Environmental, Social, Governance *Report*

kdc/one

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Message from the *CEO*

At kdc/one, we take great pride in our position and reputation as a best-in-class custom formulator, package designer, and manufacturer—delivering integrated global end-to-end solutions and innovation for the beauty, personal care, and home care categories.

The name kdc/one stands for integrity, excellence, and respect exemplified throughout our diverse organization. The resiliency of the people within kdc/one and the strength of our relationships with customers and key stakeholders have never been more evident than during the COVID-19 pandemic and the incremental challenges presented to us through an embattled global supply chain.

Through it all, the collaboration and consistency of our teams allowed us to care for our employees, support our customers, expand our business capabilities, and build towards the future.

Our culture has evolved as our global footprint and business have expanded—and underpinning that growth are the values identified and perfected by the teams that drive our success.

- Innovation that inspires our customers
- Passion that fuels our dedication
- Accountability that anchors our teams
- Excellence that propels our growth
- Inclusion that drives our diversity
- Well-being that sustains our energy
- Compassion that serves our environment and employee

We are all committed to achieving a long-lasting, positive social and environmental impact, both as individuals and as a global business player. Our seven values drive the commitments of kdc/one to support human rights, ensure fair labor, protect the environment, and guarantee our anti-corruption practices. Our fidelity to these priorities is codified by our pledge to the UN Global Compact, its ten core principles, and commitment to transparency in our journey.

Our first Environmental, Social, and Governance Report openly highlights our current performance in key ESG parameters and outlines a path forward in pursuit of continuous improvement. We have established thoughtful goals to reduce our environmental footprint and increase the sustainability of our operations,

improve employee safety, and increase diversity by 2025. A dedicated team of experts has been charged with the responsibility to maintain, improve, and oversee this journey, empowered to drive change and enjoying visibility at the highest levels of kdc/one.

kdc/one originated in the forested hills of the province of Quebec, in Canada—surrounded by the beauty of nature. We understand the fragility of this planet and our responsibility for its care. You will see our efforts detailed in the coming pages—the practices to help us reduce our environmental impact. Potentially most important in these efforts are the options and opportunities we provide to our customers to choose clean and sustainable ingredients or packaging. These offerings provide sustainable solutions that don't compromise on efficacy, consistency, or performance.

The passion of our teams is born in their work and carries over to our communities. kdc/one is a diverse network of sites across the globe—many of which are fixtures in their local communities. Our sites implement change and drive efforts within their communities—by living in it, they realize what is most important in each moment. Every one of our sites has made an impact in its community in the past year, and we are excited to push our efforts even further in the future.

We are also committed to our stakeholders' fair, equitable, and honest treatment. Our employees give of themselves to ensure our success, and we do not take that lightly. We also believe that operating this business in a fair, impartial, and profitable manner is the core tenet of our success.

I am proud of our progress, and am also energized in knowing there is more to come. Through the commitment of our entire leadership team and employee base, we will make an impact.

We all look forward to the transparency and accountability this report will provide. We have made progress over the past year on important ESG issues, but we aren't done. We look forward to sharing additional updates with you in the months and years ahead.

Nick Whitley
CEO and President, kdc/one

Introduction to kdc/one

We are a trusted global provider of value-added solutions to many of the world's leading brands in the beauty, personal care, and home care categories. We partner closely with both industry-leading consumer products companies and fast-growing independent brands as a key enabler of their success through ideation, formulation, design, packaging, and manufacturing of products sold under more than 1,000 different brand names.

Over the past three years, we have been responsible for co-developing over 9,000 products across growing categories that include skin care, body and hair care, soaps and sanitizers, cosmetics, deodorants, sun care, fragrances, air care, fabric care, pest control, and surface care products. The innovative products that we have helped to develop are sold by our brand partners in more than 70 countries worldwide.

Our Innovative Edge –
Inspired Design, Flawless Execution, and *Exceptional Service*

Where We Play

Home Care	Beauty & Personal Care	13	700+	200+	1,000+	9,000+
39%	61%	Product Categories	Customers	Independent / Emerging Customers	Different Brand Names Served	Products Co-Developed in the Past Three Years

How We Do It

Ideation   Formulation   Design   Global Quality Assurance   Packaging & Devices   Manufacturing

Who We Are

Innovation   Passion   Accountability   Excellence   Inclusion   Well-being   Compassion

We partner with brands to help them deliver innovative products globally across categories, channels, and end-markets

- Global partner to established and emerging brands
- Key driver of new product development
- Diversity across segment, category, brand, channel, and geography

- Full value chain from ideation to product launch
- Key innovation partner
- World class global execution and speed to market

- Values-based organization and culture
- Diverse and experienced team
- Dedicated to environmental and social responsibility

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One Network
Infinite Possibilities

Strategically situated to support our customers on a global basis

- Ability to support global launches
- Regional flexibility and responsiveness
- Consistent technologies across geographies
- Efficient logistics and lower carbon footprint
- Highly talented workforce
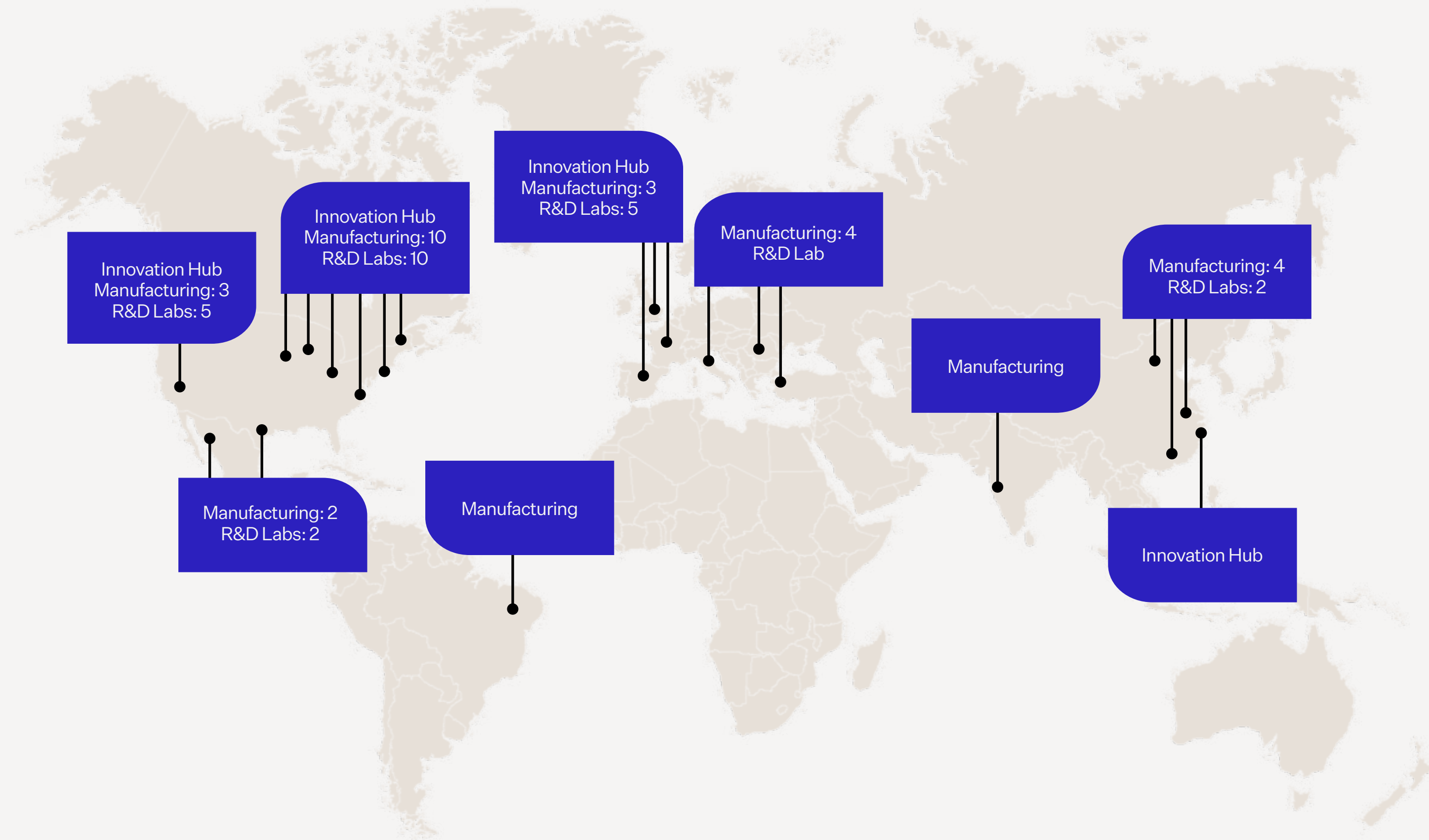
By the Numbers	
Manufacturing facilities	28
# of countries	14
Dedicated team members	~11,500
Total square footage	> 6mm
R&D, design & creative facilities	25
Innovation hubs	4

Innovation Hub
Manufacturing: 3
R&D Labs: 5

Innovation Hub
Manufacturing: 10
R&D Labs: 10

Innovation Hub
Manufacturing: 3
R&D Labs: 5

Manufacturing: 4
R&D Lab

Manufacturing: 4
R&D Labs: 2

Manufacturing

Manufacturing: 2
R&D Labs: 2

Manufacturing

Innovation Hub

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Introduction of *ESG programs*
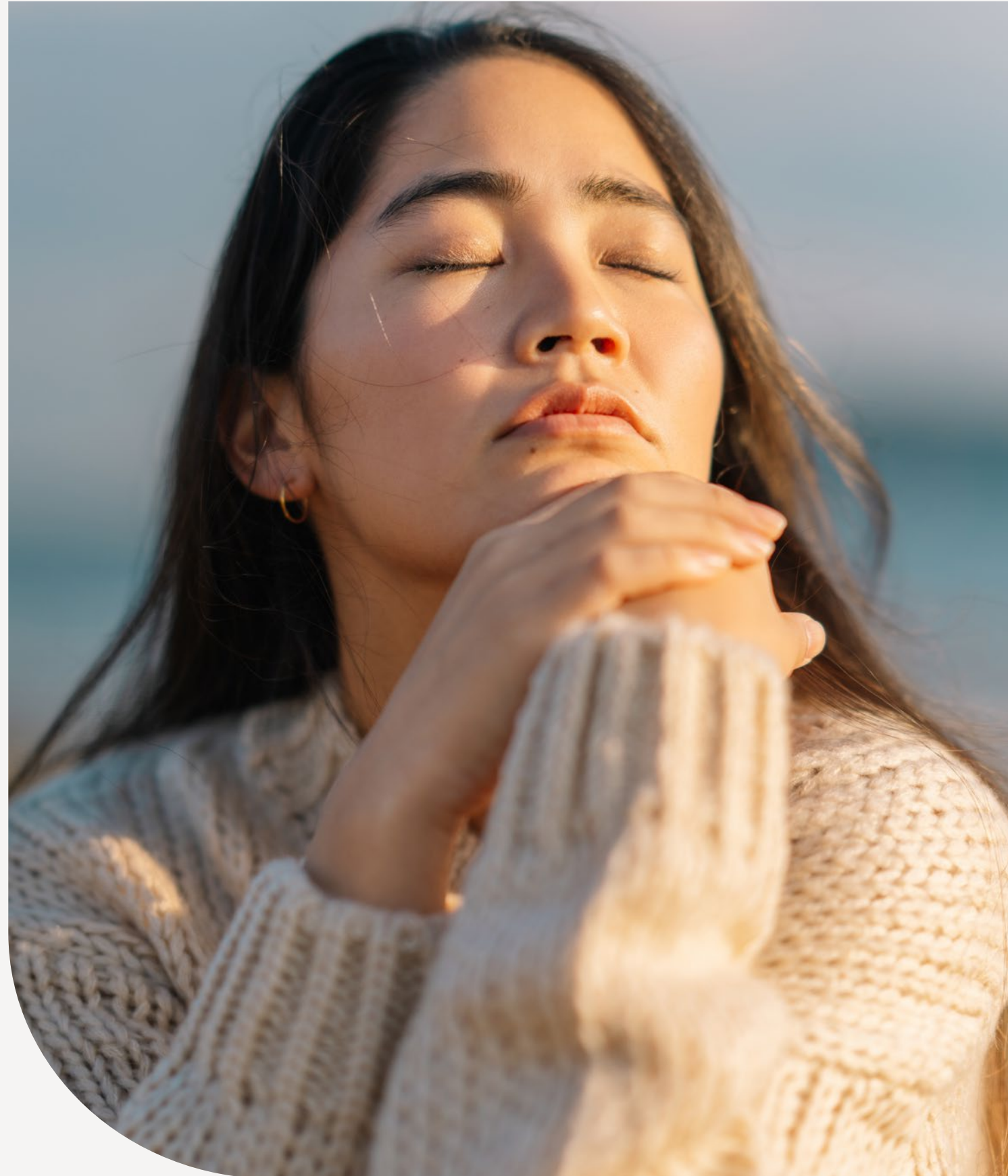
Scope

kdc/one Environmental, Social, and Governance programs include business, governance, social, and environmental topics as defined by the Global Reporting Initiative (GRI) and kdc/one's internal assessment of various internal and external risks. These programs encompass all parts of our operations, including innovation, manufacturing, commercial support, customer support, regulatory support, supplier management/logistics, product stewardship through the entire supply chain, and business relationships.

