

Global Reporting Initiative (GRI) Content Index

We continue to align with the Global Reporting Initiative (GRI) Standards as a basis for disclosure. GRI Standards help businesses, governments and other organizations understand and communicate their impacts on Environmental, Social and Governance (ESG) issues. They are regularly reviewed to ensure they reflect global best practices for sustainability reporting and help us respond to the needs of our stakeholders and regulators. Accenture has aligned with GRI disclosures and produced a GRI Content Index since our 2008-2009 Corporate Citizenship Report. This report has been prepared with reference to the GRI Standards. For more information, please visit the GRI website.

Our ESG Priorities can be found in the Reporting & Data section of our 360° Value Report 2024. The list represents our highest-priority ESG issues in scope for reporting with the GRI Standards that are included in our GRI Content Index below. For each of those ESG priorities, our definitions of ESG Priorities references the specific Standards used as well as Management Approach information.

Accenture has reported the information cited in this GRI content index for the period fiscal 2024 (1 September 2023 through 31 August 2024), unless otherwise noted, with reference to the applicable GRI Standards.

Jump to the following Standards:

→ General Disclosures
 → Economic Standards
 → Environmental Standards
 → Social Standards

GRI 2: General Disclosures 2021

1. The organization and its reporting practices		
2-1a:	Name of the organization	Refer to the Form 10-K Cover Page and "Overview" in Item 1 – Business of our 2024 <u>Annual Report on Form 10-K</u> .
2-1b:	Ownership and legal form	Refer to Item 1 – Business "Organizational Structure" and Item 5 – "Market for Registrant's Common Equity, Related Shareholder Matters and Issuer Purchases of Equity Securities" of our 2024 Annual Report on Form 10-K.
2-1c:	Location of headquarters	Refer to the Form 10-K Cover Page of our 2024 <u>Annual Report on Form 10-K</u> .
2-1d:	Location of operations	Refer to Item 2 – Properties of our 2024 <u>Annual Report on Form 10-K</u> .
2-2:	Entities included in the organization's sustainability reporting	Refer to "Exhibit 21.1 Subsidiaries of the Registrant" of our 2024 Annual Report on Form 10-K.
2-3a:	Reporting period for financials	Refer to the Form 10-K Cover Page of our 2024 <u>Annual Report on Form 10-K</u> .
2-3b:	Reporting period for sustainability data	Refer to "Overview – Our reporting approach" in our 360° Value Report 2024.
2-3c:	Publication date	17 December 2024
2-3d:	Contact point for questions regarding the report	Refer to Back Cover of our 360° Value Report 2024.

This index may contain forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Words such as "may," "will," "should," "likely," "promise," "commit," "anticipates," "expects," "intends," "believes," "estimates," "positioned," "continues," "maintain," "remain," "goal," "target," "plan," "recurring" and similar expressions are used to identify these forward-looking statements. These statements involve a number of risks, uncertainties and other factors that are difficult to predict, which could cause actual results to differ materially from those expressed or implied, including changes in clients' levels of business activity, regulatory legislative developments, changes in global economic conditions, and updates to our business strategy. For a more detailed discussion of these and other factors, see the information under "Risk Factors" and "Management's Discussion and Analysis of Financial Condition and Results of Operations" in our most recent Form 10-K filed with the SEC. Our forward-looking statements speak only as of the date of this index or as of the date they are made, and we undertake no obligation to update them, notwithstanding any historical practice of doing so. Forward-looking and other statements in this document may also address our corporate responsibility progress, plans and goals (including environmental and inclusion and diversity matters), and unless specifically indicated otherwise, the inclusion of such statements is not an indication that these contents are necessarily material to Accenture, our investors, or other stakeholders or required to be disclosed in Accenture's filings, in each case, under U.S. securities or any other laws or requirements that may be applicable to Accenture. Materiality, as referenced in this index, differs from the definition of materiality under U.S securities law and used in the context of filings with the SEC. Please refer to Accenture's Form 10-K and quarterly 10-Qs for information deemed material for SEC reporting purposes. In addition, historical, current and forward-looking environmental and social-related statements have been, and may in the future be, based on standards for measuring progress that are still developing; historical or current goals, commitments, or estimates; internal controls and processes that continue to evolve; and assumptions that are subject to change in the future.

