

*from*  
**PURPOSE**   
*to* **IMPACT**

FY22 adm Group Annual Sustainability Report

*Transforming marketing execution*

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## A Message from our CEO

Ed Colflesh

Welcome to our third annual Global Sustainability Report, and my first as Group CEO.

For over 30 years, adm Group has been committed to delivering value and growth by making the right decisions for the long term. Today, this approach is more relevant than ever.

In 2022, we operated against a backdrop of continued market disruption due to global inflation, supply chain challenges, and climate change. Indeed, as the world gradually exited the pandemic, it felt like Sustainability established itself as a central tenet of all our various stakeholders' agendas.

Internally, we have experienced a period of change over the last year resulting from an acquisition in North America and a series of internal organizational changes which have strengthened our business. I am proud to report that adm Group experienced yet another positive year indicating strong, sustainable growth.

As we announced a few weeks ago, we have also evolved our business proposition and company values. As we evaluated our business purpose through that process, we realized that creating meaningful and sustainable brand experiences is at the heart of what we deliver for our clients. We have been at the forefront of sustainable solutions in the marketing execution landscape, and this is embedded in how we approach our day at every level of the business.

2022 was a significant year for adm's sustainability program, which we have retitled "From Purpose to Impact" as we embed an action-orientated mindset across our business to help us deliver tangible improvements for our clients. We have invested heavily in new technologies and partnerships, such as our bespoke Green Design Tool, and work with B Corp-certified sustainability activator, Anthesis.

Our determination to be at the forefront of our industry is best illustrated through our ambitious targets for 2025 and 2030, as well as our commitment to the Science Based Targets Initiative (SBTi). In 2022 we formally submitted our targets to the SBTi to reduce absolute Scopes 1, 2, and 3 greenhouse gas (GHG) emissions by 50% by 2030, and 90% by 2040 from a 2021 base year.

Of paramount importance to our "From Purpose to Impact" program is ensuring that our own community is healthy, thriving, and inclusive at all levels of the business. In 2022, we continued to prioritize the well-being of all employees and expanded our "Live Well" program. We are also on track to become a Certified Living Wage employer this year, and are taking active steps to ensure 40% female representation across our Global Leadership Team by 2025.

I have been delighted with the work of our Sustainability team. You can read more about the steps we're taking to become a more sustainable business in this report.

There is still a lot of work to be done though. I am cognizant that our objectives, whilst entirely necessary, are ambitious and we do not have all the answers as I write this.

I'm proud that we have implemented key sustainability metrics into the bonus scheme for everyone at adm. We are in this together and it will take everybody to help us achieve our ambitions. That is why we continue to upskill our people and provide appropriate tools to ensure we are well-equipped and have the right expertise to advise and support our clients. This is critical in supporting us in our mission to create meaningful and sustainable brand experiences.

As CEO, I will continue to do everything possible to ensure that we achieve our targets and to support the long-term sustainable growth of adm Group. I am thrilled to share this report and to show how we are shaping the future of marketing through building a more sustainable and resilient business and supply chain.



## A Message from our Chief Sustainability Officer

Tom Hunter

When it comes to climate change, the future is clear. Sustainability has already crossed a threshold; we are no longer preventing a climate crisis but doing our best to reduce the impact of one.

The latest Intergovernmental Panel on Climate Change report states “a substantial ‘emissions gap’ exists between global GHG emissions in 2030 associated with the implementation of the latest Nationally Determined Contributions (NDCs) of governments announced prior to COP26 and those associated with modeled mitigation pathways that limit warming to 1.5°C.”

The gap is stark. Emissions need to decrease by 43% by 2030 from 2019 levels for the world to remain on track to limit warming to 1.5°C. Whereas, even if all existing NDCs were adhered to by governments, we would see an estimated global warming of ~2.8°C by 2100.

To have any hope of bridging this gap, we need action, and we need it now.

At adm, we have proposed challenging absolute reduction targets of 50% by 2030 and 90% by 2040.

This is because we believe it is critical to focus on marketing sustainably, not just marketing sustainability.

To support us on this journey, we were delighted to launch our Green Design Tool in 2022, which we have rolled out across our business. We believe this will have a significant part to play in helping our clients deliver more sustainable marketing activations, as well as helping adm on our emissions reduction roadmap.