Shifts in the scope of what our programs encompass occurs when we acquire new products, processes, or businesses, when products are discontinued or divested, and when facilities or businesses are consolidated or divested, which has occurred many times in recent years. Programs, performance, and reporting are adjusted to account for these changes as they occur. The quantitative data presented in our report represents our manufacturing operations unless otherwise stated.

This report includes data and information respecting risks that we believe are not significant to our business, based on internal and external risk assessments, but that are required or recommended for reporting and analysis by various third parties, e.g., Global Reporting Initiative (GRI), UN Global Compact, and Carbon Disclosure Project (CDP).

Processes – Data Capture and Verification

Environmental, Health, and Safety data included in this report are captured and managed through various information management systems, including OneEHS and SharePoint. OneEHS is kdc/one's EHS data management system.

Reporting Cycles

Generally, reporting is conducted internally monthly, with annual summary reports generated for the fiscal year. kdc/one's fiscal year is May 1–April 30.

Report Contact

Any questions respecting this report and the information and data included herein can be directed to kdc/one corporate communications team by emailing communications@kdc-one.com.

ESG Structure and *Reporting Relationships*

kdc/one has established an ESG Oversight Committee. The committee is represented by key functional leaders and our Executive Leadership Team.

The charter of the committee is to set policy and strategy, develop goals, and evaluate performance against established goals and metrics. Updates on our ESG performance are reported to our board on a periodic basis; our board of directors, or a committee of the board, reviews our ESG performance and metrics, and approves the strategic direction behind our goals.

Our ESG Team, made up of relevant employees throughout kdc/one, is responsible for coordinating, collecting, and developing this ESG Report. Our EHS leadership team manages the strategic and daily coordination of EHS and sustainability activities for kdc/one. Each manufacturing facility has an EHS staff that manages environmental, health, and safety-related sustainability initiatives, as well as daily EHS activities. Governance and social sustainability initiatives and activities are managed by various groups across the organization, based on the roles and responsibilities appropriate for such initiatives and activities.
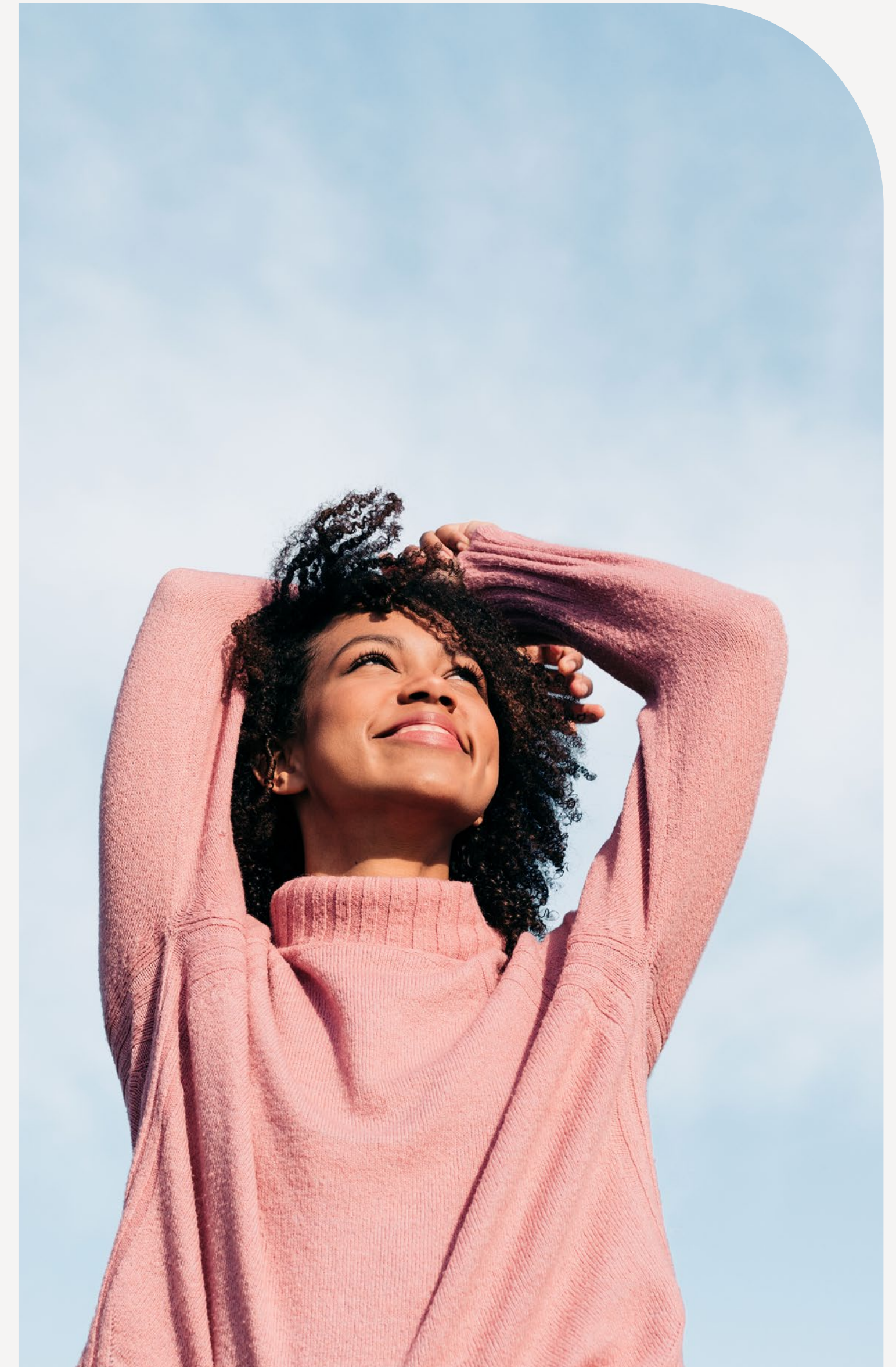
Impacts, Materiality, Risks, and *Opportunities*

In FY 2022, we completed an assessment to identify material Environmental, Social, and Governance topics impacting kdc/one and its various stakeholders.
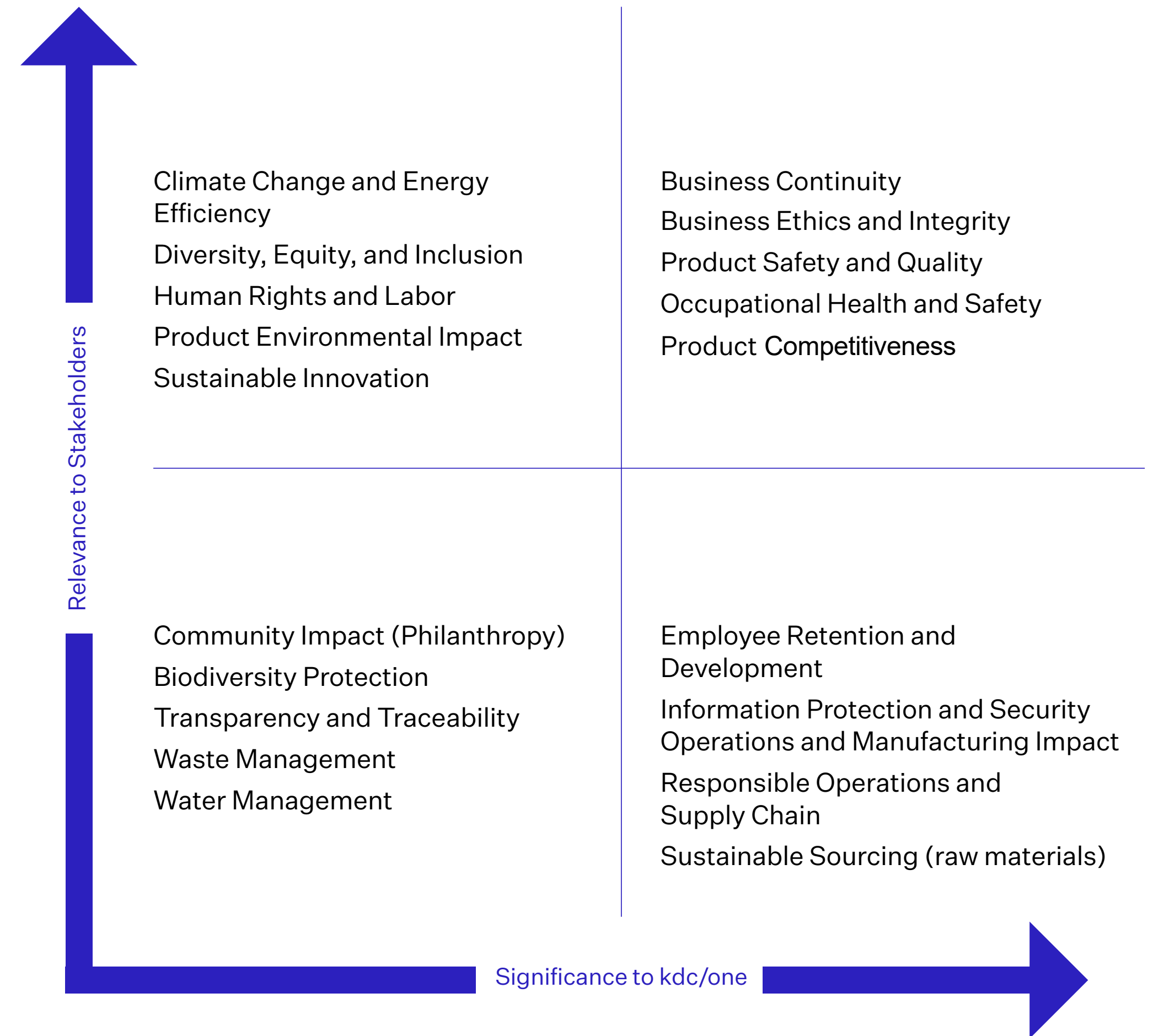
Twenty corporate responsibility topics were identified based on our review of international industry standards and practices, Sustainability Accounting Board Standards (SASB), Global Reporting Initiative (GRI), authoritative and institutional sites (ILO, UN, government), United Nations Global Compact (UNGC) Ten Principles and priorities, Sustainable Development Goals, global consumer scenario and trends, and peer research.

Leaders from key functional groups prioritized the topics based on importance to kdc/one and its stakeholders. The materiality assessment was then reviewed and validated by our ESG Governance Committee.

Our stakeholders include our customers, employees, investors, suppliers, local communities, regulators, and non-governmental organizations (NGOs).