We caution you that these statements are not guarantees of future performance, nor promises that goals or targets will be met, and are subject to numerous and evolving risks and uncertainties that we may not be able to predict or assess. In some cases, we may determine to adjust our commitments, goals or targets, or establish new ones to reflect changes in our business, operations or plans.

Third-party data have been obtained from sources believed to be reliable, but the suitability of the design and effectiveness of the third-party systems and associated controls over the accuracy and completeness of the data has not been independently assessed

Website references throughout this document are provided for convenience only, and the content on the referenced websites is not incorporated by reference into this document.

Some imagery in this document has been generated using artificial intelligence technology.

Disclosure		Response
2-5:	External assurance	Refer to the Independent Accountants' Review Report within the Environmental and Inclusion & Diversity Metrics report for further information on assurance of certain environmental and inclusion & diversity metrics.
2. Acti	vities and workers	
2-6:	Activities, value chain and other business relationships	Refer to "Services", "Geographic Markets", "Industry Groups" and "Overview" in Item 1 – Business of our 2024 <u>Annual Report on Form 10-K</u> . Refer to "Sustainability – Human rights" and "Sustainability – Supply Chain" in our <u>360° Value Report</u> 2024.
2-7:	Employees	Refer to "Reporting & Data – Performance data table" in our 360° Value Report 2024 for information on the composition of our workforce.
3. Gov	vernance	
2-9:	Governance Structure and Composition	Refer to "Proposal 1: Appointment of Directors" in our 2024 Proxy Statement for information on the governance structure and composition of the Board.
2-10:	Nomination and selection of the highest governance body	Refer to "Proposal 1: Appointment of Directors - Our Director Nominees and Director Nominee Biographies" and "Corporate Governance - Leadership Structure" of our 2024 Proxy Statement.
2-11:	Chair of the highest governance body	Refer to "Corporate Governance - Leadership Structure" of our 2024 Proxy Statement.
2-12:	Role of the highest governance body in overseeing the management of impacts	Refer to "Corporate Governance - Corporate Governance Practices and Board Oversight" of our 2024 Proxy Statement.
2-13:	Delegation of responsibility for managing impacts	Refer to "Corporate Governance - Corporate Governance Practices and Board Oversight" of our 2024 Proxy Statement.
2-14:	Role of the highest governance body in sustainability reporting	Refer to "Corporate Governance-Board Oversight" in our 2024 Proxy Statement for our leadership structure, including committees of the Board and oversight of environmental, social and governance (ESG) strategy and risk by the Board and its committees. Refer to "Corporate governance: our practices and policies" in our 360° Value Report 2024 on our global management committee's (GMC) role in sponsoring our responsible
		company strategies.
2-16:	Communication of critical concerns	Refer to our <u>Code of Business Ethics</u> .

2-17:	Collective knowledge of the highest governance body	Refer to "Overview - A letter to our stakeholders" in our 360° Value Report 2024.
2-18:	Evaluation of the performance of the highest governance body	Refer to "Executive Compensation - Process for determining Executive Compensation" in our 2024 Proxy Statement.

Disclo	sure	Response
2-19:	Remuneration policies	Refer to the section entitled "Executive Compensation - Process for determining Executive Compensation" in our 2024 Proxy Statement.
2-20:	Process to determine remuneration	Refer to the section entitled "Executive Compensation - Process for determining Executive Compensation" in our 2024 Proxy Statement.
4. Stra	ategy, policies, and practices	
2-22:	Statement on sustainable development strategy	Refer to "Overview" in our 360° Value Report 2024.
2-23:	Policy commitments	Refer to "Sustainability – Ethics & governance" in our 360° Value Report 2024.
2-25:	Processes to remediate negative impacts	Refer to our <u>Code of Business Ethics</u> .
2-26:	Mechanisms for seeking advice and raising concerns	Refer to our <u>Code of Business Ethics</u> .
2-27:	Compliance with laws and regulations	Refer to the "Corporate Governance" section of our 2024 Proxy Statement.
2-28:	Membership associations	Refer to our <u>Political contributions and lobbying policy</u> for information on our participation in trade associations.
5. Stal	keholder Engagement	
2-29:	Approach to stakeholder engagement	Refer to "Corporate Governance – Shareholder Engagement" in our 2024 Proxy Statement and "Reporting & Data – ESG Priorities and SDGs" in our 360° Value Report 2024.
2-30:	Collective bargaining agreements	We do not report on the percentage of employees who are covered by collective bargaining agreements (or who are covered by other forms of employee representation).

