

Quick reference guide for non-financial reporting directive (NFRD) compliance

Category	Criterion	Reference annual report
Company business model		<ul style="list-style-type: none"> ▶ Group overview: Delivering sustainable value throughout the year (page 19)
Diversity	Policy and targets	<ul style="list-style-type: none"> ▶ Governance, Governance for a sustainable business (page 79)
	Implementation and results	<ul style="list-style-type: none"> ▶ Governance, Governance for a sustainable business (page 79)
Social matters	Policy and description	<ul style="list-style-type: none"> ▶ Sustainability review, Data privacy and protection: Our commitment; Our approach (page 62) ▶ Sustainability review, Our people: Attracting, developing and rewarding our great people (page 67); Investing in learning and development (page 67); Cultivating a strong groupwide culture (page 68); Focusing on health, safety and wellbeing (page 69)
	KPI/Outcome	<ul style="list-style-type: none"> ▶ Sustainability review, Our people: Attracting, developing and rewarding our great people (pages 67 to 70) Investing in learning and development (page 67); Focusing on health, safety and wellbeing (page 69);
	Risk	<ul style="list-style-type: none"> ▶ Managing risks and opportunities (page 53)
Environmental matters	Policy and description	<ul style="list-style-type: none"> ▶ Sustainability review, The environment (page 71)
	KPI/outcome	<ul style="list-style-type: none"> ▶ Sustainability review, The environment (page 71)
	Risk	<ul style="list-style-type: none"> ▶ Sustainability review, Our impact on the environment (page 71)
Human rights	Policy and description	<ul style="list-style-type: none"> ▶ Governance: Legal compliance, anti-bribery and anti-corruption, and human rights (page 84)
	KPI/Outcome	<ul style="list-style-type: none"> ▶ Governance: Legal compliance, anti-bribery and anti-corruption, and human rights (page 84)
	Risk	<ul style="list-style-type: none"> ▶ Governance: Governance for a sustainable business: Legal compliance, anti-bribery and anti-corruption, and human rights (page 84)
Bribery and corruption	Policy and description	<ul style="list-style-type: none"> ▶ Governance: Legal compliance, anti-bribery and anti-corruption, and human rights (page 84)
	KPI/Outcome	<ul style="list-style-type: none"> ▶ Governance: Legal compliance, anti-bribery and anti-corruption, and human rights (page 84)
	Risk	<ul style="list-style-type: none"> ▶ Governance: Legal compliance, anti-bribery and anti-corruption, and human rights (page 84)