is continuously measured and improved. Our supplier engagement initiatives form a critical part of our Carbon Reduction Roadmap and align with our Net-Zero strategy, driving long-term emissions reductions across our supply chain.

community



Our people are at the heart of our sustainability journey. We are committed to fostering a workplace where employees feel valued, supported, and empowered to contribute to meaningful change. By investing in professional growth, well-being, and an inclusive company culture, we strive to build a thriving, engaged community. Our goal is to create an environment where employees can develop rewarding careers, drive innovation, and make a positive impact—both within our business and beyond.



TOP MATERIAL ISSUES



Health, Safety and Wellbeing



Data Security and Privacy



Board and Executive Oversight of Sustainability Issues

TARGETS

100% of our Global Leadership Team to undertake Sustainability training from 2024.



2024 PROGRESS

Improvement Needed
We are currently tracking at 90% completion.

40% female representation across our Global Leadership Team by 2025.



On Track
We are currently tracking at 34% female representation across our Global Leadership Team.

Remain a Certified Living Wage Employer.



Achieved and monitored

20% of adm Group annual spend placed with small and diverse business suppliers by 2025.



On Track
We are currently tracking at 18% annual spend placed with small and diverse business suppliers.

Talent Attraction and Retention

We recognize that our people are our greatest asset. We are committed to creating a workplace where employees feel valued, supported, and motivated to grow. By offering competitive compensation, comprehensive benefits, and a positive work culture, we aim to attract top talent and foster long-term career development.

Our approach to talent retention focuses on four key areas:

Competitive Compensation & Benefits

We provide attractive total compensation packages, ensuring that our employees are rewarded for their contributions. Our benefits program includes:

- Generous annual leave entitlements, with additional leave for seasonal holidays, wellness days and birthdays
- Discounted gym memberships to promote employee well-being

Career Growth & Development

We invest in the continuous growth of our employees by offering:

- Personalized development plans tailored to individual career aspirations or 100% of employees
- Paid training programs to enhance skills relevant to each role

A Flexible & Supportive Work Environment

We prioritize work-life balance and well-being through:

- A hybrid working model that offers flexibility
- Mindful working practices, including shorter and walk-and-talk meetings to encourage efficiency and movement

A Culture of Engagement & Well-Being

We cultivate a positive and inclusive workplace by offering:

- Two paid volunteering days per year as part of our Global Volunteering Scheme
- Two paid wellness days annually to support mental health and well-being
- A 'summer hours' initiative, allowing employees to finish early on Fridays during summer
- Regular virtual and in-person 'Culture Club' team events to foster connection and collaboration



Living Wage



As part of our sustainability strategy, we committed in 2021 to becoming a Living Wage Certified employer by 2025. Recognizing the importance of decent work, we made fair wages a priority, aligning with the UN Global Compact and the SDGs' Decade of Action.

We achieved our goal two years ahead of schedule in 2023, ensuring our global workforce is paid a fair and decent Living Wage. In 2024, we successfully re-certified, reaffirming our commitment to fair compensation for all adm employees.

Through our partnership with the Fair Wage Network, we continue to embed Living Wage standards by integrating standardized tools into our Human Resources (HR) recruitment processes and monitoring regional wage performance via monthly HR dashboards.

We recognizes our extended responsibility to uphold human rights across the wider value chain. Beyond our own workforce, we are committed to supporting initiatives that raise living standards, improve quality of life, and incentivize workers through fair wages.

After achieving our own Living Wage certification, we have therefore taken the next steps of supporting our suppliers in achieving the same outcome for their workforce. To reinforce this commitment and hold ourselves accountable, we've made a public pledge to the UN Global Compact's Forward Faster initiative.

By this we commit to public reporting on our progress and initiatives that collectively are aimed at securing a Living Wage for workers across our tier one supply chain. Our ambition is to ensure that 50% of our spend is placed with suppliers in our value chain that pay their employees a living wage by 2030.

Stakeholder collaboration and capacity building will be a crucial part of this journey and where we intend to guide our supplier communities towards these targets by providing regular access to training, public resources and our guidance and support in completing their initial living wage gap analysis.

Together, these actions strengthen our alignment with globally recognized standards, ensuring the right to fair and appropriate wage remuneration across our operations and supply chain.

Employee Engagement

Learning and Development

We are committed to fostering a culture of continuous learning and professional growth. Our Global Learning Framework, Live Well, Lead Well, Learn Well, introduced in 2024, represents a significant step in creating a consistent and engaging learning experience for all employees. This framework is designed to empower our workforce, equip leaders with essential skills, and support career development across all levels of the organization.