Disclosure	Response
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GRI 3: Material Topics 2021

3-1a:	Process for determining material topics	Refer to "Reporting & Data - ESG Priorities and SDGs" in our 360° Value Report 2024.
3-1b:	Stakeholders whose views have impacted the process	Refer to "Reporting & Data - ESG Priorities and SDGs - Stakeholder engagement examples" in our 360° Value Report 2024.
3-2:	List of material topics	Refer to "Reporting & Data - ESG Priorities and SDGs" in our 360° Value Report 2024.

ESG Governance

GRI 2: General Disclosures 2021 (Accenture ESG Priority: ESG Governance)		
3-3:	Explanation of the material topic and its Boundary	Refer to "Reporting & Data - ESG Priorities and SDGs" in our 360° Value Report 2024.
3-3:	The management approach and its components	Refer to "Reporting & Data - ESG Priorities and SDGs - Stakeholder engagement examples" in our 360° Value Report 2024.
3-3:	Evaluation of the management approach	Refer to "Reporting & Data - ESG Priorities and SDGs" in our 360° Value Report 2024.
2-14:	Role of the highest governance body in sustainability reporting	Refer to "Corporate Governance - Board Oversight" in our 2024 Proxy Statement for our leadership structure, including committees of the Board and oversight of environmental, social and governance (ESG) strategy and risk by the Board and its committees.
		Refer to "Corporate governance: our practices and policies" in our 360° Value Report 2024 on our global management committee's (GMC) role in sponsoring our responsible company strategies.

Economic Standards

GRI 201: Economic Performance 2016 (Accenture ESG Priority: Enabling Client Sustainability)		
3-3:	Explanation of the material topic and its Boundary	Refer to Sustainability Services on our <u>website</u> and "Reporting & Data – ESG Priorities and SDGs" in our <u>360°</u> Value Report 2024.
3-3:	The management approach and its components	Refer to "Corporate Governance – Oversight of ESG" in our 2024 Proxy Statement for information on oversight of environmental, social and governance (ESG) strategy and risk by the Board and its committees.
		Refer to "Corporate governance: our practices and policies" in our 360° Value Report 2024 on our global management committee's (GMC) role in sponsoring our responsible company strategies.
		Refer to "Item 1 – Business" in our 2024 Annual Report on Form 10-K, "Client – Helping our clients reinvent" in our 360° Value Report 2024 and Sustainability Services on our website for information on our Sustainability Services, including our cloud capabilities.
		Refer to our <u>Code of Business Ethics</u> on our website.
3-3:	Evaluation of the management approach	Refer to our Q4 FY24 Infographic for our fiscal 2024 cloud revenue.
		Refer to "Client - Helping our clients reinvent" and "Sustainability – Environment" in our 360° Value Report 2024 and Sustainability Services on our website for information on use of collaboration technology and thoughtful travel to further decarbonize business travel as well as examples of our Sustainability Services.
201-2:	Financial implications and other risks and opportunities due to	Refer to "Item 1A – Risk Factors" of our 2024 <u>Annual Report on Form 10-K</u> for our material risks.
	climate change	Refer to "Item 1 – Business" of our 2024 <u>Annual Report on Form 10-K</u> , "Client - Helping our clients reinvent" in our <u>360° Value Report</u> 2024 and Sustainability Services on our <u>website</u> for more information including our cloud capabilities.
		Refer to "Section 3.6 Disclosure of risks and opportunities" in our 2024 CDP Response.
GRI 203: Indirect Economic Impacts 2016 (Accenture ESG Priority: Community Giving & Societal Impact)		
3-3:	Explanation of the material topic and its Boundary	Refer to "Sustainability – Community impact" and "Reporting & Data - ESG Priorities and SDGs" in our 360° Value Report 2024.