The topics are listed according to their significance for kdc/one and its stakeholders. We consider all the topics to be important elements of our ESG program.

kdc/one Environmental, Social, and Governance, Materiality Assessment

Relevance to Stakeholders →

Climate Change and Energy Efficiency
Diversity, Equity, and Inclusion
Human Rights and Labor
Product Environmental Impact
Sustainable Innovation

Business Continuity
Business Ethics and Integrity
Product Safety and Quality
Occupational Health and Safety
Product Competitiveness

Community Impact (Philanthropy)
Biodiversity Protection
Transparency and Traceability
Waste Management
Water Management

Employee Retention and Development
Information Protection and Security Operations and Manufacturing Impact
Responsible Operations and Supply Chain
Sustainable Sourcing (raw materials)

Significance to kdc/one →

Material topics – *Glossary*

Biodiversity Protection	Managing our impact towards other species, protecting and preserving them.
Business Ethics and Integrity	Ensure ethical behavior, prevention of corruption and any forms of fraud or money laundering within all business operations.
Climate Change and Energy Efficiency	Managing greenhouse gas emissions and energy consumption.
Community Impact (philanthropy)	Impact in the communities where we operate, through our presence, dedicated initiatives, and engagement activities.
Diversity and Inclusion	Recognizing diversity as fundamental assets for value creation, being committed to creating an inclusive workplace, and spreading this culture with our supply chain, partners, and customers.
Employee Retention and Development	Fostering people growth and development both personally and professionally, caring for them, and ensuring proper training, education, and empowerment.
Human Rights and Labor	Respecting and protecting people and internationally proclaimed human rights.
Information Protection and Security	Treat sensitive data properly to protect them and prevent any unauthorized data breach, disclosure, or use, with focus on privacy and intellectual property protection, and cyber security.
Occupational Health and Safety	Ensuring a safe and healthy workplace, implementing robust prevention programs and H&S management systems. Developing and fostering H&S culture among the whole value chain.
Operation and Manufacturing Impact	Reducing operations and manufacturing's environmental impact and ensuring responsible use of resources.
Product and Packaging / Environmental Impact	Designing, developing, manufacturing, and delivering solutions less impactful along their life cycle (e.g., including usage phase and final disposal) and integrating circular economy principles (reuse, repair, recycle, etc.).
Product Competitiveness	Offering products that meet consumer needs and are competitive in the market.
Product Quality and Safety	Ensuring the safety of our products. Improving people's lives and their well-being.
Responsible Operations and Supply Chain	Creating a positive social impact (well-being, good working conditions, welfare, etc.) through supply chain and operation responsible managements by adopting ethical manufacturing international programs and schemes and sharing best practices.
Sustainable Innovation	Focus research and innovation efforts in providing sustainable solutions, both for products and processes, considering the entire life cycle.
Sustainable Sourcing (raw materials)	Responsible sourcing of raw material (e.g., certified sources, responsible supply chain, taking care of environment, and social impacts).
Transparency and Traceability	Products and processes traceability. Communicating in a transparent way to our customers (e.g., ingredients, performance, etc.).
Waste Management	Managing each form of water and ensuring proper final disposal in accordance with laws.
Water Management	Managing the use of water.

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Stakeholder Engagement and Collaboration

Our view of who our stakeholders are broad and encompasses customers, investors, employees, supply chain partners, regulators, communities, and non-governmental organizations.

Our organization has a clear understanding of all the stakeholders it interacts with, with mutual potential impacts and influences in terms of economic, social, and environmental dimensions. We identified different stakeholder categories through interviews with the Leadership Team and by analyzing how we interface with various stakeholders involved in our operations and activities. For each one of the stakeholders, we identify the main areas of impact and influences and the opportunities of value creation and engagement.

This mapping process is reviewed periodically to identify possible changes according to internal and external changes and to reflect the global environment in which we operate.

We have numerous worldwide sustainability collaborations with our stakeholders, including our commitment to the UN Global Compact principles, and have begun participating in various UNGC groups such as the Target Gender Equality and Climate Ambition accelerator programs. Further, to enhance participation and engagement at a regional level, we joined Global Compact Network Italy. We share our practices in water, energy, and Green House Gases (GHG) management with our stakeholders. We collaborate with our customers and participate in some of their ESG initiatives, which has allowed our customers to understand our position on various ESG issues.

Strategic Performance Goals and Results

In our pursuit of continual improvement, we have established ambitious goals across our pillars: People, Planet, Product, and Partners. These goals, and the progress we have made towards the goals in 2022, are as follows:

	Objective	2025 Goal	FY 2022 Results	Alignment to UNSDG's
People	Injuries and Illness	Drive serious incidents to zero and increase employee EHS observations	4x increase in employee observations 0.12 serious incidents per 100 employees 1.48 recordable incidents per 100 employees	3 GOOD HEALTH AND WELL-BEING
	Diversity, Equity, and Inclusion	50% Gender Diversity (Manager+) – 2030 33% Ethnic Diversity (Manager+ in US) – 2023	41% Women (Manager+) 28% Ethnic Diversity (Manager+)	5 GENDER EQUALITY, 10 REDUCED INEQUALITIES
	Sustainability Culture (Employee Engagement)	Increase employee's engagement to nurture a broad and wide-ranging integrated approach to ESG	ESG engagement survey conducted, engaging more than 100 representatives of the leadership team, and activated improvement actions on identified areas	4 QUALITY EDUCATION
	kdc/one Culture	Build and communicate our culture across the kdc/one network, and ensure local practices are integrated into overall organization culture	Revision of our values, mission, and vision, linked to performance assessment Integration – OneNet as enhanced communication tool	4 QUALITY EDUCATION
Planet	Energy Reduction	Reduce energy consumption intensity by 20% compared to 2019	5% reduction compared to 2019	12 RESPONSIBLE CONSUMPTION AND PRODUCTION, 13 CLIMATE ACTION
	Climate Impact – Greenhouse gas emissions	Trace 100% of Scope 1 and Scope 2 to renewable energy	100% of Scope 1 and Scope 2 emissions from manufacturing sites offset with renewable energy	7 AFFORDABLE AND CLEAN ENERGY, 13 CLIMATE ACTION
	Water Reduction	Reduce water use intensity by 25% compared to 2019	20% reduction compared to 2019	12 RESPONSIBLE CONSUMPTION AND PRODUCTION, 14 LIFE BELOW WATER
	Waste Reduction	Reduce total waste generated by 25% compared to 2019	21% reduction compared to 2019	12 RESPONSIBLE CONSUMPTION AND PRODUCTION, 15 LIFE ON LAND

Strategic Performance Goals & Results (cont'd)

	Objective	2025 Goal	FY 2022 Results	Alignment to UNSDG's

Product	Product Environmental Impact Reduction	– Assess new products against ESG criteria
		– Work with our partners to:
		  • Eliminate or reduce packaging and plastic waste and make our packaging simpler, possibly mono-material, towards 100% reusable or recyclable
		  • Increase recycled content and sustainable-certified sourcing for ingredients, materials and components for products and packaging
			ESG criteria identified
			Product sustainability assessment tool developed and integrated within new product development process—pilot successfully implemented and roll out started
				12 RESPONSIBLE CONSUMPTION AND PRODUCTION / 13 CLIMATE ACTION

Partnership	Transparency and ESG Dialogue	Improving transparency, communication, and exchange on ESG performance	– Release of our first ESG report – Revision of our corporate website – Development of our ESG communications on social media – Ethics Point available for our employees and stakeholders	4 QUALITY EDUCATION / 17 PARTNERSHIPS FOR THE GOALS
	ESG Integration Across Our Value Chain	Adoption of ESG practices with our external business partners	– Improvement of our responsible sourcing policy – More than 80% of our direct material spending assessed on the EcoVadis platform, with the goal to progressively expand – Development of our Supplier Diversity program	8 DECENT WORK AND ECONOMIC GROWTH / 12 RESPONSIBLE CONSUMPTION AND PRODUCTION / 17 PARTNERSHIPS FOR THE GOALS
	Stakeholder Engagement	Supporting customer, investor, and NGO ESG engagement	– Collaboration with our customers to accelerate ESG program implementation to have an impact – Adherence to the UNGC and GCNI, and an active commitment to and participation in their program	17 PARTNERSHIPS FOR THE GOALS

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EHS Management Systems

EHS Regulatory Compliance

We developed our EHS Management System (EHSMS), involving the expertise of leaders from inside and outside our company and approved by senior management. Our EHSMS is aligned with international standards, includes an overall ESG policy, and defines key requirements that must be in place across the organization.

The system applies to our operations, and its principles are extended to our supply chain and the partners with whom we do business. kdc/one's EHS standards and associated guidelines set minimum standards across the organization, promote continuous improvement, as well as provide guidance on implementation. These requirements address management systems such as responsibility and performance monitoring, and technical areas such as incident prevention and management, emergency response, process safety, physical hazards, occupational health, environmental management, and transportation. Training and consulting are provided to operating locations to ensure appropriate implementation of the requirements. Our system is designed to conform with ISO 14001/ OHSAS 18001/ISO 45001. Several operating locations are certified in conformance with international standards including ISO 14001, ISO 45001, OHSAS 18001, and ISO 9001. Training on key environmental, health, and safety topics is regularly provided. kdc/one's EHS information system (OneEHS) collects EHS information in real time and provides notifications, metrics graphs, tables, and reports.

To address emergencies, we have implemented emergency response plans in all our operations. These plans include elements on identification of emergency scenarios, emergency response teams, evacuation plans, employee training, and completion of emergency drills.

We have implemented various systems to ensure our operations comply with all applicable EHS regulatory requirements. These systems include global standards and operational controls.

1.

Environmental

Managing Climate Change

We have committed to addressing climate change through development and implementation of energy conservation programs to reduce fuel and electricity consumption. Our operations have established goals to reduce energy consumption and implement efficiency improvements. We have also focused on increasing the use of carbon-free and renewable energy.

Since FY 2021, electricity from our manufacturing operations has been sourced from renewable energy sources or has been offset with the purchase of renewable energy credits. Further, we have purchased carbon offsets to address carbon emissions from our use of natural gas.

Additionally, we have partnered with "One Tree Planted" and have planted one tree for each kdc/one employee around the world.

To facilitate reducing our environmental impact, regular training, KPI monitoring meetings and cross-functional workshops are held to foster and promote best practices exchanges across our sites.

Kaizen Week and Plant Sustainability Week events, hosted by sites, have the aim to take advantage of teams working together to achieve challenging targets towards reducing energy, water, and waste.

Energy *Management*

We have set an aggressive goal to reduce total energy consumption intensity by 20% by 2025, using 2019 as the baseline year. We achieved a 5% reduction in energy intensity (kwh/bulk produced) in FY 2022 compared to 2019. Examples of implemented projects include installation of cogeneration system, reduction of compressed air leaks, installation of timers to shut off equipment during off shifts, installation of LED lighting, and upgrades to chiller and compressed air systems.

Features of our energy management program include:

- Development of a network-wide sustainability team focused on managing energy consumption at each of our manufacturing sites

- Implementation of several organizational key performance indicators and communication tools that leverage the global energy goal of a 20% reduction by 2025 (compared to 2019 baseline) to keep our facilities and operations management focused on our energy usage performance

- Increased communications and awareness about energy usage

- Use of continuous improvement tools to identify energy reduction opportunities

- Implementation of high-impact, easy-to-replicate reduction projects like LED lighting upgrades