Furthermore, I’m very pleased that we have now established financial incentivization for all employees at adm related to a core set of key sustainability metrics across the 3 pillars of our program. This is a big step and one we think reflects the importance we place on sustainability performance as a global business. There are many other initiatives underway and to commence in the coming year to help us achieve our near-term objectives. A lot of work lies ahead.

Nevertheless, my overriding feeling looking back at 2022 is one of pride. I’m proud of the great team we have at adm, both within our Sustainability team and across the wider business. We have a collection of passionate, committed, and hard-working people all doing their utmost to improve our sustainability performance, whether that be reducing the environmental impact of our products, protecting human rights in the supply chain, or progressing Diversity, Equity, and Inclusivity (DEI) across our business and those we work with.

Finally, I’d like to thank Anthesis for their support with our Sustainability agenda. We recognize we don’t know it all at adm, and this collaboration has been hugely valuable in helping us learn and develop as a business.

The challenge facing us all is huge, but it is unavoidable. At adm, we remain committed to taking actions that reduce our impact on the environment, protect human rights in the supply chain, and support our people across the globe. For us, it is about moving *From Purpose to Impact* now.

# 2022 Progress at a Glance

2022 was a significant year for our sustainability agenda. We established a strong foundation to build on and are now equipped with the necessary tools and skills to further accelerate our sustainability program: From Purpose to Impact. Our environmental and social achievements in 2022 have laid the groundwork for significant progress in 2023.

The foundational progress made in 2022 means we are on track to achieve our strategic roadmap for sustainable growth. Our investments in technology, talent, and partnerships in 2022 solidifies our position as the leading global sustainable brand execution partner. Building on these achievements, we are now positioned for a successful 2023.

## KEY ENVIRONMENTAL ACHIEVEMENTS 2022



• **Full GHG Accounting** – We met our 2021 commitment and finalized a complete review of our GHG emissions, taking into account the 3 scopes of the GHG protocol. We are now able to track our progress and report a 13% reduction from our baseline year (2021).



• **SBTi** – We developed our first full GHG inventory, which allowed us to submit our short-term and long-term science-based targets to the SBTi, aligning with the 1.5C pathway.



• **Green Design Tool** – We developed this tool in partnership with sustainability activator, Anthesis. Impacting decision-making at the point of design and the point of purchase, the tool is capable of assessing how sustainable a product is, factoring in information such as raw materials, packaging, downstream logistics, recycled content, use, and end-of-life.



• **Improved CDP Scoring** – We are proud to have achieved a B rating in 2022 (uplifted from a C rating in 2021) from the CDP. This is an independent evaluation of our environmental performance and demonstrates our commitment to continuous improvement and reducing our emissions in the future.



• **Improved EcoVadis Scoring** – We have been awarded our highest score yet by EcoVadis, making this our third Platinum rating in a row. In particular, our Environment pillar achieved a score of 90/100. This provides strong external endorsement of our commitment to improving our sustainability management performance.

## KEY SOCIAL ACHIEVEMENTS 2022



• **Live Well** – We continued to prioritize the well-being of our employees and expanded the scope of our “Live Well” program.



• **Living Wage** – We initiated a gap analysis pilot project with the Fair Wage Network to become a Certified Living Wage employer by 2025. We now expect to achieve this by the end of 2023.



• **Worker Well-being Assessments** – We conducted a Worker Well-being pilot and survey across our APAC region to support adm’s human rights progress and create positive impact for workers and their communities.



• **UN Global Compact** - We took part in Target Gender Equality training to enhance our DEI strategy. We also strengthened our human rights due diligence development through our commitment to the Business and Human Rights Accelerator program.

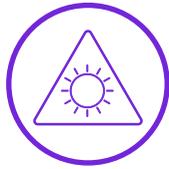


• **Co - Leading AIMP APAC** – Our Senior Sustainability Manager in APAC accepted a leading role as Co-Chair of the AIM-Progress Asia Pacific Hub, collaborating for positive impact through responsible sourcing.



• **Improved EcoVadis Scoring** – We achieved a score of 90/100 for our Labour and Human Rights pillar, supporting our overall Platinum rating.

# Roadmap for the Future



## CLIMATE RISK MANAGEMENT

We aim to perform a climate related risks and opportunities assessment in line with the Task Force on Climate Related Financial Disclosure framework (TCFD). This will be led by a Climate Risk Committee which will include members from across business functions and regions to inform our climate risk strategy. Formally announced in April 2023, the committee will assess impacts from climate related issues and factor these into relevant strategic and financial planning to address our short- and long-term risks as well as opportunities.