Disclosure		Response
3-3:	The management approach and its components	Refer to "Corporate Governance – Oversight of ESG" in our 2024 Proxy Statement for information on oversight of environmental, social and governance (ESG) strategy and risk by the Board and its committees.
		Refer to "Corporate governance: our practices and policies" in our 360° Value Report 2024 on our global management committee's (GMC) role in sponsoring our responsible company strategies.
		Refer to "Sustainability – Community impact" in our 360° Value Report 2024 for information on our community programs and giving.
3-3:	Evaluation of the management approach	Refer to "Sustainability – Community impact" and "Reporting & Data – Performance data table" in our 360° Value Report 2024 for information on our community giving and related impacts.
203-2:	Significant indirect economic impacts	Refer to "Sustainability – Community impact" in our 360° Value Report 2024 for information on the impact of our community programs and giving.
		Refer to "Reporting & Data – Performance data table" in our 360° Value Report 2024 for the number of people impacted by our programs and the contributions made during fiscal 2024.
	: Anti-corruption 2016 ure ESG Priorities: Ethics & Integrity	; Responsible Buying)
3-3:	Explanation of the material topic and its Boundary	Refer to "Sustainability – Supply chain", "Sustainability – Ethics & governance" and "Reporting & Data - ESG Priorities and SDGs" in our 360° Value Report 2024.
3-3:	The management approach and its components	Refer to "Sustainability – Ethics & governance" in our 360° <u>Value Report</u> 2024 for information on relevant goals, policies and initiatives, including training.
		Refer to our <u>Code of Business Ethics</u> and <u>Supplier Standards</u> of <u>Conduct</u> on our website.
3-3:	Evaluation of the management approach	Refer to "Sustainability – Ethics & governance" in our <u>360°</u> <u>Value Report</u> 2024 for information on training.

Disclosu	ıre	Response
205-2:	Communication and training about anti-corruption policies and procedures	Refer to "Sustainability – Ethics & governance" for details of Ethics & Compliance training completion rates and "Sustainability – Supply chain" in our 360° Value Report 2024 for information on training, including contractors and suppliers.
	a: Anti-competitive Behavior 2016 ure ESG Priorities: Ethics & Integrity	; Responsible Buying)
3-3:	Explanation of the material topic and its Boundary	Refer to "Sustainability – Ethics & governance" and "Reporting & Data - ESG Priorities and SDGs" in our 360° Value Report 2024.
3-3:	The management approach and its components	Refer to "Sustainability – Ethics & governance" in our 360° Value Report 2024.
		Refer to our <u>Code of Business Ethics</u> and <u>Supplier</u> <u>Standards of Conduct</u> on our website.
3-3:	Evaluation of the management approach	Refer to "Sustainability – Ethics & governance" in our 360° Value Report 2024 for information on training as well as external performance rankings.
206-1:	Legal actions for anticompetitive behavior, anti-trust, and monopoly practices	Refer to "Note 15 – Commitments and Contingencies" in our 2024 <u>Annual Report on Form 10-K</u> for disclosure of material litigation and regulatory matters.

Environmental Standards

GRI 302: Energy 2016 (Accenture ESG Priorities: Carbon Emissions; Responsible Buying) 3-3: Explanation of the material topic and its Boundary Refer to "Sustainability – Environment" and "Reporting & Data - ESG Priorities and SDGs" in our 360° Value Report 2024. 3-3: The management approach and its components Refer to "Corporate Governance – Oversight of ESG" in our 2024 Proxy Statement for information on oversight of environmental, social and governance (ESG) strategy and risk by the Board and its composite as	f d	
and its Boundary Data - ESG Priorities and SDGs" in our 360° Value Report 2024. 3-3: The management approach and its components Refer to "Corporate Governance – Oversight of ESG" in our 2024 Proxy Statement for information on oversight of environmental, social and governance (ESG) strategy and	f d	
its components our 2024 <u>Proxy Statement</u> for information on oversight of environmental, social and governance (ESG) strategy and	k	
risk by the Board and its committees.	es"	
Refer to "Corporate governance: our practices and polic in our 360° Value Report 2024 on our global manageme committee's (GMC) role in sponsoring our responsible company strategies.		
Refer to "Item 1 – Business" in our 2024 <u>Annual Report or Form 10-K</u> , "Client – Helping our clients reinvent" in our <u>Value Report</u> 2024 and Sustainability Services on our <u>we</u> for more information, including our cloud capabilities.	360°	
Refer to our <u>Code of Business Ethics</u> on our website.		
3-3: Evaluation of the management approach Refer to our Q4 FY24 Infographic for our fiscal 2024 cloud revenue.		
Refer to "Client - Helping our clients reinvent", "Sustainability – Environment" in our 360° Value Report 2024 and Sustainability Services on our website for information on our use of technology to facilitate more cost- and carbon-efficient delivery for our clients and our business and how we are encouraging climatesmart travel decisions as well as examples of our Sustainability Services.		
302-1: Energy consumption within the organization Refer to "Reporting & Data – Performance data table" in our 360° Value Report 2024 for our fiscal 2024 energy consumption.		
GRI 305: Emissions 2016 (Accenture ESG Priorities: Carbon Emissions; Responsible Buying)		
3-3: Explanation of the material topic and its Boundary Refer to "Sustainability – Environment" and "Reporting & Data - ESG Priorities and SDGs" in our 360° Value Report 2024.		