Legend:
- Total Energy (kwh)
- Total Energy / Unit (kwh / kg bulk)
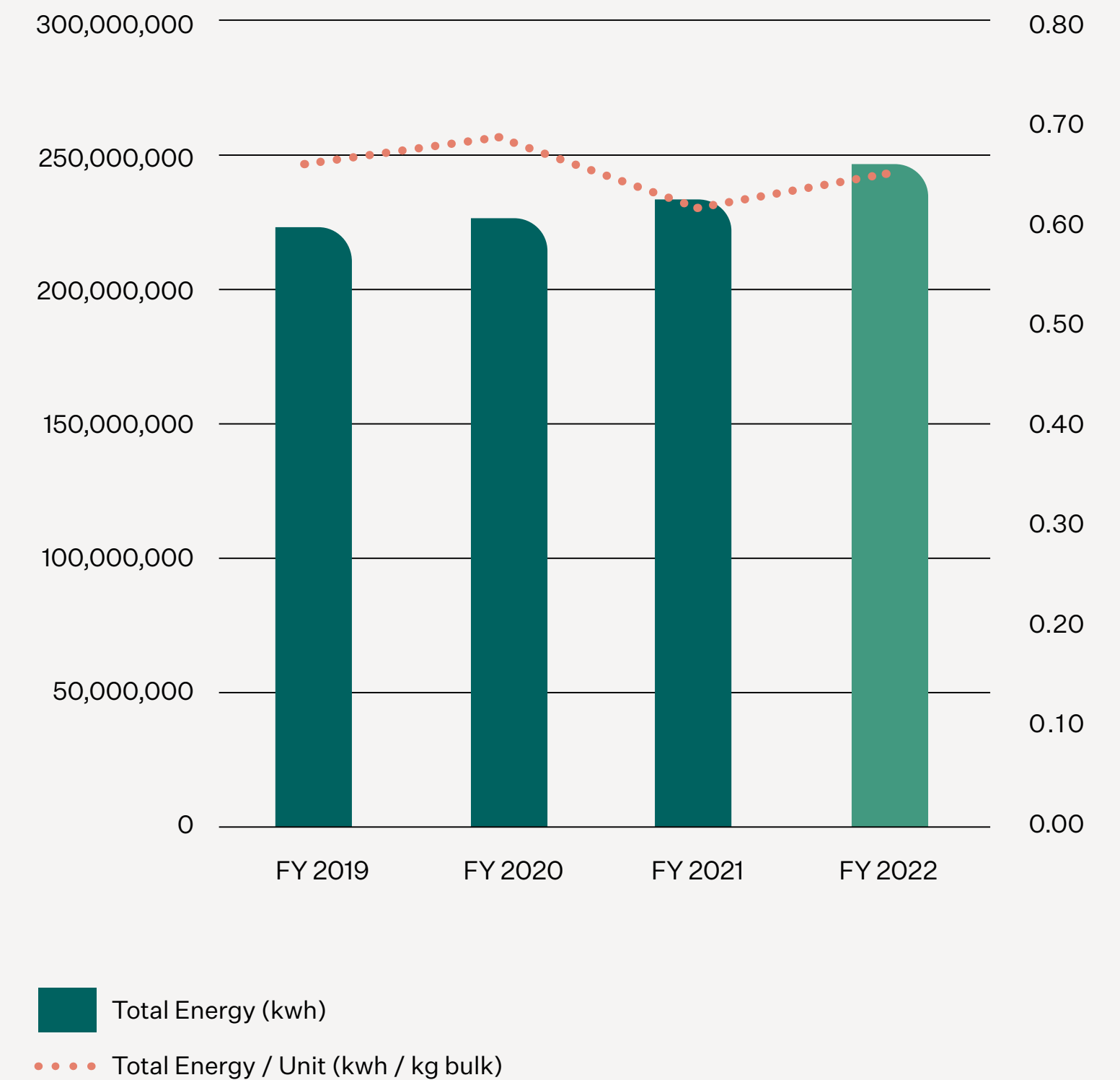
Waste *Management* and *Recycling*

We are continuously looking for opportunities to reduce our impact on landfills by reducing the waste generated from our operations and increasing recycling. We closely track both hazardous and non-hazardous waste generated from our manufacturing operations and ensure that regulated waste is responsibly managed by our operations.

We have set a goal to reduce the total amount of waste generated per units of production by 25% by the end of fiscal year 2025. In fiscal year 2022 we reduced our total waste intensity (kg of waste / kg of bulk) by 21% compared to 2019. We recycled over 60% of our streams. Features of our waste management include:

Features of our waste management include:

- Company-wide recycling initiatives

- Change in transfer of bulk material, which resulted in an annual reduction of 70 metric tons of waste

- Program to recycle more than 1.5 million corrugated boxes

Our waste management practices comply with applicable regulations and waste recovery practices.

■ Total Waste (MT)

····· Total Waste / Unit (kg / kg bulk)
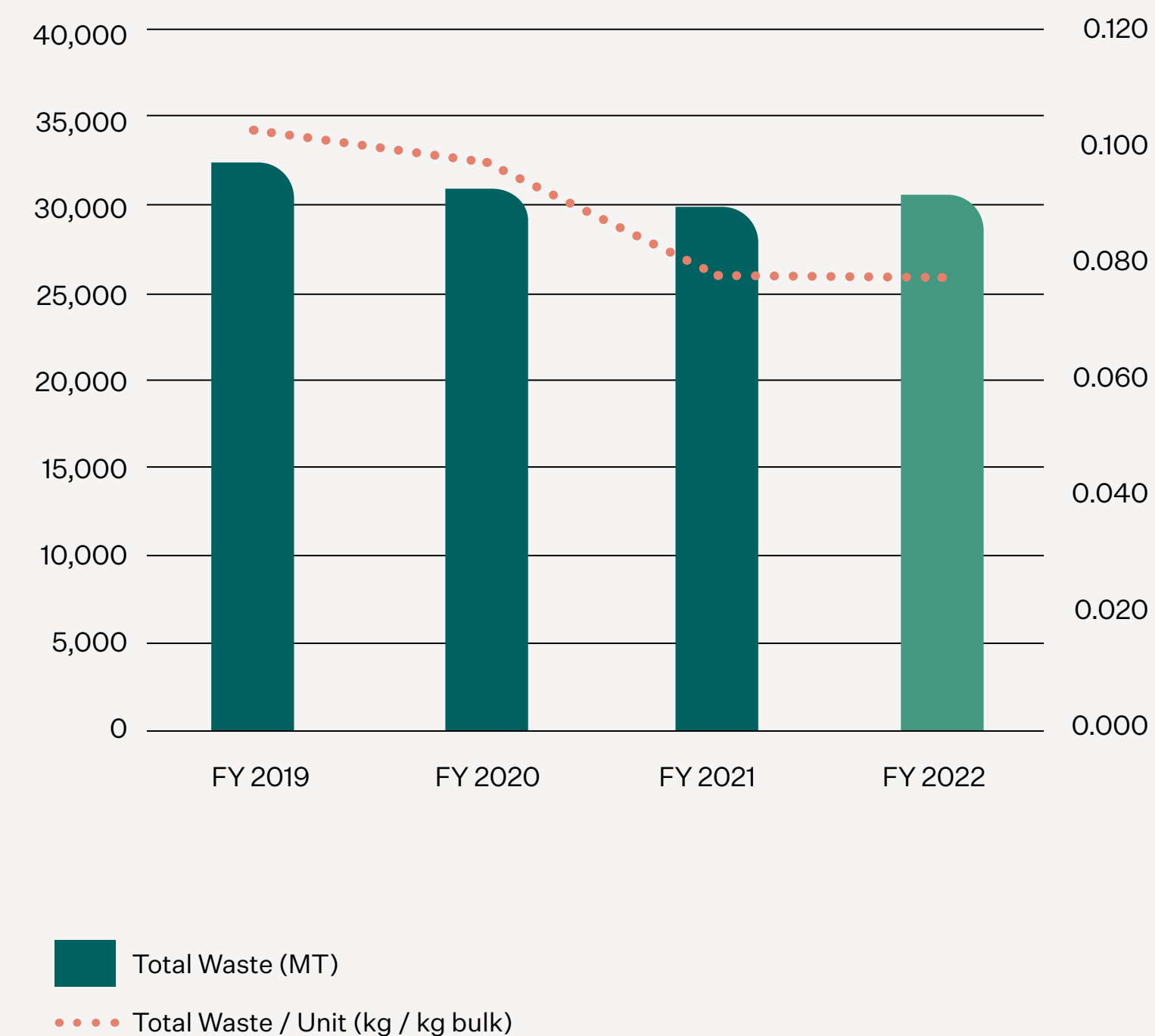
Water
Management

Water is an important resource for our operations, especially because many of the products we produce have a large water composition.

We have reduced water consumption through production efficiency improvements, and reduction of water use in cleaning operations, installation of low-flow equipment, conducting hydraulic diagnosis, water balance studies, and detection of water leaks. We have established a goal to reduce water use by 25% by 2025 compared to 2019. In fiscal year 2022, we reduced our water consumption intensity (m3/bulk produced) by 20% compared to 2019.

	FY 2019	FY 2020	FY 2021	FY 2022

■ Total Water (M3)

····· Total Water Unit (m3/ metric tonne)
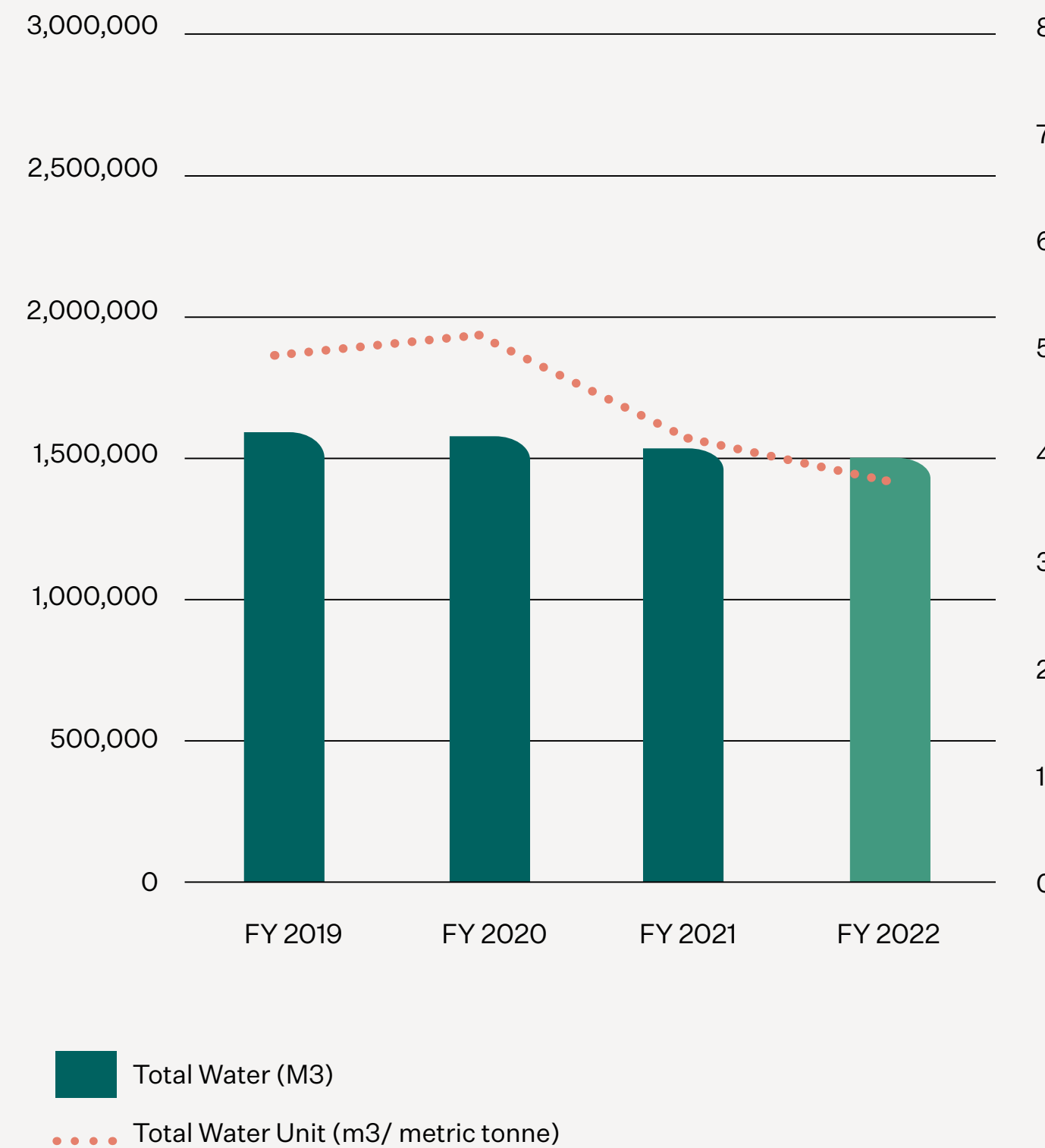
Wastewater Discharge Indicators

We monitor wastewater discharge from our operating locations to ensure compliance with local regulatory requirements.

We have implemented various best management practices to prevent wastewater contamination, including secondary containment, employee training, and operational controls. We are within our permitted discharge limits for Chemical Oxygen Demand (COD), Biological Oxygen Demand (BOD), and Total Suspended Solids (TSS).

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Air Emissions Indicators

kdc/one regularly monitors relevant permitted air emissions from our operating locations to ensure compliance with regulatory requirements. Our emissions are well within applicable allowable limits established by local operating permits and regulations.