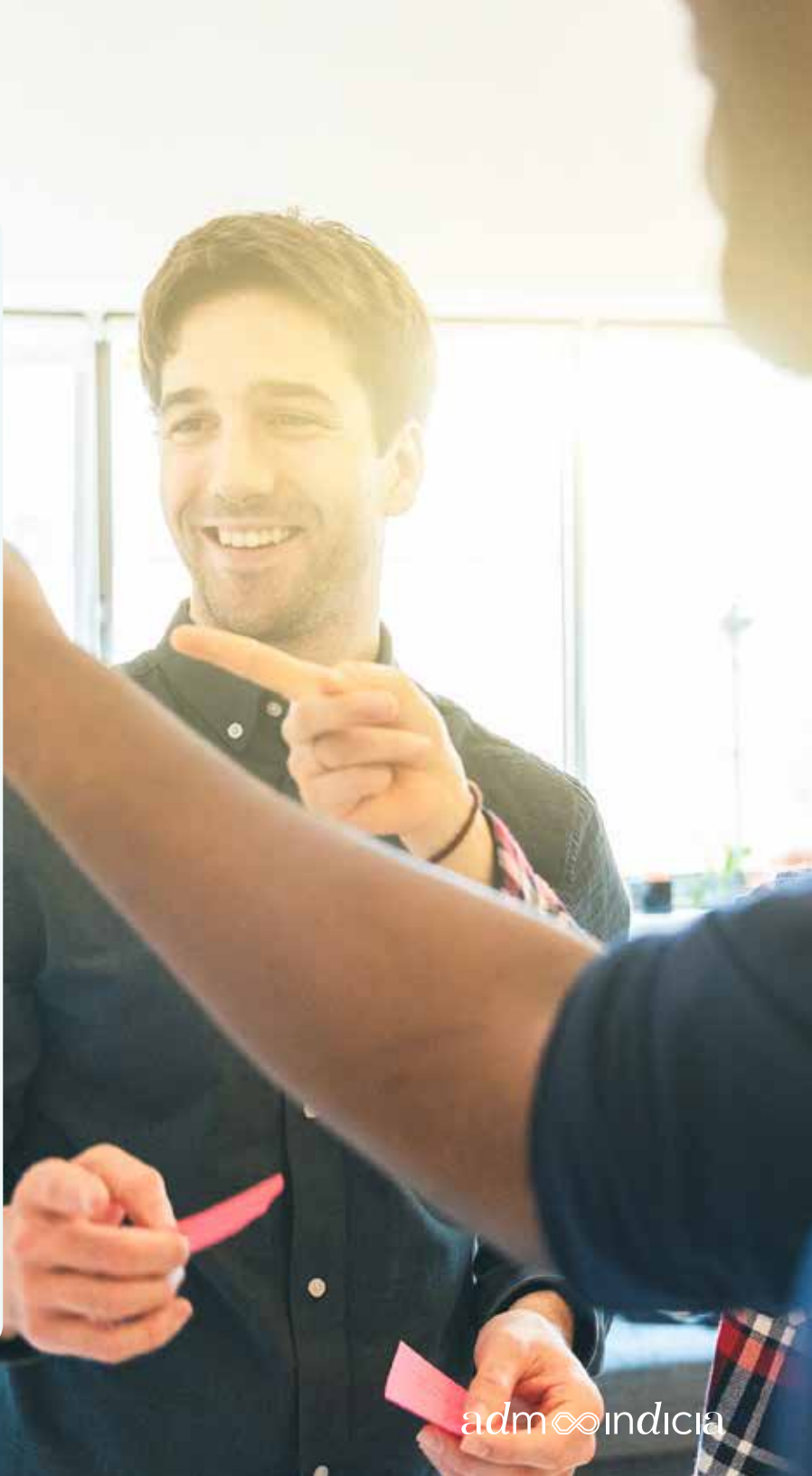


*The number of training hours has decreased compared to FY23. This reduction is attributed to the implementation of a new learning framework, which has proven to be more efficient with shorter sessions.

The Global Learning Framework is structured around five key priorities:

- **Progress & Performance Conversations** - Aligning goals and expectations across the company and restructuring performance appraisals.
- **The Learn Well Café Series** - Supporting employees in enhancing their skills and career growth.
- **Management Essentials** - Providing managers with a strong foundation in leadership, covering areas such as transitioning to management, setting expectations, delegation, and coaching.
- **Emerging Leaders Program** - Identifying and developing high-potential employees for leadership roles.
- **Women in Leadership** - A dedicated program designed to support women at adm in advancing to senior leadership positions.

The launch of this framework marks an important milestone in our global learning journey, reinforcing our commitment to developing talent and positioning adm for long-term success.





Global LST Training on Sustainability Topics

With sustainability being central to our business strategy, we have made it a priority to ensure that our Global Executive Team and Senior Leadership Teams (LSTs) are well-versed in sustainability fundamentals. The Global LST Training covers key ESG, climate, and nature-related topics, equipping leaders to have more meaningful sustainability discussions with clients and partners.

Global Training Program

Maintaining the highest ethical standards is a core value. Since 2018, our Global Compliance Training Program has ensured that all employees are educated on critical compliance areas. In 2023, we launched an enhanced training platform, LRN, which offers interactive modules in multiple languages, a user-friendly interface, and multi-device accessibility. Completion rates are tracked weekly to ensure full participation across the organization.