*\*Renewable energy that is already existing in the national electricity mix is not prioritised and considered in our roadmap.*



## EMISSIONS REDUCTION

We are determined to reduce our emissions in line with our carbon reduction roadmap year on year. As part of this, we aim to pursue renewable energy adoption in our operations and engage our strategic suppliers to invest in renewable energy\*. In addition, we are also aiming to have 50% of our strategic print suppliers be covered by renewable energy in late 2024, through Energy Attribute Certificates (EACs), direct renewable energy and/or agreements with renewable energy providers.

To help us achieve our near- and long-term emissions reduction targets, **all adm employees are now financially incentivized on our emissions reduction performance at a regional level**, through performance on this metric impacting a proportion of their personal bonus. Our Green Design Tool and Sustainable Design Guidelines will be instrumental in aiding our teams to provide sustainable products to our clients and reduce our Scope 3, Category 1 emissions from purchased goods and services.



## EMPLOYEE ENGAGEMENT

We will continue to put emphasis on training and development for our employees on sustainability topics. We will develop a specific training plan for active influencers in the adm community to ensure that all client facing roles have the right level of sustainability knowledge to allow them to foster clients' engagement with our targets. This will provide them with the knowledge and tools to confidently communicate and operate in an increasingly sustainability focused business environment.

**In 2023 we will implement a program of external guest speakers to help inform** and educate employees on a variety of sustainability topics and keep our teams motivated on the need to protect our planet.



## HUMAN RIGHTS

Through worker well-being assessments we aim to give workers a voice. We support a reporting framework intended to gauge the global impact of our responsible sourcing program on people across our value chain.

We believe in best practice in human rights due diligence and that businesses have a responsibility to provide workers throughout their value chain with means to convey any concerns about their Human Rights via **anonymous, independent, and effective Grievance Mechanisms.**

## A Conversation with Olivia Benier

### **What are you most excited about for the future of sustainability at adm?**

We have spent the last 18 months building the foundations of our sustainability strategy, and I believe we have succeeded in making them solid. But this was only the first step in our journey and it is only the beginning.

2023 will be an opportunity for adm Group to further develop its level of maturity on environmental and social issues and to move *'From Purpose to Impact.'* To do this, each department will have to be involved and it is the prospect of working together to achieve our sustainable development goals that I am most excited about. Sustainability is becoming a team effort within adm Group and not just the focus of a single department!

### **What is the biggest challenge adm will have to face in the future with regards to sustainability? And what are the potential solutions?**

The main one will probably be to find the right balance between our growth and our social and environmental impact.

We can no longer deny climate change and climate justice. We must shift the way we are doing business, the way we are managing our supply chain and the way we are collaborating with our clients.

#### **Olivia Benier**

*Global Sustainability Director*



# About this Report

Welcome to adm Group's 2022 Sustainability Report. The report provides an account of our sustainability progress and performance during the 2022 calendar year and sets out how we are meeting our goals to create meaningful and sustainable brand experiences for the world's leading brands we are partnering with.

Unless otherwise specified, the scope of the Sustainability Report extends to adm Group, covering all offices globally. In 2022, adm Group celebrated the acquisition of Lapine, a fast-growing consumer engagement agency, and Effectus, a business process and strategy consultant. Unless otherwise specified, this report does not contain Environment, Social and Governance (ESG) data for Lapine and Effectus, due to the time required for complete integration. ESG data for Lapine and Effectus will be integrated in the next reporting period.

adm Group is committed to providing sustainability-related information in an honest and transparent manner. All information is disclosed based on existing policies, practices, documents, or reports, and makes reference to the Global Reporting Initiative (GRI) Standards. The reported information has undergone rigorous review by a number of teams, including the highest governance body at adm Group.