Volatile Organic Carbon Emissions	Our volatile organic carbon emissions are well within applicable allowable limits established by local operating permits and regulations.
Nitrogen Oxide (NOx) Emissions	We have negligible nitrogen oxide emissions from our facilities. These emissions are associated with fuel combustion for boiler operations primarily and are unregulated at most of the locations due to the low levels of these emissions.
Sulfur Oxide (SOx) Emissions	We have negligible sulfur oxide emissions from our facilities. These emissions are primarily associated with fuel combustion for our steam boiler operations and are unregulated at most of the locations due to the low levels of these emissions.

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Biodiversity

kdc/one has facilities and offices located in major cities and rural locations. We endeavor to ensure that risks associated with land use, operations, and impact to biodiversity are identified and mitigated in compliance with applicable guidelines regarding biodiversity protection and preservation.

We agree with the principles included in the UN Convention on Biodiversity and strive to meet these principles. We support a program led by Muse to preserve biodiversity in Udzungwa Mountains National Park in Tanzania. We continue to evaluate our existing practices against current state-of-the-art practices.

Product, Packaging, and *Formulation Development*

Innovation is a core strength and critical to our value proposition for customers. We believe our innovation capabilities are industry-leading and that customers rely on our expertise to help drive groundbreaking product innovation for their brands.

Our integrated expertise in product development, packaging innovation and manufacturing, combined with superior service, supports consistent delivery of leading solutions for our customers. Our teams are at the forefront of the latest trends and technologies, collaborating with our customers to offer relevant and meaningful solutions with an elevated approach reflective of each brand's vision. The specific services we provide include product design and development, formula development, efficacy testing, sensory evaluation, packaging design and development, engineering, and tooling unit production. We also leverage techniques such as 3-D printing and rapid prototyping to enhance customer collaboration and support faster speed-to-market.

Indeed, **technology innovation is a key driver of sustainability.** As experts in our categories, we pursue technologies and materials that can be launched in the market as new product solutions. Recent examples include natural insecticide formulations, biodegradable fragrance solutions, energy-efficient diffusion systems, and plant-based plastic alternatives, among others.

To support this approach, we **initiated a dedicated product innovation program**, which tackles some of the key sustainability topics in our industry: certified sustainable, sustainable formulations, recycled plastic usage, single-use plastic reduction, and other waste reduction.

Product, Packaging, and *Formulation Development* (cont'd)

Through this program, we coordinate sustainable new product-related activities and funnel internal expertise across our teams. For instance, this year we founded Sustainability Week—an internal week-long event that brought together experts from different departments within the organization, to share and discuss best practices around new product development.

Ultimately, having **sustainability embedded in our innovation process** and leveraging our expansive technical and expert network, we are able to identify and act on the key challenges early on and lead the way to achieve best-in-class sustainable proposals for our customers.

In partnership with our customers, we co-develop high-performance formulations across a broad range of product forms. Our capabilities include creams, lotions, solid sticks, loose and pressed powder, hot fills and gels, oils, scrubs, aerosols, thin films, and more. Our expansive library contains over 24,000 formulations. We also specialize in the design and manufacturing of innovative, high-quality packaging solutions and handle virtually all packaging formats and substrates. Customers have the option to choose from our comprehensive library of stock ranges, including over 700 options, or create completely custom designs and personalize specifications for all packaging solutions.

We are dedicated to delivering safe, environmentally conscious, and sustainable formulations to our customers. Our two-tier formulation guideline approach allows proactive, innovative developments to be at the forefront of ingredient stewardship, ensuring we develop compliant formulas that deliver all the benefits consumers want while freeing them of materials that may be harsh, controversial, or detrimental to our environment. "Clean at kdc/one" and "kdc/one Responsible Guidelines" offer transparent ingredient positioning and inspire more informed product choices with recognizable ingredients providing clear communication on formula expectations.

kdc/one's formulation and manufacturing capabilities support sustainability with ingredients, processing, and unique delivery forms to help minimize the ecological and global footprint. Our talented teams collaborate to offer advancements in waterless technology, cold process manufacturing, and responsible ingredient sourcing to create more transparency for customers. Our collections include high-performing concentrated formats, solid shampoos, body washes, deodorants, and lotion bars paired with sustainable packaging to help conserve natural resources while reducing environmental impact. Our Home Care segment studies cutting-edge innovative solutions that integrate sustainable formulations without compromising on performance or efficacy.

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Product, Packaging, and *Formulation Development* (cont'd)

Waterless technologies are being applied to help clean hard surfaces. Our Home Care operations have developed multipurpose cleaning solutions for hard surfaces in a compact and concentrated format, that is re-hydrated by the end user. This technology saves plastic by relying on the reuse of the same dispenser and provides the increased benefits of a compact solution, making the product easier to store and transport.

Moreover, sustainability as it relates to disinfection has been broadened to include formulations, by studying solutions with vegetable-based lactic acid as a biocide and relying on vegetable sourcing instead of synthetic components. Waterless technologies are also being applied to laundry care, focusing research and innovation efforts in deploying smart and powerful solutions and contributing to promoting more sustainable laundry habits.

kdc/one has also made great efforts to deliver sustainable product packaging to our customers and their consumers, such as:

- Introducing packaging compliant with recognized sustainability certifications

- Promoting the use of recycled plastics, bioplastics, and refillable solutions through our packaging designs

- Using, no matter what the packaging design, recycled plastics whenever possible

- Promoting mono-material construction to improve recyclability

To fully integrate such criteria within our entire product development process, we developed an ESG-dedicated assessment tool that was completed as part of the project deliverables. These assessment tools challenge and drive us to continuously improve our product impact. Introducing this assessment tool aims to promote a lifecycle thinking approach fostering reuse, recycling, and resource consumption reduction. We are working to further integrate lifecycle thinking through dedicated training and proper tool development.

2.

Social

Keeping our
Focus on Safety

The success of our business is fundamentally connected to the safety and wellbeing of our employees. Accordingly, we are committed to the health, safety and wellness of our employees and the communities we engage with around the world. We provide our employees and their families with access to a variety of innovative, flexible, and convenient health and wellness programs.

We have focused our workplace safety efforts towards increasing employee and management engagement. One process for facilitating this engagement is our Good Observation program. We define good observations as safety observations that are communicated, documented, corrected and that help prevent incidents from occurring. In 2022, we increased the Good Observation rate (number of good observations per 100 employees) by over 200% in our manufacturing locations. Many of these good observations resulted in actions to reduce risk or make improvements to processes. We have implemented several programs to proactively identify workplace hazards and reduce employee incidents.

These prevention programs include:

- Establishing global standards to standardize safety practices across our networks

- Implementing web-based system to facilitated real-time reporting and management of incidents

- Increasing awareness around critical safety risks, focusing on 8 risks that can result in a serious incident or fatality: process safety, confined space entry, fall protection, electrical safety, hazardous energy, machine guarding, powered industrial trucks, and hazardous atmosphere

- Encouraging employees to identify EHS risks and notify management for consideration through our Good Observations program

- Conducting weekly leadership inspections (by management)

- Increasing organizational learning by issuing EHS alerts to share information on incidents

- Forming learning teams to develop a deeper understanding of systemic failures associated with serious incidents and near-miss events

Safety (cont'd)

In FY 2022, our recordable injury rate was 1.48 incidents per 100 employees. This rate has been consistent over the past 3 years and lower than the industry average. We also measure the number of serious incidents as defined by ASTM E2920 – 14: Standard Guide for Recording Occupational Injuries and Illnesses – Level 1A. Our serious incidents for FY 2022 stand at 0.12 incidents per 100 employees. Our goal is to get our serious incident rate down to zero by 2025.

Serious Incidents per 100 employees (FY)

Year	Value
2019	0.06
2020	0.06
2021	0.12
2022	0.12

Recordable Incidents per 100 employees (FY)

Year	Value
2019	1.65
2020	1.37
2021	1.56
2022	1.48
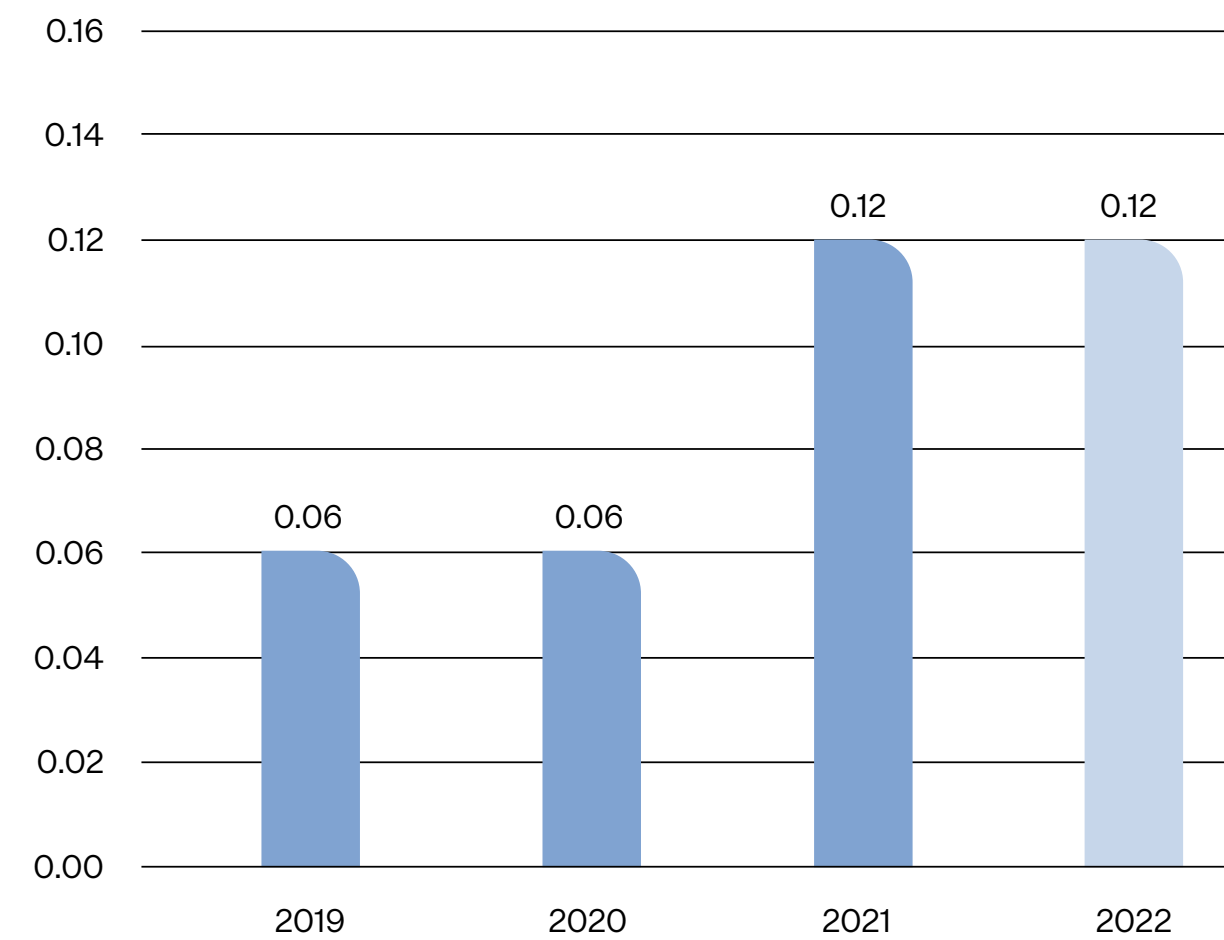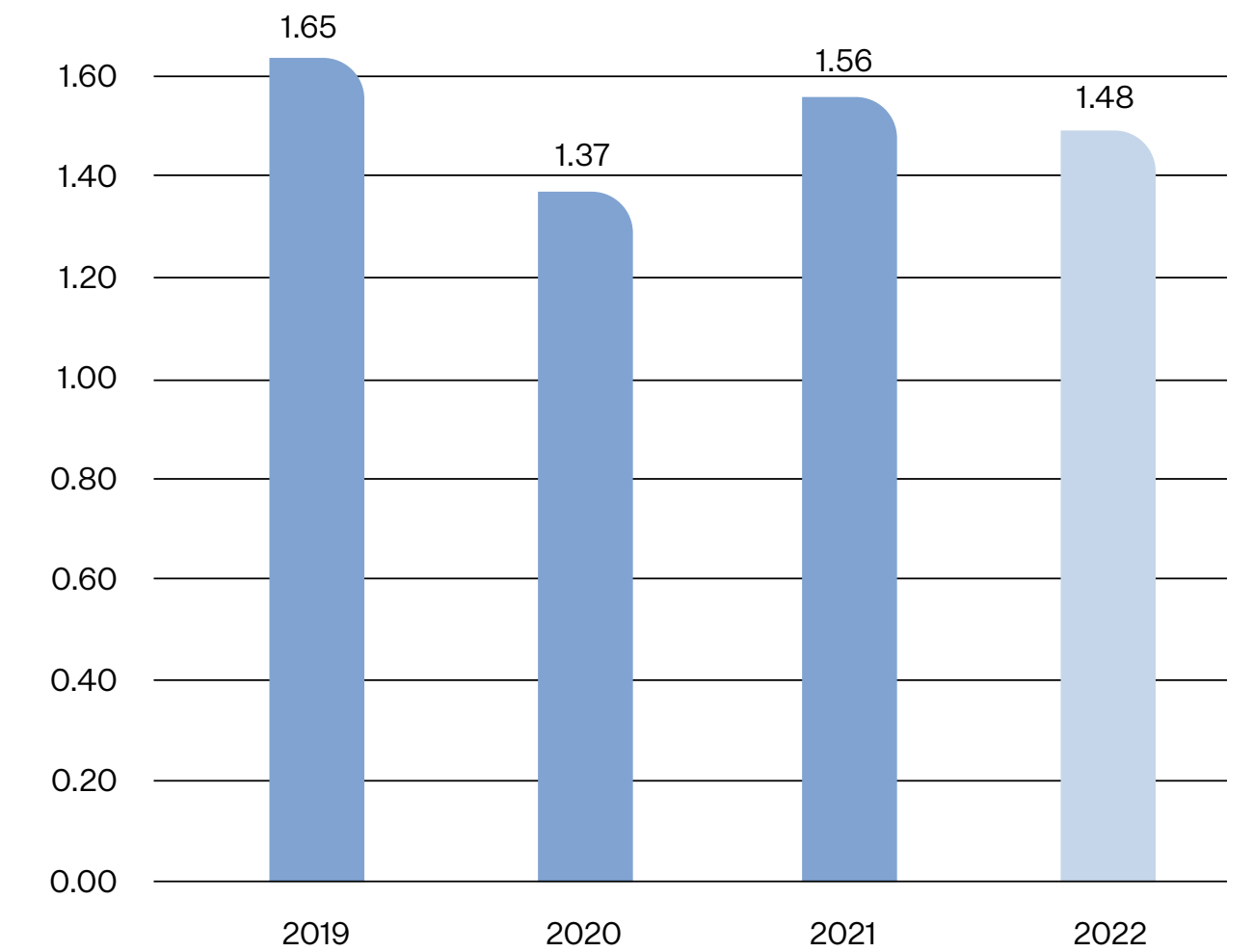
Safety (cont'd)