The 2024 Compliance Training Program included modules on:

- Information Security (IT & Cyber Security)
- Anti-bribery and Corruption
- Whistleblowing & Business Ethics
- Anti-Harassment and Discrimination
- Environment, Health, and Safety
- Code of Conduct
- Data Privacy & Confidentiality
- Preventing Human Trafficking

In addition to the Compliance Training Program, our teams have also conducted internal trainings, including the following topics:

- From Purpose to Impact- adm CSR Practices & Strategy
- Decent Work for Sustainable Procurement - adm Sustainable Sourcing & Human Rights
- GDT - Supporting sustainable product development
- Security Training - Cybersecurity training developed by adm's IT team

Global Change Champion Community

This year, we launched the Global Change Champion Community, a network of cross-functional representatives who help guide teams through business changes. This initiative supports effective change management by bridging communication gaps, delivering training, capturing feedback, and ensuring smooth transitions across the business.

This community has quickly become an integral part of our transformation efforts, helping adm adapt, innovate, and continuously improve in a rapidly evolving business landscape.

Recognition and Excellence

We foster a culture that values both personal and professional growth. Lifelong learning and continuous development are central to our corporate investment in our global workforce. Alongside training and development opportunities, we prioritize recognizing and celebrating the achievements of our employees through structured recognition programs.



adm All-Stars
The adm All-Stars program empowers employees to recognize colleagues who go above and beyond in their roles. Through quarterly and annual global awards, employees are celebrated for their dedication, innovation, and contributions to the business. In 2024, we celebrated 25 individual All-Stars and 3 team winners.

In 2024, we introduced the Global Sustainability All-Star Award, a milestone in our recognition efforts. This award honors individuals and teams that drive meaningful impact through sustainability initiatives, aligning with our purpose to create meaningful and sustainable brand experiences. In its inaugural year, 2 Global Sustainability All-Stars were awarded for their outstanding contributions.



adm Aces
Instant rewards given by managers to recognize exceptional contributions at any time, with winners announced on The Hive and during Regional CEOs' All Hands Calls. In 2024, 91 Aces were awarded across the business.



adm Anniversaries
Launched globally in January 2024, this initiative celebrates employee milestones and long-term dedication to adm.

Work-life Balance and Wellbeing



We foster a workplace culture that values connection, recognition, and wellbeing. Through the adm Culture Club, we regularly organize events and initiatives that bring employees together, celebrate achievements, and encourage a sense of community. These activities support inclusion, sustainability, and giving back, enhancing both professional and personal fulfilment. By prioritizing engagement and work-life balance, we create an environment where employees feel supported and inspired to thrive.

Sustainability Engagement

adm Group actively engage with our employees to drive sustainability through education, performance incentives, and collaborative initiatives.



Workshops & Learning

Through our Sustainable Procurement Academy sessions, we equip employees with essential knowledge on responsible sourcing, human rights, and sustainable design. Additionally, our Lunch & Learn sessions with external experts, such as our Earth Day talk on urban greening and biodiversity, provide valuable insights on pressing sustainability topics.

Performance & Incentives

Sustainability is embedded in our business model, with bonus-linked KPIs ensuring accountability. All adm employees have 10% of their personal discretionary bonus tied to group performance on key sustainability metrics, such as emissions reduction targets.

Sustainability Communications

We provide regular updates and resources to keep sustainability embedded in our business:

Quarterly Sustainability in Action Newsletter - Keeps employees informed on key initiatives and progress.

Client Communications Pack - Equips account teams with the latest sustainability updates to engage clients.

Sustainability Onboarding Pack - A go-to resource for new and existing employees, including an onboarding deck, sustainability cheat sheet, and KPI summary.

Material Impact Library - An internal tool providing environmental data and recycling rates for materials to support sustainable design decisions.

Office Sustainability Initiatives

We are committed to making our offices more sustainable by reducing waste, promoting circularity, and supporting our communities.

Office Plastic Footprint Program

To tackle plastic waste, our Hong Kong office launched the Office Plastic Footprint Program in 2021, later expanding to Shanghai, Stamford, Delhi, London, and Barcelona. This initiative encourages mindful waste disposal by removing individual bins and tracking plastic recycling rates. In 2024 alone, we recycled 1,116 kg of plastic across participating offices.

Repurposing Office Furniture & Equipment

Through our partnership with Globechain, we diverted over 3,495 kg of waste from landfills, repurposing office furniture for charities and community organizations. Our IT teams in Hong Kong and Barcelona also donated refurbished laptops and electronic equipment to local NGOs, ensuring these resources benefit students, families, and underserved communities instead of going to waste.

Zero Waste Pantry

Some of our offices have introduced Zero Waste Pantry initiatives, reducing single-use packaging by offering bulk snacks and encouraging reusable containers.