*The information contained in this report is for informational purposes only; it is general in nature, may contain opinion and should not be considered to contain legal, tax, accounting, consulting, or any other professional advice. Information is provided on an 'as is' basis and adm Group makes no representation as to the accuracy, completeness, suitability, usefulness, or validity of any information contained within. All information is provided without warranties and confers no rights to any reader. adm Group shall not be liable for errors, omissions or any losses or damages arising from the use of any information contained within this report. This report contains forward-looking statements, based on our current expectations at the date of publication; any figures and targets are aspirational and although we want to attain them, we are not confirming we will do so. Any sustainability data and information pertains to 2022, running from 1 January 2022 to 31 December 2022. adm Group does not claim ownership of any image that has been freely obtained from the public domain or of which adm Group is licensed to use. The content, arrangement and assembly of this report is the exclusive property of adm Group and may be protected by copyright and other intellectual property laws.*

# About adm Group

## Who We Are

adm Group is a global marketing execution partner to some of the world's most iconic brands. Our purpose is to create meaningful and sustainable brand experiences. We are trusted to deliver solutions in creative innovation, strategic sourcing, final mile execution, analytics and data-driven insights.

## What We Do

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

## A Year of Acquisition and Expansion

In April 2022, adm Group strengthened its presence in North America and expanded its service offering to clients through the acquisition of Lapine and Effectus.

This forms part of our strategic growth plan to further enhance our client offering, with access to new skillsets and a strengthened local supply chain capability. It builds on two prior acquisitions since 2020 and follows the recent strategic investment from Equistone Partners Europe, a leading European private equity investor.