Disclos	ure	Response
3-3:	The management approach and its components	Refer to "Corporate Governance – Oversight of ESG" in our 2024 Proxy Statement for information on oversight of environmental, social and governance (ESG) strategy and risk by the Board and its committees.
		Refer to "Corporate governance: our practices and policies" in our 360° Value Report 2024 on our global management committee's (GMC) role in sponsoring our responsible company strategies.
		Refer to "Environmental Sustainability" in Item 1 – Business of our 2024 Annual Report on Form 10-K and "Sustainability – Environment" in our 360° Value Report 2024 for our targets aligned to the Paris Climate Agreement and other goals addressing our Company's environmental footprint.
3-3:	Evaluation of the management approach	Refer to "Environmental Sustainability" in Item 1 – Business of our 2024 Annual Report on Form 10-K and "Sustainability – Environment" and "Reporting & Data - ESG Priorities and SDGs" in our 360° Value Report 2024 for progress against our targets and goals, including our SBTi approved net zero targets.
305-1:	Direct (Scope 1) GHG emissions	Refer to "Reporting & Data – Performance data table" in our 360° Value Report 2024.
305-2:	Energy indirect (Scope 2) GHG emissions	Refer to "Reporting & Data – Performance data table" in our 360° Value Report 2024.
305-3:	Other indirect (Scope 3) GHG emissions	Refer to "Reporting & Data – Performance data table" in our 360° Value Report 2024.

Social Standards

	I: Employment 2016 ture ESG Priority: Talent & Engagem	ent)
3-3:	Explanation of the material topic and its Boundary	Refer to "Talent – Create talent," "Talent – Unlock People's Potential," "Experience – People" and "Reporting & Data - ESG Priorities and SDGs" in our 360° Value Report 2024.
3-3:	The management approach and its components	Refer to "Corporate Governance – Oversight of ESG" in our 2024 Proxy Statement for information on oversight of environmental, social and governance (ESG) strategy and risk by the Board and its committees.
3-3:	Evaluation of the management approach	Refer to "Corporate Governance – Oversight of ESG" in our 2024 Proxy Statement for information on oversight of environmental, social and governance (ESG) strategy and risk by the Board and its committees.
		Refer to "Corporate governance: our practices and policies" in our 360° Value Report 2024 on our global management committee's (GMC) role in sponsoring our responsible company strategies.
		Refer to "People" in Item 1 – Business of our 2024 <u>Annual Report on Form 10-K</u> and "Talent – Create talent" and "Talent – Unlock People's Potential" in our <u>360° Value Report</u> 2024.
		Refer to our <u>Code of Business Ethics</u> on our website.
401-1:	New employee hires and employee turnover	Refer to "People" in Item 1 – Business and "Overview" in Item 7 – Management's Discussion and Analysis of Financial Condition and Results of Operations of our 2024 <u>Annual Report on Form 10-K</u> for information on attrition.
		For our workforce and rate of new hires by gender, refer to "Reporting & Data – Performance data table" in our 360° Value Report 2024.
	2: Labor/Management Relations 201 ture ESG Priorities: Human Rights; Ta	
3-3:	Explanation of the material topic and its Boundary	Refer to "Sustainability – Ethics & governance" and "Reporting & Data - ESG Priorities and SDGs" in our 360° Value Report 2024.
3-3:	The management approach and its components	Refer to "Sustainability – Ethics & governance" in our 360° Value Report 2024 and our Code of Business Ethics.
3-3:	Evaluation of the management approach	Refer to "Sustainability – Ethics & governance" in our 360° Value Report 2024 for information on training as well as external performance rankings.