Diversity, Equity and Inclusion (DEI)

We are committed to fostering a diverse, equitable, and inclusive workplace where every individual feels valued and empowered. Our DEI initiatives are guided by three key pillars—Business, People, and Education & Community—with dedicated Regional Steering Committees leading efforts across our global offices.



Commitment & Progress

Gender Diversity - 55% women, 45% men across 30 countries. Gender diversity is tracked monthly and reported at each board meeting.

Gender Pay Gap - Group-level mean gender pay gap of 8.7%, an improvement from 14.4% in FY23. Furthermore, our median gender pay gap reached parity in 2024.



Women in Leadership

adm Group's committed to 40% female leadership representation by 2025. In December 2024, we launched the Women in Leadership Program, inviting 25 high-potential female employees to participate. The program includes formal learning, mentorship, and opportunities to represent adm at industry events to support career progression into senior management.



Employee Engagement & Celebrations

We celebrate key DEI milestones to foster an inclusive culture, including:

Pride Month - Engaging activities, workshops, and charity initiatives supporting LGBTQ+ inclusion.

International Women's Day - Recognizing and empowering women within adm Group and beyond.

Cultural Festivals - Celebrating Diwali, Loy Krathong, and other cultural events, strengthening team bonds and cultural awareness.

Health, Safety and Wellbeing

Live Well Program

Since launching in 2019, the Live Well Program has been a core part of our commitment to employee well-being, focusing on:

- **Physical and emotional health** - Supporting employees through wellness initiatives and engagement activities
- **Flexible work and mindful practices** - Encouraging healthier ways of working, including wellness days and mindful meetings
- **Career development and inclusion** - Offering training, mentorship, and an inclusive work environment

Key Highlights in 2024:

- 71% of employees utilized their wellness days
- Expanded health and well-being workshops, including Learn Well Cafés
- Continued enhancements to healthcare benefits in key regions

Live Well Survey

To gain insight into employee well-being and engagement, we conducted our Live Well Survey, which had an 80% participation rate across our employees.

Key Findings

Improved Work-Life Balance - 6% increase in employees reporting a healthy work-life arrangement

Employee Satisfaction - We've seen improvements in "Enjoy working at adm" and "Proud to be associated with adm" prompts.

Stronger Employee - Manager Communication - Employees feel heard, receive real-time feedback, and understand expectations

Inclusive Culture - Employees feel respected and comfortable being their true selves at work

Areas for Improvement & Next Steps:

- **Decision-making & strategy** - More clarity and communication from leadership
- **Technology & innovation** - Enhancing tools and processes to improve efficiency
- **Action Plans** - Regional feedback sessions and tailored initiatives to address key challenges



Mental Health & Well-being

We foster a connected and engaged workforce by prioritizing mental health and well-being. In doing so, we aim to provide continuous support, helping employees navigate challenges, build resilience, and enhance overall well-being.

Workshops

In APAC, we partnered with mental health professionals to host well-being workshops on:

- Setting Healthy Boundaries
- Self-Care Strategies
- Stress Management for Leaders
- Effective Communication for Mental Health Support

Key Initiatives

- World Mental Health Day – A yoga and mindfulness session equipped employees with stress management techniques.
- Walking Challenge – Encouraged an active lifestyle through a friendly step-tracking competition.

Learn Well Café

As part of our global learning framework, the Learn Well Café offers interactive sessions to inspire and educate employees:

- Powerful Positive Questions – Explored how positive questioning strengthens relationships and teamwork.
- Achieving Radical Success – Introduced the Radical Success Framework™, helping employees align self-knowledge with action for career and personal growth.

Data Security and Privacy

We are committed to protecting personal data by ensuring fair, transparent, and secure processing of information in compliance with all applicable regulations. Our Privacy Standards, first published in 2018, outline guidelines for handling the personal data of clients, suppliers, third parties, and employees.

Training and Compliance

As part of our mandatory Global Compliance Training Program, adm rolled out:

- Data Protection & Personal Data Privacy Training
- Information Security Training
- Cybersecurity Training (Developed in 2024 by IT to defend against phishing and digital threats)

To reinforce data security awareness, IT regularly conducts dummy phishing exercises to test employee resilience and improve response to cyber threats.

Furthermore, our Global IT Team ensures continuous vigilance, with regular Hive platform updates from IT, Legal, and Marketing teams to remind employees of best practices for handling confidential information.

Certifications and Security Measures

- ISO 27001 Certification – Ensuring international information security management best practices
- SOC II Certification – Protecting customer data from unauthorized access and vulnerabilities
- Whistleblowing Procedure – Allowing employees to report data security concerns confidentially

In 2024, 2 information security incidents were reported, with no breaches or data compromised.

Community Engagement

Giving back to the communities where we operate is a core aspect of our culture. We are dedicated to embedding sustainability across all levels of our projects and partnerships, from global networks to local initiatives, and believe in fostering awareness by actively engaging with our communities.

In early 2020, adm Group introduced a volunteering program that allows all global employees to take two days of leave each year to support community-focused causes.