In response to the COVID-19 pandemic, we implemented significant changes that we determined were in the best interest of our employees, as well as the communities in which we operate, and which comply with government regulations. Through the use of education and awareness, mandatory social distancing and mask wearing, health screenings, and numerous changes to our manufacturing sites, we strive to make our workplaces safe for employees. We have policies and procedures in place for communicable disease outbreaks, including remote work and teleworking policies, and have developed and implemented Epidemic Prevention Work Guidelines and Preparedness Plan and General Guidelines for any confirmed cases.

We will continue our mental health awareness initiative to ensure both the physical and mental well-being of our people.

People *Strategy*

In FY 2022, we developed our kdc/one vision, mission, and values. Our values of wellbeing, compassion and inclusion reflect our recognition that our employees are integral to the success of our business.

Key components of our strategy to support our employees include developing a culture that supports and engages employees, talent management programs, diversity and inclusion initiatives, rewards and recognition programs, and organization development. We provide competitive training and on-the-job development opportunities for our employees. We take a holistic approach to talent management that's inclusive of career development, training, succession planning, and internal mobility. We conduct surveys to gauge the engagement of our employees. We learned from our 2020 survey that culture was a key priority. We have worked to create and establish one common kdc/one culture with a comprehensive vision, mission, and values, with corresponding behaviors that are now also linked to our performance management process. We will be conducting periodic pulse surveys on an ongoing basis.

One kdc/one
People Strategy

1 *Culture*

Create ONE kdc/one culture which develops, supports, and engages our employee

2 *Talent Management*

Attract, retain, and develop the best talent by making kdc/one a great place to work while ensuring succession in key roles

3 *Diversity & Inclusion*

Foster a culture of Inclusion and Diversity which engages and empowers employees to contribute and thrive. Develop and implement strategies to grow our teams to represent the diversity of the communities in which we operate

We will build & sustain ONE kdc/one PEOPLE culture which enables our vision, aligning our goals and resources with our business strategy to provide a forward thinkving and rewarding experience for our colleagues while delivering superior results.

4 *Rewards & Recognition*

Provide competitive rewards & benefits that attract, motivate, and retain best talent

5 *Human Capital & Expertise*

Accelerate Global HR capabilities with optimized tools and a data driven approach to all elements of HR

6 *Organizational Development*

Ensure the right competences and the right organizational set-up to support the future development of the business

Diversity, Equity, and Inclusion

As of December 31, 2021, we had ~11,500 full-time employees, ~6,000 of whom were employed in connection with our Beauty and Personal Care segment and ~5,500 of whom were employed in connection with our Home Care segment. ~4,000 members of our full workforce were employed in the United States and ~675 were employed in Canada, with the remainder throughout Asia, Europe, and Latin America.

As of December 31, 2021, ~2,900 of our employees were represented by a union. We believe we have a good relationship with our employees and, to date, have never experienced a strike or significant work stoppage.

We strive to attract, retain, and develop our employees who are critical to our success, particularly those involved in our R&D efforts. To succeed in a competitive labor market, we have developed key recruitment and retention strategies, objectives, and metrics, which we focus on as part of the overall management of our business.

Diversity, Equity and Inclusion (cont'd)

Diversity and Inclusion

Our commitment to diversity and inclusion is a defining feature of our culture. We believe that a diverse workforce is critical to our success, and we continue to focus on the hiring, retention and advancement of women and underrepresented populations. Our recent efforts have been focused in four areas: maintaining an inclusive culture that emphasizes respect for all people and fosters inclusion; setting expectations, objectives and measuring results from an employee compliance and accountability perspective; attracting, retaining, developing, and promoting diverse talent; and fully integrating inclusive priorities into our leadership team. These efforts are summarized in our kdc/one DE&I ambitions chart on the next page. We believe that diversity is critical across all areas of our employees, customers, consumers, and communities.

We are planning to establish working groups to identify key areas of impact and initiate and promote diversity opportunities and stories. Across the organization, we expect to conduct assessments to drive an enterprise-wide strategy that will encompass the sharing of data and best practices while seeking to ensure executive sponsorship for key focus areas.

Additionally, in 2021 we embarked on further corporate-wide programs to train and educate management on diversity and inclusion, and these programs will be fully rolling out within our organization. These programs also aim to review and adapt hiring practices, and increase equitable pay and promotion practices, as well as create opportunities for employees to connect and share their stories. We have launched various communications initiatives, such as regular town halls, an internal social channel, a company-wide newsletter and intranet, and employee counselling, all of which contribute to the sense of community we are adamant about fostering.

Some metrics to highlight our progress:

- 57% of all our employees are women

- 41% of our managerial roles are held by women, with representation in BPC of 49% of managerial roles held by women

- 50% of our US employees are ethnically diverse

- 28% of our US managerial roles are held by ethnically diverse employees

We recognize the importance and benefits of having a board of directors and senior management composed of highly talented and experienced individuals who value fostering and promoting diversity among board members and senior management with respect to gender, ethnicity, cultural background, and other factors. Four of our directors are women, representing approximately 33% of our board of directors. We believe that having a diverse board of directors can offer a breadth and depth of perspectives that enhance our performance.

Diversity, Equity and *Inclusion* (cont'd)

Compensation and Pay Equity

The philosophy behind our compensation program is to provide an attractive, flexible, and market-based total compensation program that is tied to performance and aligned with shareholder interests. Our goal is to be competitive in recruiting and retaining talent through high-quality compensation practices. Our compensation guiding principles are to invest in talent and potential and reward strong performance. We are committed to fair pay and strive to be externally competitive while ensuring internal equity across our organization. We have an industry-competing policy of compensation that includes (1) direct monetary compensation aimed at attracting, retaining and rewarding talent composed of a base salary and performance incentive annual bonus; (2) indirect monetary compensation aimed at employee satisfaction, composed of group benefits, paid time off and retirement savings plans; and (3) indirect non-monetary compensation aimed at creating an engaged workforce, composed of a recognition program, career development and promotion opportunities. We are conducting global pay equity assessments and compensation reviews, and we are actively working to improve our hiring practices, performance reviews, and career development opportunities to eliminate unconscious bias that could contribute to pay inequities.

kdc/one
DE&I Ambition

Diversity	**Gender Equity** Managerial Positions: • 33% Gender Diversity by 2024 • 50% Gender Diversity by 2030	**Diversity Mix** Meet local labor law requirements and increase recruitment of people with disabilities – 5 years Ethnic Diversity for US: Achieve 33% or greater by 2024 Global labels definition, sensitive information/data treatment/collection – 2 years	**Communication** Internal and external Global Communication Campaign and local initiatives to promote DE&I awareness Acknowledge and reward inclusive employees & managers – "Inclusion Champions" – Reward and recognition program Annually starting 2021
Equity	**Pay Gap** Assess the local pay gap with specific role analysis and build a realistic plan to close the gap over 5-year period	**Recruitment** For each Recruitment at Manager/Director and above level, ensure slate includes minimum two candidates representing underrepresented groups Ongoing	**Talent Management** Create assisted succession planning for underrepresented groups: Identify succession plan for senior roles inclusive of underrepresented groups of employees. Build development plans and identify talent gaps for proactive recruitment From 2022
Inclusion	**Inclusion Assessment** Assess and monitor the Inclusion level through annual global surveys and local focus groups First Action: Sustainability Survey	**Training** Deploy anti-bias training across the organization by 2024 to all levels	**Culture** Promote generation mix, respect and knowledge sharing through specific local and global programs Online training, local initiatives, communication campaigns Ongoing

kdc/one

Philanthropy and *Citizenship*

We deeply care for people, our local communities, and our world. We understand the connection of our people, our sites, and the communities where we operate.

We focus our collective energy and attention on making an impact where we work and live. Our sites have the autonomy to support local organizations and needs as they see fit.

They understand the dynamics better than our central office and can make a more lasting impact delivering what is needed, where it is needed.

Over the past two years, our sites have provided local support through more than 100 activations.

The efforts of our employees and teams take many different shapes. We provide monetary support when needed, we volunteer when we can, and get involved when we are asked.

We are staunch supporters of first responders, the youth in our communities, and those in need.

We have provided support for the arts around the world with sponsorships of the Museo delle Scienze and Museo di arte moderna e contemporanea di Trento e Rovereto in Italy, and the Wexner Center for the Arts in Ohio.

Our teams provide support as needed through the Red Cross whenever disaster strikes. We've given locally to assist our communities through flooding in Port Jervis, and the ongoing refugee situation in Ukraine across our European sites.

Our values set the course for our employees to feel empowered and to show compassion. We will continue to follow their lead and focus on improving quality of life in the communities where we reside.

3.

Governance

We recognize that *good corporate governance* plays an important role in our *overall success* and in *enhancing stakeholder value*. Accordingly, we have adopted and will continue to follow *corporate governance policies* and *practices* that reflect this consideration.

Board of *Directors* and *Director Independence*

Our board of directors is composed of twelve directors, from which five are "independent" based on the current and prior relationships that each director has with kdc/one and its principal shareholders, and all other facts and circumstances our board of directors deemed relevant in determining their independence. The Board assesses on a regular basis, and at least annually, the independence of directors.

kdc/one is committed to best-in-class governance structures and processes ensuring an appropriate balance of independent to non-independent directors and including an objective process for identifying, selecting, and nominating independent directors and determining executive compensation. The board of directors has established a governance committee in line with best-in-class governance practices, and oversight of this process.