Disclosi	ure	Response
402-1:	Minimum notice periods regarding operational changes	We provide notice regarding any operational changes in compliance with local laws.
	B: Occupational Health and Safety 20 ure ESG Priority: Human Rights)	018
3-3:	Explanation of the material topic and its Boundary	Refer to "Talent - Unlock people's potential" and "Reporting & Data - ESG Priorities and SDGs" in our 360° Value Report 2024.
3-3:	The management approach and its components	Refer to "Corporate Governance – Oversight of ESG" in our 2024 Proxy Statement for information on oversight of environmental, social and governance (ESG) strategy and risk by the Board and its committees.
		Refer to "Corporate governance: our practices and policies" in our 360° Value Report 2024 on our global management committee's (GMC) role in sponsoring our responsible company strategies.
		Refer to "People" in Item 1 – Business of our 2024 <u>Annual Report on Form 10-K</u> and "Talent – Unlock People's Potential" in our <u>360° Value Report</u> 2024.
3-3:	Evaluation of the management approach	Refer to "People" in Item 1 – Business of our 2024 Annual Report on Form 10-K and "Talent – Unlock People's Potential" in our 360° Value Report 2024.
403-1:	Occupational health and safety management system	Refer to "People" in Item 1 – Business of our 2024 <u>Annual Report on Form 10-K</u> and "Talent – Unlock People's Potential" in our <u>360° Value Report</u> 2024.
403-4:	Worker participation, consultation, and communication on occupational health and safety	Refer to "Talent – Unlock People's Potential" in our 360° Value Report 2024.
403-6:	Promotion of worker health	Refer to "People" in Item 1 – Business of our 2024 <u>Annual Report on Form 10-K</u> and "Talent - Unlock people's potential" in our <u>360° Value Report</u> 2024.
	1: Training and Education 2016 cure ESG Priority: Talent & Engageme	ent)
3-3:	Explanation of the material topic and its Boundary	Refer to "Talent – Create talent" and "Reporting & Data - ESG Priorities and SDGs" in our 360° Value Report 2024.

Disclosure		Response	
3-3:	The management approach and its components	Refer to "Corporate Governance – Oversight of ESG" in our 2024 Proxy Statement for information on oversight of environmental, social and governance (ESG) strategy and risk by the Board and its committees.	
		Refer to "Corporate governance: our practices and policies" in our 360° Value Report 2024 on our global management committee's (GMC) role in sponsoring our responsible company strategies.	
		Refer to "People" in Item 1 – Business in our 2024 Annual Report on Form 10-K and "Talent – Create talent" in our 360° Value Report 2024.	
3-3:	Evaluation of the management approach	Refer to "People" in Item 1 – Business in our 2024 Annual Report on Form 10-K as well as "Talent – Create talent" and "Reporting & Data – Performance data table" in our 360° Value Report 2024 for information on our investment in continuous learning and development opportunities.	
404-1:	Average hours of training per year per employee	Refer to "Reporting & Data – Performance data table" in our 360° Value Report 2024.	
	5: Diversity and Equal Opportunity 20 turn ESG Priorities: Human Rights; Ir	016 aclusion, Diversity & Equal Opportunities)	
3-3:	Explanation of the material topic and its Boundary	Refer to "Inclusion & Diversity" and "Reporting & Data - ESG Priorities and SDGs" in our 360° Value Report 2024.	
3-3:	The management approach and its components	Refer to "Corporate Governance – Oversight of ESG" in our 2024 Proxy Statement for information on oversight of environmental, social and governance (ESG) strategy and risk by the Board and its committees.	
		Refer to "Corporate governance: our practices and policies" in our 360° Value Report 2024 on our global management committee's (GMC) role in sponsoring our responsible company strategies.	
		Refer to "People" in Item 1 – Business in our 2024 Annual Report on Form 10-K and "Corporate Governance – Corporate Governance Practices" in our 2024 Proxy Statement.	
		Refer to "Inclusion & Diversity" and "Sustainability – Ethics & governance" in our <u>360° Value Report</u> 2024.	
		Refer to our <u>Code of Business Ethics</u> on our website.	
3-3:	Evaluation of the management approach	Refer to "Proposal 1: Appointment of Directors", "Corporate Governance - Committees of the Board and Director Orientation and Continuing Education" in our 2024 Proxy Statement.	
		Refer to "Inclusion & Diversity – Our goals & progress" in	