This initiative continues to thrive in 2024 and has become a cornerstone of our employee engagement efforts, reinforcing our commitment to meaningful community involvement.



Food Distributions

Throughout the year, our global teams volunteered to cook, pack and distribute meals to those in need.



World Cleanup Day

In September, our teams around the world once again united to support World Cleanup Day, taking action to tackle the ongoing waste crisis. Our global offices came together to clean up parks, beaches, and public spaces, collecting over 1832kgs of rubbish.



Day of Giving

In October, adm Group teams across the Americas united to support local charities and strengthen their communities. Volunteers sorted toys for the Salvation Army, planted meadows and removed invasive species, and repacked essential diapers for vulnerable families. We are proud of our employees' collective impact and their commitment to making a difference.



Clothing Swaps

Our teams in APAC and Europe celebrated Secondhand September with a clothing swap, supporting circular economy principles and reducing waste. All remaining clothes were donated to local charities such as Redress and La Croix Rouge.



Our Scope pillar is dedicated to minimizing the environmental impact of our products while empowering our clients to adopt more sustainable solutions. This year, we enhanced our proprietary GDT, further strengthening our ability to assess sustainability at every stage of a product’s life cycle—from raw material sourcing to end-of-life disposal. Through this approach, we not only reduce our ecological footprint but also support clients in making informed, responsible choices for their product portfolios.



TOP MATERIAL ISSUES



Product Quality and Safety



Transparency and Traceability



Material and Resource Use

TARGETS

2024 PROGRESS

Ensure 100% reusable, recyclable or certified compostable packaging for all items by 2030.



On Track*

Sustainable sourcing of our print items offering 95% FSC, SFI or PEFC certified material by 2025.



On Track

We are currently tracking at 90% sustainable sourcing of print items.

100% reusable, recyclable or certified compostable plastic for all items by 2030.



Improvement Needed*

Provide eco-scoring on 75% of our clients’ catalogue/webshop offering by 2026.



Improvement Needed

We are currently providing eco-scoring on 32% of our clients’ catalogue/webshop offering.

*On spend captured in our Green Design Tool



A Conversation with Ali Pellegrino



Ali Pellegrino
Senior Sustainability Manager
Americas, adm Group

Why is it important to reduce the environmental impact of our products from a design perspective?

Sustainability and design are inseparable. The design phase is where we set the course for a product's entire lifecycle, from the materials we choose to how it is made, shipped, and ultimately disposed of.

If we want to reduce impact in a meaningful way, circular thinking has to start here, when ideas are still on the table and changes are still possible. That takes real collaboration between sustainability and design teams, both in-house and with our suppliers. It is not just about what looks good or works technically. It is about designing with purpose and finding the sweet spot where creativity, function, and environmental responsibility meet.

How has the GDT benefited the organization and your clients?

The Green Design Tool has made sustainability decisions clearer, faster, and more grounded in reality. It provides project-level data on carbon footprint, water use, and material composition. This allows teams and clients to make more informed choices at every stage, from design and packaging to sourcing and production. The tool has helped shift sustainability from a separate consideration to a core element of how we approach and execute our work.

Sustainable Design and Mapping Product Emissions

Sustainability Dashboard Development for our Clients

Sustainability is deeply embedded in our operations, with a strong emphasis on integrating it from the initial planning phases of our projects. Central to this effort is the GDT, which supports account teams in evaluating sustainability aspects across brands. By leveraging life cycle analysis principles, the tool enables clients to assess environmental impacts early in the design and purchasing process, fostering more informed and responsible choices. Additionally, it plays a vital role in environmental footprint mapping, aiding our progress toward ambitious sustainability targets.

In 2024, adm Group launched the Sustainability Dashboard across all three regions for our key clients. This dashboard provides multiple data views, allowing clients to analyze product sustainability metrics with greater depth. By offering a detailed breakdown of environmental impacts by product, product category, brand, and market, the dashboard enhances transparency and enables more comprehensive sustainability assessments. Clients can track progress, compare performance across different time periods, and derive actionable insights to drive continuous improvement. Our sustainability and data teams have regular meetings to discuss the key metrics from the dashboard, how they can be improved and communicated to clients to drive more sustainable brand activations.



Sustainable Design and Mapping Product Emissions

Green Design Tool Updates

This year, we introduced several key updates to our GDT to enhance its precision, alignment with global standards, and usability:

Methodology Updates

- Transitioned from the 'ReCiPe' impact assessment category to 'Environmental Footprint 3.1' Impact Assessment, which is aligned to the Product Environmental Footprint (PEF) framework.
- Integrated real-time data updates to ensure accuracy and relevancy.

Expanded Impact Categories

- The tool now includes the PEF 16 impact assessment categories, such as Climate Change and Water Use impact, available for download.
- Land use impact assessment is now incorporated, with weighted scoring integrated into the total product score.
- Water data methodology has been refined, shifting from water consumption to water use, with a focus on water deprivation across regions.