Board *Diversity*

Our commitment to diversity and inclusiveness is a defining feature of our culture. We recognize the importance and benefits of having a board of directors and senior management composed of highly talented and experienced individuals who value fostering and promoting diversity among board members and senior management with respect to gender, ethnicity, cultural background, and other factors.

We expect to adopt a formal policy for nomination of directors and the appointment of our senior management team that promotes our commitment to diversity. Currently, four of our directors are women, including the Chair of the Board, representing 33% of our board of directors, and four of our executive officers are women.

We believe that having a diverse board of directors can offer a breadth and depth of perspectives that enhance our performance. The board of directors and our shareholders value diversity of abilities, experience, perspective, education, gender, background, race, and national origin. Recommendations concerning director nominees are based on merit and past performance as well as expected contribution to the board's performance and, accordingly, diversity is taken into consideration.

We anticipate that the composition of the board of directors will in the future be shaped by the selection criteria to be developed by our board of directors, ensuring that diversity considerations are taken into account in senior management, monitoring the level of women and minority groups represented on the board and in senior management positions, continuing to broaden recruiting efforts to attract and interview qualified female candidates, and committing to retention and training to ensure that our most talented employees are promoted from within our organization, all as part of our overall recruitment and selection process to fill board or senior management positions as the need arises and subject to the rights of our principal shareholders.
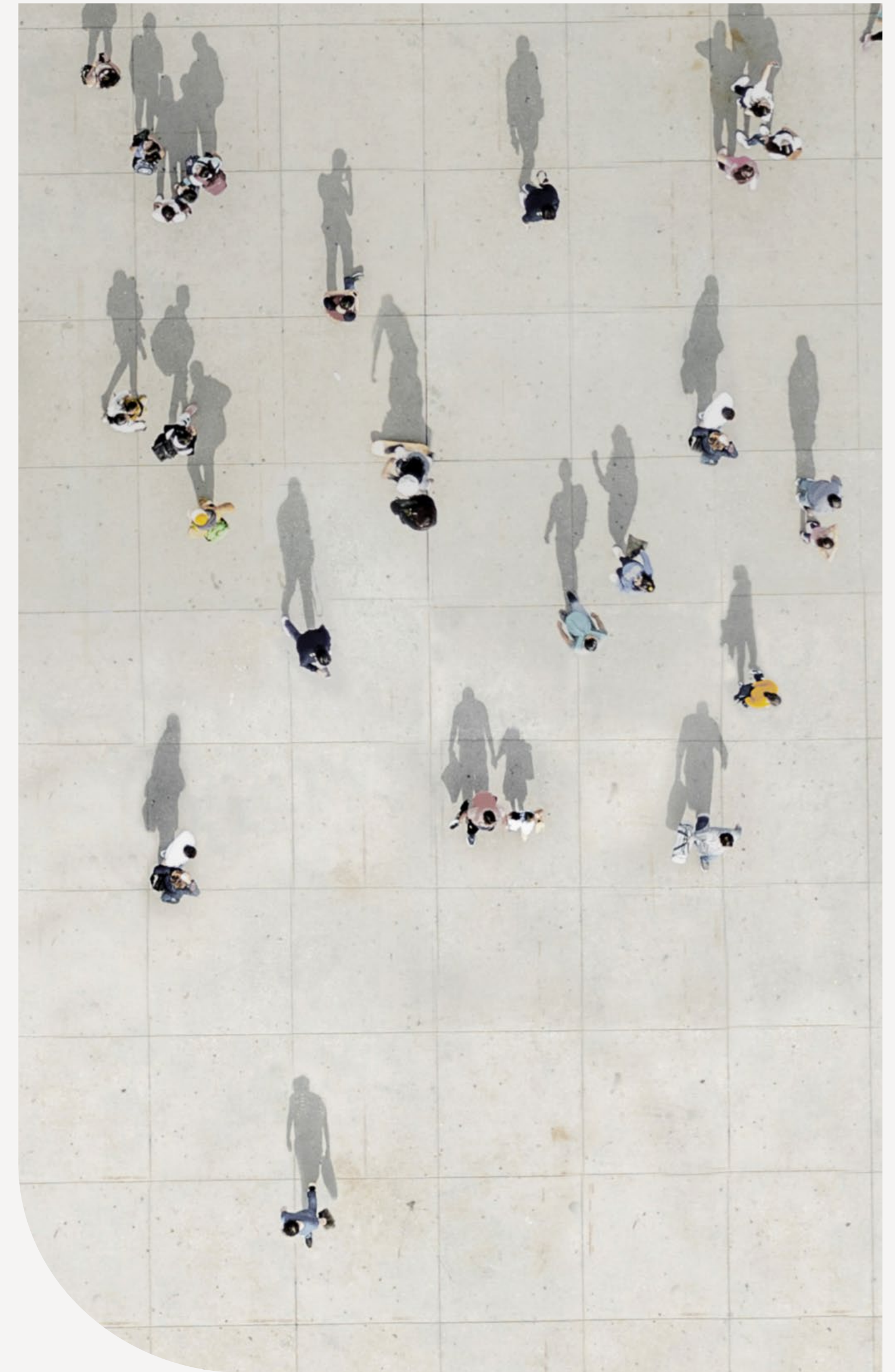
Code of *Business Conduct* and *Ethics Policy*

Building from our strong ethical foundation, and codes and policies in place across our legacy organizations, we have crafted a global kdc/one Code of Ethics that applies to all employees, officers, and directors across our network and sites. The unified kdc/one Code of Ethics re-iterates our existing commitments to ethics and integrity in all facets of our business and is supported by regional policies and practices.

We hold ourselves to the highest level of ethical conduct, and we have created this code of business conduct and ethics to clearly articulate the foundation for kdc/one's governing principles, culture, and values.

These standards are designed to deter wrongdoing and to promote honest and ethical conduct. Our business success and the confidence and trust of our customers, investors, and partners depend on our ability to foster a culture of honesty, integrity, and accountability. We train all employees on a continuous basis on matters of business and ethical conduct; employees must also acknowledge our Code of Ethics when on-boarding, and again at regular intervals once in our employ.

Our unified Code of Ethics, and any companion policies and guidelines, will also be made available on our website at kdc-one.com.

We take our commitments seriously in all that we do, including implementing a culture that permits whistleblowing and protects whistleblowers, through our global ethics and compliance programs. In 2021, we launched a phone- and web-based reporting system, EthicsPoint, that allows employees to confidentially report any issues, to foster a work environment that promotes safety, security, integrity, ethical behavior, and collective wellbeing. Any report to the hotline triggers reporting to audit, legal, and HR, and every complaint is fully investigated in accordance with established protocols including confidentiality and safeguards to protect the identity of whistleblowers.

3.4
Bribery and *Anti-Corruption*

As an organization, we are committed to adhering to all anti-corruption laws and regulations, ensuring our employees do not engage in activities that put kdc/one at risk. To ensure compliance with all relevant anti-corruption legislation while promoting sound business operations as required by best practices, we have committed to implement an effective anti-bribery management system in FY 2023 that uses the ISO 37001 standard, to help prevent, detect, and address bribery. Certification path has already been completed by one of our sites and an extension roadmap is planned.

This system is intended to include a comprehensive global trade sanction procedure for all operations worldwide, regular checks and controls, both before and after onboarding a new customer, supplier or vendor, and sufficient contractual obligations and additional indemnification when specific circumstances justify it.

We also take advantage of the UNGC Academy to increase training on business ethics, integrity and antibribery principles, and join various UNGC-related initiatives (webinars, events, etc.).

kdc/one

Data *Privacy* and *Security*

We maintain constant vigilance with regards to cybersecurity. Security strategy and action plans are constantly reviewed and implemented as are various firewalls and efforts to regularly assess the risks and potential impacts, as well as their mitigation strategies. kdc/one implements every measure possible to protect the information of its customers and other business partners, as well as its own information, against piracy and loss.

Below is a summary of the major security measures currently in place:

Security team	kdc/one has a team dedicated to security that is responsible for maintaining security policies and overseeing the implementation and maintenance of security controls to reduce information security risks to an acceptable level (as per risk appetite of the organization).
Risk assessment	kdc/one uses National Institute of Standards and Technology (NIST) framework in its security approach and has committed to deploying Center for Internet Security (CIS) controls. Risks are assessed from different angles with different strategies: • Yearly internal and external penetration testing by external firms • Quarterly automated scans of external and internal networks • NIST and CIS assessment by external firms to confirm our position
Policies	A complete set of policies was created and deployed according to Information Technology General Controls (ITGC) (governance principles). Governance ensuring compliance of these policies is in place with a clear framework.
Tools to identify, protect and detect	An extensive set of overlapping and intelligent security tools enforce the security rules throughout kdc/one. These tools are constantly monitored, and alert mechanisms are in place in case of incident. All events are recorded, and their logs aggregated.
Response	The Incident Response Plan is communicated to concerned parties and tested yearly with a tabletop exercise.
Recovery	kdc/one leverages its own international private cloud infrastructure to host its Disaster Recovery strategy and safely store protected backups, isolated from possible cyberattacks. These daily monitored routines ensure that critical data may be recovered if needed.
Training	Regular training is provided to employees who can access the internet to maintain awareness and understanding of procedures related to cybersecurity threats. Special security training modules are also provided to IT professionals.
Extended expertise	The kdc/one security team's expertise is extended with specialized firms ensuring extra cybersecurity monitoring, responsiveness, and expertise. These services cover both internal and external networks around the clock.

Management of Supply Chain

We maintain a diverse supplier base and strategic relationships to ensure stability of supply as well as cost-effective and leading-edge solutions, with relationships often cultivated over many years.

We are developing supplier codes of conduct and responsible source policies to ensure our supplier chain partners effectively address their environmental, social, and governance obligations. We understand that our sustainability impact includes not only our operations, but also the activities of our suppliers and other business partners. Sustainability is a focus during sourcing, along with quality and serviceability. We constantly seek to transform supply chain processes in the spirit of continuous improvement while providing proactive support to the sales, operations, and R&D teams.

We have prioritized our engagement with suppliers on ESG issues by assessing the impact of our key direct suppliers. We have requested that 100 supply chain partners, who make up 80% of our expenditure on direct material purchases, complete an ESG assessment using the EcoVadis platform. We support suppliers to improve their ESG processes.

In addition, under the UK's Modern Slavery Act 2015, kdc/one's subsidiary based in the UK publishes a Slavery and Human Trafficking Statement for each financial year, describing what steps have been taken to address the risk of slavery or human trafficking occurring in our own operations or our supply chains.

Product *Quality*

We maintain high standards for product quality and regulatory compliance with strict policies and procedures monitored and enforced across all our manufacturing facilities. Our comprehensive quality assurance program monitors compliance through the production cycle to ensure operational and quality excellence.

The quality assurance organizations at our manufacturing facilities oversee self-improvement audits on a weekly, monthly, and quarterly basis to ensure compliance of our manufacturing, packaging, and testing steps with our standard operating procedures. Audits are also conducted annually by many customers and/or third-party auditors. Our standard operating procedures ensure the safety and effectiveness of the products we manufacture, in line with customer specifications and industry standards.

Any deviations from these established procedures, should they occur, are investigated immediately to determine the root cause for the deviation so that corrective and preventative actions can be taken to avoid further recurrence, and are subjected to a documented assessment that evaluates the potential impact of the deviation on product quality and safety. We have increased awareness around consumer health and safety by facilitating internal information sessions and working groups. Topics discussed include product innovation, risk prevention and management, and regulatory trends.

In line with our long-lasting commitment to people's health and well-being, we often cooperate with institutions and category associations to be at the forefront of the fast-evolving regulatory landscape. One good example is our participation in the Chemicals Strategy for Sustainability impact assessment, an initiative promoted by CEFIC (the European Chemical Industry Council) in response to a call from the European Commission, which aims to invest in safe and sustainable substances, to develop a regulatory system that ensures no harm to people or environment, and to support the industry's investments into more innovative solutions.