Disclosure		Response
405-1:	Diversity of governance bodies and employees	Refer to "Proposal 1: Appointment of Directors", "Corporate Governance - Committees of the Board and Director Orientation and Continuing Education" in our 2024 Proxy Statement. Refer to "Inclusion & Diversity – Our goals & progress" in our 360° Value Report 2024 for our gender, race & ethnicity goals and progress.
405-2:	Ratio of basic salary and remuneration of women to men	Refer to "Our People, Environment and Communities" in our 2024 Proxy Statement for the results of our most recent pay equity review.
	5: Non-discrimination 2016 ure ESG Priorities: Human Rights)	
3-3:	Explanation of the material topic and its Boundary	Refer to "Sustainability – Ethics & governance" and "Reporting & Data - ESG Priorities and SDGs" in our 360° Value Report 2024.
3-3:	The management approach and its components	Refer to "Corporate Governance – Oversight of ESG" in our 2024 Proxy Statement for information on oversight of environmental, social and governance (ESG) strategy and risk by the Board and its committees. Refer to "Corporate governance: our practices and policies" in our 360° Value Report 2024 on our global management committee's (GMC) role in sponsoring our responsible company strategies.
		Refer to "People" in Item 1 – Business in our 2024 Annual Report on Form 10-K as well as "Inclusion & Diversity – Our commitment" and "Sustainability – Ethics & governance" in our 360° Value Report 2024.
		Refer to our <u>Code of Business Ethics</u> and <u>Global</u> <u>Meritocracy Statement</u> on our website.
3-3:	Evaluation of the management approach	Refer to "Sustainability – Ethics & governance" in our 360° Value Report 2024 for information on training as well as external performance rankings.
406-1:	Incidents of discrimination and corrective actions taken	Refer to "Note 15 – Commitments and Contingencies" of our 2024 Annual Report on Form 10-K for material litigation and regulatory matters.
	': Freedom of Association and Collec ure ESG Priorities: Human Rights; R	
3-3:	Explanation of the material topic and its Boundary	Refer to "Sustainability – Ethics & governance", "Sustainability – Human rights", "Sustainability – Supply chain" and "Reporting & Data - ESG Priorities and SDGs" in our 360° Value Report 2024.

Disclos	ure	Response
3-3:	The management approach and its components	Refer to "Sustainability – Ethics & governance", "Sustainability – Human rights" and "Sustainability – Supply chain" in our <u>360° Value Report</u> 2024.
		Refer to our <u>Code of Business Ethics</u> and <u>Supplier</u> <u>Standards of Conduct</u> on our website.
3-3:	Evaluation of the management approach	Refer to "Sustainability – Ethics & governance" in our 360° Value Report 2024 for information on training as well as external performance rankings.
407-1:	Operations and suppliers in which freedom of association and collective bargaining may be at risk	Refer to "Sustainability – Human rights" in our 360° Value Report 2024 for information on our commitment to and policies for human rights in our operations and with our supply chains, including how we assess our risks.
	B: Child Labor 2016 Cure ESG Priorities: Human Rights; Ir	nclusion, Diversity & Equal Opportunity)
3-3:	Explanation of the material topic and its Boundary	Refer to "Sustainability – Human rights", "Sustainability – Supply chain" and "Reporting & Data - ESG Priorities and SDGs" in our 360° Value Report 2024.
3-3:	The management approach and its components	Refer to "Sustainability – Human rights" and "Sustainability – Supply chain" in our 360° Value Report 2024.
		Refer to our <u>Code of Business Ethics</u> , <u>Supplier Standards of Conduct</u> and <u>Modern Slavery Act Transparency Statement</u> on our website.
3-3:	Evaluation of the management approach	Refer to "Sustainability – Ethics & governance" in our 360° Value Report 2024 for information including external performance rankings.
408-1:	Operations and suppliers at significant risk for incidents of child labor	Refer to "Sustainability – Human rights" in our 360° Value Report 2024 for information on our commitment to and policies for human rights in our operations and with our supply chains, including how we assess our risks.
	9: Forced or Compulsory Labor 2016 Ture ESG Priorities: Human Rights; R	
3-3:	Explanation of the material topic and its Boundary	Refer to "Sustainability – Human rights", "Sustainability – Supply chain" and "Reporting & Data - ESG Priorities and SDGs" in our 360° Value Report 2024.