## Countries with adm legal entities in 2022

### APAC

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

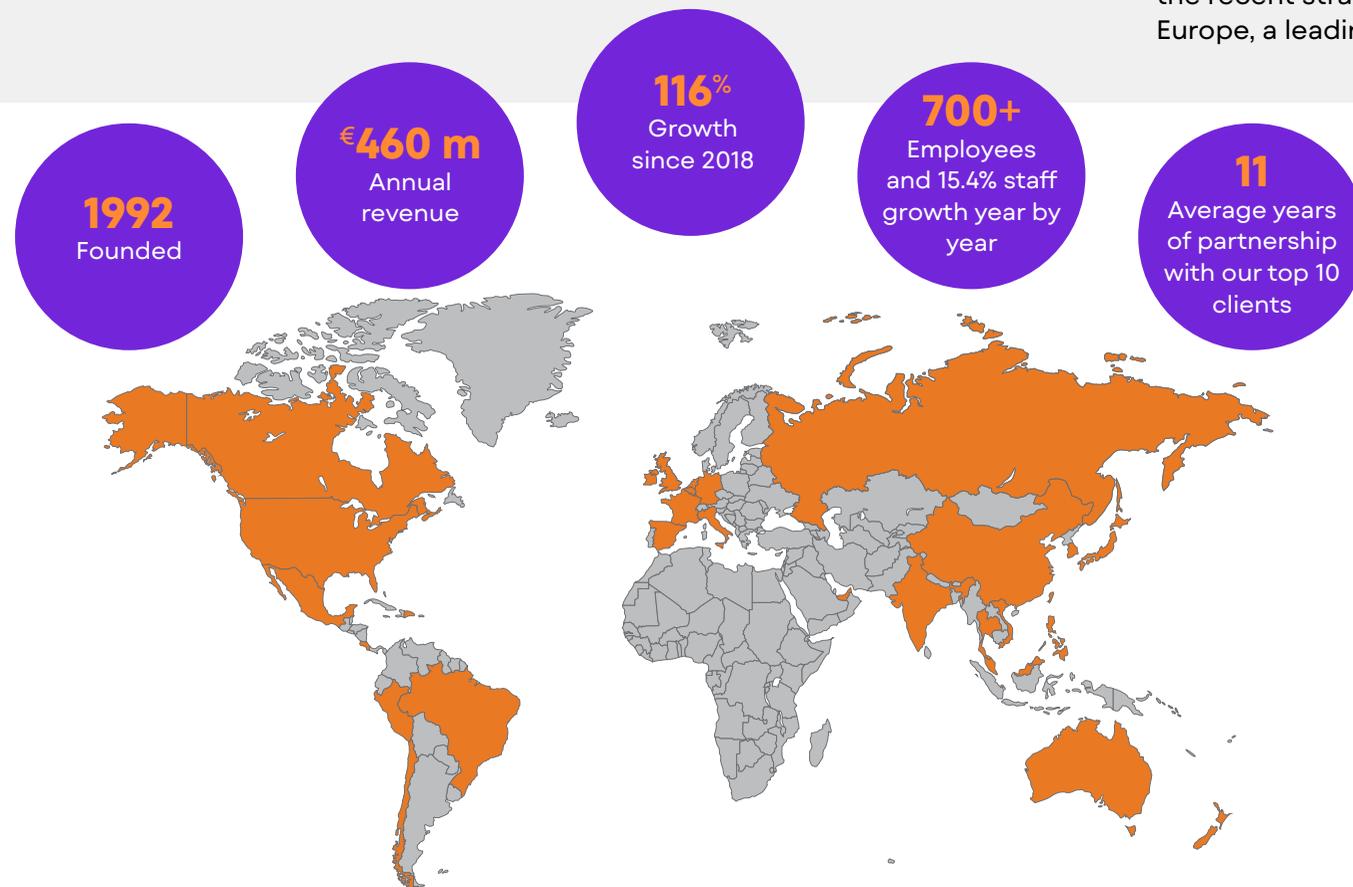
### AMERICAS

Brazil  
Canada  
Chile  
Costa Rica  
Dominican Republic  
Mexico  
Peru  
USA

### EMEA

Belgium  
France  
Germany  
Ireland  
Italy  
Netherlands  
Russia\*  
Spain  
UK

\* Only operational Jan-May



“Lapine has a longstanding, proud history as a well-run business with outstanding talent, clients and capabilities. Together with Effectus, we see great strategic alignment between their vision for their clients and the service adm provides for our own. We are excited about the breadth this will add to our service offering and technology, and the growth opportunities this partnership brings.”



-Justin Barton,  
Executive Chairman

# Sustainability at adm



## Our Vision

To transform marketing activations to deliver sustainable brand execution, thereby protecting our planet and supporting human rights across the world. Our vision exemplifies our commitment to the highest standards of ESG, and to a more sustainable, diverse and inclusive future.



## Our Purpose

We are committed to creating meaningful and sustainable brand experiences. We build innovative solutions to enable value that lasts. Staying true to this purpose in all that we do enables us to fully align with the best interests and ambitions of our clients and all our stakeholders.



## Our Strategy

Sustainability is important to adm Group because it enables us to deliver long-term value to all our stakeholders. Our priority is developing and operating agile supply chains that meet the demands of our diverse set of clients, while protecting and improving the lives of all those connected to them. It is fundamental to our purpose, and the right thing to do.

But none of these benefits can be felt if the purpose is not anchored with a clear plan to transform it into action.

It is therefore time to move  
**“From Purpose to Impact.”**

# Sustainability at adm

In late 2022, informed by a comprehensive materiality assessment (see details on page 17 'Materiality Issues'), we have made the decision to reframe and retire our global sustainability strategy "A Better Tomorrow," which had served us and our stakeholders well.

Our updated sustainability strategy, "From Purpose to Impact" focuses on three main pillars that directly align to our purpose:

- adm Community
- adm SCOPE
- adm Assure

By focusing on these pillars, we aim to make positive, sustainable impacts that ensures the long-term success of our stakeholders. We have mapped our existing sustainability targets across the new framework to demonstrate our commitment to continuous improvement. We have also updated our governance structure to reflect how sustainability is integrated across all functions, thus enabling us to deliver best-in-class services to our clients.

Recognising the importance of measuring our impacts in order to manage them most effectively, we hope to continue improving our sustainability performance through the investment in technology, talent and partnerships, all while enhancing our overall disclosure of information in the years to come.



# The Sustainable Development Goals

The Sustainable Development Goals (SDGs) provide an internationally adopted blueprint for achieving a better and more sustainable future for all. adm Group strongly supports the SDGs, and is committed to help end poverty, protect the planet, and ensure that all people enjoy peace and prosperity by 2030.

In 2022, we undertook a materiality assessment to identify the SDGs most relevant to our business and stakeholders. This assessment shows that we are focusing on the right SDGs for our business. One exception is SDG15 Life on Land, which will no longer form a core part of our key priorities. As communicated by our stakeholders in the assessment, we will now focus our attention on SDG7 Affordable and Clean Energy by prioritizing our renewable energy engagement and procurement programs. In doing so, we aim to contribute to climate change mitigation.

Through the prioritized SDGs, we aim to ensure good health and well-being, provide access to decent work and economic growth, and achieve gender equality in our own operations, extended supply chain and the surrounding communities. To combat climate change, we will continue to uphold a prudent and responsible attitude by prioritizing environmental sustainability in our corporate agenda and sourcing our products responsibly. These commitments will be reinforced by our robust partnerships with suppliers and customers.

We will continue to perform this materiality assessment annually to ensure appropriateness and relevance.