User Experience & Security Enhancements

- Improved user interface for easier navigation.
- Strengthened data security to protect proprietary sustainability insights.

By aligning with the Product Environmental Footprint (PEF) framework, these enhancements ensure that our assessments are aligned with evolving regulatory and market expectations. The inclusion of all 16 impact categories enables a more holistic evaluation of environmental performance, laying the groundwork for future assessments of our impact on nature.

Material Impact Library

To support informed decision-making in sustainable design, we've developed a Material Impact Library. This resource enables teams to assess the environmental footprint of different materials quickly and efficiently. The library includes:

- Environmental data for both virgin and recycled materials.
- Recycling rates specific to each delivery region.

To ensure regional accuracy, the library is segmented into three sections, available on our intranet, for our teams to easily access the data that they need for their region to drive informed decision making when designing and procuring products.



Case Studies

Our Eco Design Team (EDT) continues to drive sustainability innovation, as showcased in recent case studies presented during the EDT Academy session to adm employees. These real-world examples highlight the positive environmental impact achieved through sustainable product design:



- Ceramic mugs replacing steel cups for one client led to 47% water savings and a 58% CO2 reduction, equivalent to one Olympic-sized swimming pool and 4,800 liters of diesel, respectively.
- Reduction of PU usage in travel pouches through 45% recycled nylon integration increased recycled content from 0% to 59%, resulting in 16% water savings and 17% carbon savings—comparable to 11 Olympic-sized swimming pools and 18,800 liters of diesel with the ordered volumes in scope here.



- Redesigned crossbody bags for one client with a 40% weight reduction, which saved 87 million liters of water and 123,981 KG of CO2, the equivalent of 35 Olympic-sized swimming pools and powering 25,839 homes for a year.
- Reduced the weight of one client's bar rail mats by 30%, leading to a 24% cost reduction, whilst reducing CO2 emissions by 16.6%, and water usage by 14.7%.

- Recycled polyester integration in beanies (100%) and umbrellas (54%) maintained product quality while achieving significant sustainability benefits for another client, with a minor cost increase for beanies only.
- Switched to 100% recycled polystyrene in replacement of virgin polystyrene in the creation of ice buckets for one client, resulting in 94% water, 63% carbon and 27% cost savings.
- Modular event booth reused across multiple festivals resulted in 71% reduction in both CO2 and water usage, leading to a nearly 40% cost reduction through circular economy principles.



By prioritizing upstream innovation, we are actively reducing Scope 3 emissions and fostering more responsible product development. We look forward to expanding these initiatives in 2025 to further embed eco-design into our product strategies for our clients.

Product Quality and Safety

At adm Group, we take all appropriate measures to make sure our products meet the highest standards for product quality and safety. Products undertake comprehensive testing and inspections outlined in our Quality Operational Manual, making sure they comply with market regulation and client requirements.

Our Quality Operational Manual can be used as a reference tool for all relevant adm personnel. Building on our intelligent risk assessment methodology and focusing on adm's continued global expansion, all sourcing areas are divided into high and low risk regions. A risk assessment process helped outline the different steps and accountabilities based on where goods are sourced from.

Following a full review of California's Proposition 65 requirements as part of this process, the related policies and processes have been integrated into the manual.

In Europe, we have built a Risk Tool aiming to support our account teams by outlining the appropriate due diligence required for different client orders. Different parameters are taken into consideration such as Product Type, Volume and Value of order, Product Usage, and Mandatory compliance requirements. A wide range of sources have been used to collect information and data such as: 3rd party laboratories, guideline published by the European Chemicals Agency (ECHA), and published standards available via the British Standards Institution.

A similar tool has been built in our APAC region taking into consideration the regulations of markets to be delivered to.



Quality Assurance Team

At adm Group, we have a Quality Assurance Team of 22 employees situated in our Hong Kong sourcing hub that conducts product testing. We work closely with independent laboratories to analyse and assess the risk of any items we produce to ensure they meet the required safety standards.

Six fully qualified Quality CSR/QMS/and EMS auditors in Hong Kong and China report to the Head of Quality and Audit. Outside Asia we employ 2 QA Managers in Europe who assist our Regional Category Management Team across CSR compliance, supported by our third-party audit providers. In the Americas we have a Quality CSR/QMS/ and EMS Manager whose responsibilities include factory visits and quality audits of American sites. Our Americas regions also have two QA/QC Supervisors and four QA/QC Coordinators.

Furthermore, we engage external audit companies to undertake third-party inspections as required. Special provisions apply for products including harmful substances or hazardous materials, for example, ensuring compliance with REACH documentation and using only licensed transportation partners.



Responsible Marketing and Education

Our commitment to responsible marketing and education goes beyond our own operations—we actively engage our suppliers, clients, and industry peers to drive meaningful change.