Thank you

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A-B

Appendix

Appendix A – *Data*

ESG Performance Indicator	2019	2020	2021	2022
SAFETY MANAGEMENT				
Serious Occupational Injury and Illness Incident Frequency Rate (200,000 hours worked)	0.07	0.06	0.12	0.12
Occupational Injury and Illness Incident Frequency Rate (Incidents / 200,000 hours worked)	1.65	1.37	1.56	1.48
Employee Engagement (Number of Observations Submitted / 200,000 hours worked)	0	0.79	6.75	21.53
WASTE MANAGEMENT				
Hazardous Waste (Incinerated/Autoclaved) (tonnes)	1,713	1,768	1,698	1,653
Hazardous Waste (Incinerated/Autoclaved) Per unit (kg/kg)	0.005	0.005	0.004	0.004
Non-Hazardous Waste Landfill (tonnes)	11,623	11,695	10,903	10,167
Non-Hazardous Waste Landfill Per Unit (kg/kg)	0.035	0.036	0.029	0.027
Waste Recycled / Waste to Energy (tonnes)	19,449	17,336	17,305	18,420
Waste Recycled /Waste to Energy (kg/kg)	0.059	0.053	0.045	0.048
Percent Waste Recycled/WTE	59%	56%	58%	61%
Total Waste (tonnes)	32,785	30,800	29,906	30,277
Total Waste per Unit (kg/kg)	0.099	0.095	0.078	0.079
ENERGY MANAGEMENT				
Electrical Energy (kwh)	144,481,911	140,706,905	146,694,242	155,873,947
Electrical Energy per unit (kwh/kg)	0.44	0.43	0.39	0.41
Fuel Consumption (kwh)	78,486,345	82,731,485	86,594,510	90,653,571
Fuel per unit (kwh/kg)	0.24	0.25	0.23	0.24
Total Energy Consumption (kwh)	222,968,256	223,448,540	233,288,752	246,527,518
Total Energy per unit (kwh/kg)	0.68	0.69	0.61	0.64

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Appendix A – *Data*

ESG Performance Indicator	2019	2020	2021	2022
WATER MANAGEMENT				
Water (M3)	1,611,275	1,607,762	1,569,002	1,503,281
Water per unit (m3/Metric Tonne)	4.89	4.95	4.12	3.92
COMPLIANCE MANAGEMENT				
Remediation Settlements ($)	0	0	0	0
Significant spills	0	0	0	0
CARBON MANAGEMENT				
Scope 1 Greenhouse Gas Emissions (MTCO2E) – Direct from Fuel Combustion. Does not account for Offset of Natural Gas consumption	14,280	15,053	15,756	16,494
Scope 2 Greenhouse Gas Emissions (MTCO2E) – Indirect from Electrical Consumption (Manufacturing) – Market Based	54,869	36,127	102	96
Total Greenhouse Gas Emissions (MTCO2E) – Total (Manufacturing)	69,149	51,179	15,858	16,590
Total Greenhouse Gas Emissions per Unit (MT CO2E/kg)	0.210	0.158	0.042	0.043
DIVERSITY				
Board Diversity – Women %	33%	33%	33%	33%
Gender Diversity – Management (% Female)	NA	NA	NA	41%
Gender Diversity (% Female)	NA	NA	NA	57%
PRODUCTION VALUE				
Bulk Produced (kg)	333,720,382	324,863,373	381,008,917	382,380,921
HEAD COUNT				
Head Count	6,000	8,170	11,788	11,500

Appendix B – *GRI content index*

Statement of use	kdc/one has reported the information cited in this GRI content index for the period May 1 2021 - April 30, 2022 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	kdc-one.com
	2-2 Entities included in the organization's sustainability reporting	ESG Report, "Introduction of ESG Programs"
	2-3 Reporting period, frequency and contact point	ESG Report, "Introduction of ESG Programs"
	2-4 Restatements of information	Not applicable / First ESG Report
	2-5 External assurance	ESG Report, "ESG Structure and Reporting Relationships"
	2-6 Activities, value chain and other business relationships	kdc-one.com
	2-7 Employees	ESG Report, "Appendix A - Data"
	2-9 Governance structure and composition	ESG Report, "Board of Directors and Director Independence"
	2-10 Nomination and selection of the highest governance body	ESG Report, "Board Diversity"
	2-11 Chair of the highest governance body	https://www.kdc-one.com/en/who-we-are#executive-team
	2-12 Role of the highest governance body in overseeing the management of impacts	ESG Report, "Impacts, Materiality, Risks and Opportunities"
	2-13 Delegation of responsibility for managing impacts	ESG Report, "ESG Structure and Reporting Relationships"
	2-14 Role of the highest governance body in sustainability reporting	ESG Report, "ESG Structure and Reporting Relationships"
	2-15 Conflicts of interest	ESG Report, "Board of Directors and Director Independence"
	2-16 Communication of critical concerns	ESG Report, "Code of Business Conduct and Ethics Policy"
	2-17 Collective knowledge of the highest governance body	ESG Report, "Code of Business Conduct and Ethics Policy"
	2-18 Evaluation of the performance of the highest governance body	ESG Report, "Code of Business Conduct and Ethics Policy"
	2-19 Remuneration policies	ESG Report, "Diversity, Equity and Inclusion (cont'd) - Compensation and Pay Equity"
	2-20 Process to determine remuneration	ESG Report, "Diversity, Equity and Inclusion (cont'd) - Compensation and Pay Equity"

Appendix B –
GRI content index

Statement of use	kdc/one has reported the information cited in this GRI content index for the period May 1 2021 - April 30, 2022 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-21 Annual total compensation ratio	not disclosed - confidential info
	2-22 Statement on sustainable development strategy	ESG Report
	2-23 Policy commitments	ESG Report, "Message from the CEO"
	2-24 Embedding policy commitments	ESG Report, "Message from the CEO"
	2-25 Processes to remediate negative impacts	ESG Report, "Code of Business Conduct and Ethics Policy"
	2-26 Mechanisms for seeking advice and raising concerns	ESG Report, "Code of Business Conduct and Ethics Policy"
	2-27 Compliance with laws and regulations	ESG Report, "Code of Business Conduct and Ethics Policy"
	2-28 Membership associations	ESG Report, "Message from the CEO"
	2-29 Approach to stakeholder engagement	ESG Report
	2-30 Collective bargaining agreements	ESG Report, "Code of Business Conduct and Ethics Policy"
GRI 3: Material Topics 2021	3-1 Process to determine material topics	ESG Report, "Impacts, Materiality, Risks and Opportunities"
	3-2 List of material topics	ESG Report, "Impacts, Materiality, Risks and Opportunities"
	3-3 Management of material topics	ESG Report, "Impacts, Materiality, Risks and Opportunities"
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	ESG Report, "Management of Supply Chain"
	203-2 Significant indirect economic impacts	ESG Report, "Management of Supply Chain"
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	ESG Report, "Management of Supply Chain"
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	ESG Report, "Bribery and Anti-Corruption"
	205-2 Communication and training about anti-corruption policies and procedures	ESG Report, "Bribery and Anti-Corruption"
	205-3 Confirmed incidents of corruption and actions taken	ESG Report, "Bribery and Anti-Corruption"

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Appendix B –
GRI content index

Statement of use	kdc/one has reported the information cited in this GRI content index for the period May 1 2021 - April 30, 2022 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	ESG Report, "Code of Business Conduct and Ethics Policy"
GRI 207: Tax 2019	207-1 Approach to tax	ESG Report, "Code of Business Conduct and Ethics Policy"
GRI 301: Materials 2016	301-1 Materials used by weight or volume	ESG Report, "Product, Packaging, and Formulation Development"
	301-2 Recycled input materials used	ESG Report, "Product, Packaging, and Formulation Development"
GRI 302: Energy 2016	302-1 Energy consumption within the organization	ESG Report, "Energy Management", "Appendix A - Data"
	302-2 Energy consumption outside of the organization	ESG Report, "Energy Management", "Appendix A - Data"
	302-3 Energy intensity	ESG Report, "Energy Management", "Appendix A - Data"
	302-4 Reduction of energy consumption	ESG Report, "Energy Management", "Appendix A - Data"
	302-5 Reductions in energy requirements of products and services	ESG Report, "Product, Packaging, and Formulation Development"
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	ESG Report, "Water Management", "Appendix A - Data"
	303-2 Management of water discharge-related impacts	ESG Report, "Water Management", "Appendix A - Data"
	303-3 Water withdrawal	ESG Report, "Water Management", "Appendix A - Data"
	303-4 Water discharge	ESG Report, "Water Management", "Appendix A - Data"
	303-5 Water consumption	ESG Report, "Water Management", "Appendix A - Data"
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	ESG Report, "Biodiversity"
	304-2 Significant impacts of activities, products and services on biodiversity	ESG Report, "Biodiversity"
	304-3 Habitats protected or restored	ESG Report, "Biodiversity"
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	ESG Report, "Appendix A - Data"

Appendix B –
GRI content index

Statement of use	kdc/one has reported the information cited in this GRI content index for the period May 1 2021 - April 30, 2022 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION
GRI 305: Emissions 2016	305-2 Energy indirect (Scope 2) GHG emissions	ESG Report, "Appendix A - Data"
	305-3 Other indirect (Scope 3) GHG emissions	
	305-4 GHG emissions intensity	ESG Report, "Appendix A - Data"
	305-5 Reduction of GHG emissions	ESG Report, "Appendix A - Data"
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	ESG Report, "Appendix A - Data"
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	ESG Report, "Appendix A - Data"
	306-2 Management of significant waste-related impacts	ESG Report, "Appendix A - Data"
	306-3 Waste generated	ESG Report, "Appendix A - Data"
	306-4 Waste diverted from disposal	ESG Report, "Appendix A - Data"
	306-5 Waste directed to disposal	ESG Report, "Appendix A - Data"
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	ESG Report, "Management of Supply Chain"
	308-2 Negative environmental impacts in the supply chain and actions taken	ESG Report, "Management of Supply Chain"
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	ESG Report, "People Strategy", "Diversity, Equity & Inclusion"
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	ESG Report, "People Strategy", "Diversity, Equity & Inclusion"
	401-3 Parental leave	ESG Report, "People Strategy", "Diversity, Equity & Inclusion"
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	ESG Report, "Code of Business Conduct and Ethics Policy"
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	ESG Report, "Safety"

Appendix B –
GRI content index

Statement of use	kdc/one has reported the information cited in this GRI content index for the period May 1 2021 - April 30, 2022 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION
GRI 403: Occupational Health and Safety 2018	403-2 Hazard identification, risk assessment, and incident investigation	ESG Report, "Safety"
	403-3 Occupational health services	ESG Report, "Safety"
	403-4 Worker participation, consultation, and communication on occupational health and safety	ESG Report, "Safety"
	403-5 Worker training on occupational health and safety	ESG Report, "Safety"
	403-6 Promotion of worker health	ESG Report, "Safety"
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	ESG Report, "Safety"
	403-8 Workers covered by an occupational health and safety management system	ESG Report, "Safety"
	403-9 Work-related injuries	ESG Report, "Safety"
	403-10 Work-related ill health	ESG Report, "Safety"
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	ESG Report, "People Strategy", "Diversity, Equity & Inclusion"
	404-3 Percentage of employees receiving regular performance and career development reviews	ESG Report, "People Strategy", "Diversity, Equity & Inclusion"
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	ESG Report, "Board Diversity", "Diversity, Equity & Inclusion"
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	ESG Report, "Code of Business Conduct and Ethics Policy"
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	ESG Report, "Code of Business Conduct and Ethics Policy"
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	ESG Report, "Code of Business Conduct and Ethics Policy"
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	ESG Report, "Code of Business Conduct and Ethics Policy"

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Statement of use	kdc/one has reported the information cited in this GRI content index for the period May 1 2021 - April 30, 2022 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	ESG Report, "Code of Business Conduct and Ethics Policy"
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	ESG Report, "Code of Business Conduct and Ethics Policy"
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	ESG Report, "Code of Business Conduct and Ethics Policy"
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	ESG Report, "Management of Supply Chain"
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	ESG Report "Product Quality"
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	ESG Report "Product Quality"
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	ESG Report, "Data Privacy and Security"

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