Disclos	ure	Response
3-3:	The management approach and its components	Refer to "Sustainability – Human rights" and "Sustainability – Supply chain" in our <u>360° Value Report</u> 2024.
		Refer to our Code of Business Ethics, Supplier Standards of Conduct and Modern Slavery Act Transparency Statement on our website.
3-3:	Evaluation of the management approach	Refer to "Sustainability – Ethics & governance" in our 360° Value Report 2024 for information on training as well as external performance rankings.
409-1:	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Refer to "Sustainability – Human rights" in our 360° Value Report 2024 for information on our commitment to and policies for human rights in our operations and with our supply chains, including how we assess our risks.
	: Human Rights Assessment 2016 cure ESG Priority: Human Rights)	
3-3:	Explanation of the material topic and its Boundary	Refer to "Sustainability – Human rights", "Sustainability – Supply chain" and "Reporting & Data - ESG Priorities and SDGs" in our 360° Value Report 2024.
3-3:	The management approach and its components	Refer to "Sustainability – Human rights" and "Sustainability – Supply chain" in our 360° Value Report 2024. Refer to our Code of Business Ethics, Supplier Standards of Conduct and Modern Slavery Act Transparency
		Statement on our website.
3-3:	Evaluation of the management approach	Refer to "Sustainability – Ethics & governance" in our 360° Value Report 2024 for information on training as well as external performance rankings.
412-2:	Employee training on human rights policies or procedures	Refer to "Sustainability – Ethics & governance" in our 360° Value Report 2024 for information on our required ethics and compliance training completion rates.
	: Supplier Social Assessment 2016 cure ESG Priority: Responsible Buyin	g)
3-3:	Explanation of the material topic and its Boundary	Refer to "Sustainability – Supply chain" and "Reporting & Data - ESG Priorities and SDGs" in our 360° Value Report 2024.

Disclosure		Response	
3-3:	The management approach and its components	Refer to "Corporate Governance – Oversight of ESG" in our 2024 Proxy Statement for information on oversight of environmental, social and governance (ESG) strategy and risk by the Board and its committees.	
		Refer to "Corporate governance: our practices and policies" in our 360° Value Report 2024 on our global management committee's (GMC) role in sponsoring our responsible company strategies.	
		Refer to "Sustainability – Human rights" and "Sustainability – Supply chain" in our <u>360° Value Report</u> 2024.	
		Refer to our <u>Supplier Standards of Conduct</u> and <u>Modern Slavery Act Transparency Statement</u> on our website.	
3-3:	Evaluation of the management approach	Refer to "Sustainability – Human rights" and "Sustainability – Supply chain" in our 360° Value Report 2024.	
414-1:	New suppliers that were screened using social criteria	Refer to "Sustainability – Human rights" and "Sustainability – Supply chain" in our <u>360° Value Report</u> 2024.	
	B: Customer Privacy 2016 ture ESG Priorities: Data Privacy & C	ybersecurity; Responsible Technology & Innovation)	
3-3:	Explanation of the material topic and its Boundary	Refer to "Sustainability – Ethics & governance" and "Reporting & Data - ESG Priorities and SDGs" in our 360° Value Report 2024.	
3-3:	The management approach and its components	Refer to "Corporate Governance – Oversight of Risk" in our 2024 Proxy Statement for information on the Board's role in overseeing our enterprise risk management program, including cybersecurity and data privacy related risks.	
		Refer to "Sustainability – Ethics & governance" in our 360° Value Report 2024 as well as our Privacy Statement and Binding Corporate Rules for information on policies and practices related to user privacy.	
3-3:	Evaluation of the management approach	Refer to "Sustainability – Ethics & governance" in our 360° Value Report 2024.	
418-1:	Substantiated complaints regarding breaches of customer privacy and losses of customer	Refer to "Note 15 – Commitments and Contingencies" of our 2024 Annual Report on Form 10-K for material litigation and regulatory matters.	