Through initiatives like our Supplier Spotlights, we showcase best practices and innovations in sustainability. Our Eco-Design Team and internal academies equip employees with the knowledge and tools to integrate sustainability into their work, while our contributions to industry forums and working groups help shape the broader sustainability agenda. By fostering education and collaboration at every level, we aim to create lasting impact across our supply chain and beyond.

Supplier Spotlights

Our Supplier Spotlight program fosters stronger connections between our teams and supplier partners, creating a platform for knowledge-sharing and collaboration. By highlighting supplier innovations, capabilities, and sustainability initiatives, we aim to enhance engagement across all regions and client accounts while driving value for our supply partners.

In 2024, we expanded our Supplier Spotlight Sessions to cover a diverse range of topics, from sustainable product innovations to responsible sourcing practices. Suppliers showcased eco-friendly materials, packaging solutions, and certified

sustainable products, providing our teams with insights into the latest advancements in sustainable marketing execution. During the year, 21 Supplier Spotlight Sessions were held in total. Additionally, the UK office held a 'Supplier Day' on March 21st, 2024, where multiple suppliers came into the office in person to meet with teams, further strengthening those key relationships.

Eco Design Team Academies

Established in 2021, our Eco Design Team brings together sustainability ambassadors from various functions and regions to champion sustainable product innovation. In 2024, the team continued its mission by hosting an Eco Design Academy, showcasing successful sustainability initiatives from different client projects.

During the academy, team members collaborated with local teams to present case studies aligned with key principles from our Sustainable Design Guide, including recycled content, durability, modularity, and light-weighting. By leveraging our upgraded GDT, ambassadors quantified the environmental impact of their projects, demonstrating improvements in product sustainability scores and reductions in water and carbon footprints, in many cases alongside cost reductions as well.

These academies play a crucial role in embedding sustainability into our product development process, equipping our teams with the knowledge and tools to drive responsible innovation across our global operations.



Industry Contributions



We recognize that meaningful progress in sustainability and responsible marketing is best achieved through collaboration and shared expertise. By engaging with industry leaders, clients, and sustainability partners, we continue to drive conversations that shape the future of sustainable marketing.

This year, our Chief Sustainability Officer participated in a fireside chat at the Anthesis Group Activator Summit in London. The discussion focused on how we leverage data to help clients reduce Scope 3 emissions across their marketing activations while maintaining a competitive edge.

In September, we attended the ReThink 2024 Hong Kong Sustainability Conference, where key stakeholders gathered to address critical sustainability challenges. The event reinforced the power of multi-stakeholder collaboration, highlighting the importance of cross-sector engagement in driving meaningful change.

Our industry contributions were also recognized through the Best Sustainability Marketing Campaign 2024 award at the ESG Awards by Global Drinks Intel. This accolade celebrated our work with Diageo's Guinness brand during the 2024 St. Patrick's Day campaign, where we utilized our GDT to sustainably transform their point-of-sale (POS) materials catalogue. Learn more about our award-winning campaign [here](#).

We were also proud to be shortlisted as a finalist at the Campaign UK Ad Net Zero Awards in the category of Best Campaign for Sustainable Behaviour Change (Americas). This recognition celebrates the impact of the Green Design Tool (GDT) in supporting Diageo's sustainability ambitions and highlights our role in advancing responsible marketing.

Through these engagements, we continue to advance sustainability in marketing, drive innovation, and inspire industry-wide change.

Data Summary

Key Environmental
Performance Indicators

Category	Indicator	Unit	Total
GHG Emissions	Scope 1	tCO ₂ -e	30.49
	Scope 2 (Market-Based)	tCO ₂ -e	0
	Scope 2 (Location-Based)	tCO ₂ -e	216.25
GHG Emissions – Scope 3	Category 1: Purchased Goods & Services	tCO ₂ -e	210,830.54
	Category 3: Fuel- and Energy-Related Activities	tCO ₂ -e	57.92
	Category 4: Upstream Transport & Distribution	tCO ₂ -e	10,736.08
	Category 6: Business Travel	tCO ₂ -e	543.63
	Category 7: Employee Commuting	tCO ₂ -e	398.46
	Category 9: Downstream Transport & Distribution	tCO ₂ -e	24,482.55
	Category 11: Use of Sold Products	tCO ₂ -e	20,212.86
	Category 12: End-of-Life Treatment of Sold Products	tCO ₂ -e	24,282.84
Total GHG Emissions	(Including Scope 2 Market-Based Emissions)	tCO ₂ -e	291,575.78
GHG Emission Intensity	By revenue	tCO ₂ -e/million EUR	830
Energy Consumption	Total renewable energy procured	MWh	858
	Electricity consumption	MWh	662.44
	Natural gas consumption	MWh	113.74
	Fuel consumption (petroleum and diesel)	Liters	4,381.07
	Number of products graded	SKU	6,381

**All data in summary is for
adm Group FY24 only.*

Data Summary

Key Social Performance Indicators

Category	Indicator	Unit	Total
Employee Structure	Number of employees (headcount)	Person	723
	Number of new hires	Person	203
	Full-time employment	%	98
	Other employment	%	3
Diversity, Equity, and Inclusion (DEI)	Percentage of female employees	%	55
	Percentage of female employees on the Global Executive Team	%	25
	Percentage of female employees in the global leadership team	%	34
	Mean gender pay gap (All group employees)	%	8.7
	Spend placed to diverse suppliers	%	18
	Number of countries	N/A	30
Employee Development	Total training hours	Hours	6600
	Average training hours per employee	Hours/Employee	9.2
	Accident rate	Accidents per 100 hours	3
Occupational Health and Safety	Accident severity rate	Days lost per 100 hours	0.41
	Number of incidents received through the whistleblowing procedure	Number	1
Business Ethics	Number of information security breaches	Number	0
	Percentage of spend through suppliers with social audits	%	89
Social Audits	APAC	%	91
	EMEA	%	94
	Americas	%	85
	Suppliers which required corrective action plans	Number	133
	Suppliers which closed their corrective action plans	Number	105
Supply Chain Partners	Total number of supply chain partners	Number	959
	APAC	Number	337
	EMEA	Number	236
	Americas	Number	386
Worker Wellbeing Surveys	Number of suppliers taking part in Worker Wellbeing surveys	Number	84
	Number of workers taking part in Worker Wellbeing surveys	Number	1144
Grievance Mechanisms	Number of grievances raised in own operations	Number	1

**All data in summary is for adm Group FY24 only.*

GRI Content Index

Statement of use	adm Group has reported the information cited in this GRI content index for the period January 1, 2024 – December 31, 2024 with reference to the GRI Standards.	
GRI 1 used	GRI 1: Foundation 2021	
GRI Standard	Disclosure	Location
GRI 2: General Disclosures 2021	2-1 Organizational details	14-16
	2-2 Entities included in the organization’s sustainability reporting	14
	2-3 Reporting period, frequency, and contact point	14, 62
	2-5 External assurance	14
	2-6 Activities, value chain, and other business relationships	16-17, 30
	2-7 Employees	60
	2-9 Governance structure and composition	20-22,
	2-11 Chair of the highest governance body	20
	2-12 Role of the highest governance body in overseeing the management of impacts	20-21
	2-13 Delegation of responsibility for managing impacts	20-21
	2-14 Role of the highest governance body in sustainability reporting	20-21
	2-22 Statement on sustainable development strategy	3, 18-19
	2-23 Policy commitments	22
	2-24 Embedding policy commitments	22
	2-25 Processes to remediate negative impacts	33
	2-26 Mechanisms for seeking advice and raising concerns	33
	2-28 Membership associations	26-28
	2-29 Approach to stakeholder engagement	23-25
GRI 3: Material Topics 2021	3-1 Process to determine material topics	24-25
	3-2 List of material topics	25

GRI Standard	Disclosure	Location
GRI 205: Anti-Corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	7, 59
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	7, 59
	305-2 Energy indirect (Scope 2) GHG emissions	7, 59
	305-3 Other indirect (Scope 3) GHG emissions	7, 59
	305-4 GHG emissions intensity	7, 59
	305-5 Reduction of GHG emissions	6-9
GRI 308: Supplier Environmental Assessment 2016	308-2 Negative environmental impacts in the supply chain and actions taken	30-37, 50-58
GRI 401: Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	39
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	47-48
	403-5 Worker training on occupational health and safety	48
	403-6 Promotion of worker health	47-48
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	41, 60
	404-2 Programs for upgrading employee skills and transition assistance programs	41-42
	404-3 Percentage of employees receiving regular performance and career development reviews	39
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	45-46
	405-2 Ratio of basic salary and remuneration of women to men	45, 60
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	49
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	31
	414-2 Negative social impacts in the supply chain and actions taken	30-37, 50-58

**All data in summary is for adm Group FY24 only.*

Contact Information

Thank you for taking the time to read our report. We hope it provides valuable insights and sparks meaningful conversations about sustainability. By sharing our progress transparently, we strive to drive positive change and create lasting value for our stakeholders. Our commitment to sustainability is an ongoing journey, and we are always looking for ways to improve.

**We welcome your feedback, questions,
and inquiries about our program. For more
information, please reach out to:**

hello@adm-indicia.com

Join Us On Our Sustainability Journey

Sustainability is not just a commitment—it's a continuous journey, and we invite you to be a part of it. Whether you're a client, supplier, or industry partner, there are many ways to engage with us and contribute to a more responsible future.

Explore Sustainable Design

Looking for ways to create more sustainable marketing materials? Download your free copy of our Sustainable Design Guide to explore practical strategies for reducing environmental impact while maintaining creative excellence.

Learn More About Our Sustainability Policies

Modern Slavery Statement
Human Rights Policy Statement
Environmental Policy
Data Security Policy
Diversity, Equity and Inclusion Policy

Stay Connected & Informed

Follow us on LinkedIn and visit our website for the latest sustainability insights, success stories, and updates on our initiatives.