# Sustainability Governance

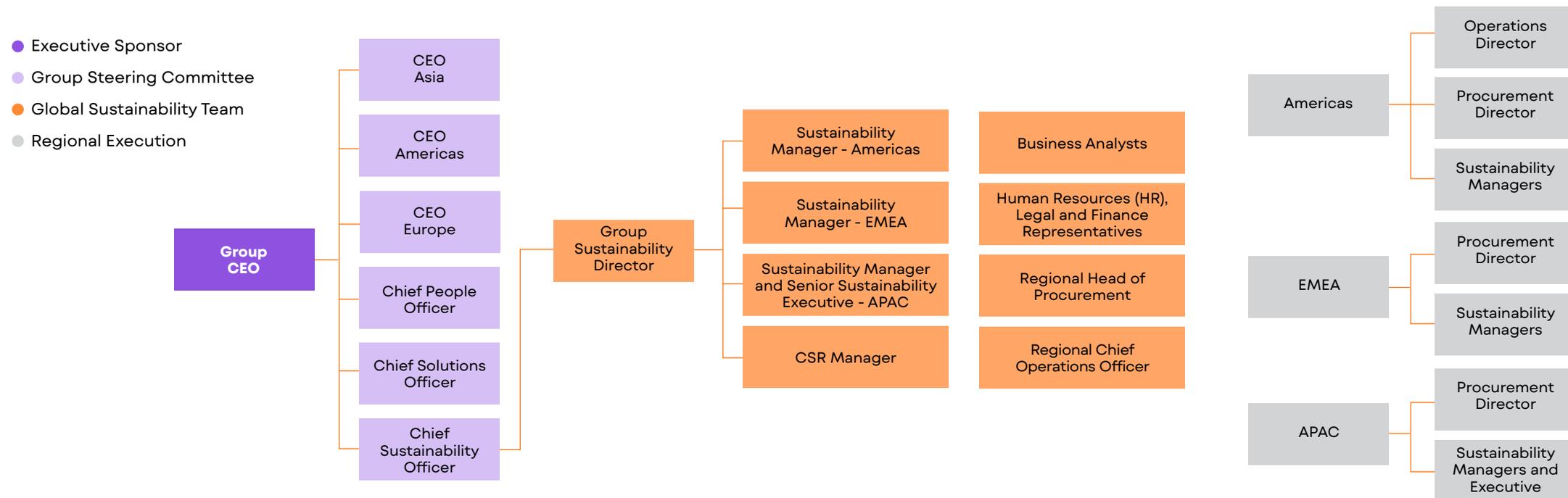
Our sustainability program is underpinned by our commitment to the highest standards of corporate governance and business ethics. We have created a robust governance structure to provide the necessary strategic oversight and operational implementation to deliver our sustainability program.

We believe that embedding sustainability into an organization requires a top-down approach. A Group Steering Committee for sustainability appointed by the Board reviews, monitors, guides, and provides executive leadership for sustainability and climate-related issues. The committee, of which the Group CEO is the Executive Sponsor, is also responsible for approving and monitoring the progress of our sustainability strategy.

Our EMEA Chief Operations Officer (COO) was appointed Chief Sustainability Officer (CSO) in 2022. They report directly to the Group CEO and report monthly to the Executive Board and Investors on adm's sustainability agenda. The CSO is effectively supported by the Global Sustainability Director, who chairs and leads the Group Sustainability Team. The introduction of the CSO in 2022 is intended to inform long-term strategic decision-making, increase the focus on sustainability matters within adm Group, and facilitate the achievement of our sustainability goals.

The Global Sustainability Committee comprises regional procurement directors, operations directors, business analysts, and Corporate Social Responsibility (CSR) strategy advisors. Through this cross-functional governance approach, our sustainability function collaborates with procurement and supply chain teams to provide input on supply chain management processes. The Global Sustainability Committee meets monthly to review the progress of our agenda across the business, and the performance of each region on key metrics.

This organizational setup reflects the emphasis and importance we put on our sustainability performance. Collectively, this team and our senior leaders ensure that we deliver our exceptional services, while maintaining the highest ethical and quality standards we strive for.





# Stakeholder Engagement

The successful implementation of our sustainability program requires the support of our stakeholders. Stakeholder engagement provides opportunities for us to further align practices with stakeholder needs and expectations, helping to drive long-term sustainability.



## COMMUNITY

- Charity and volunteering activities
- LinkedIn
- Meetings



## INVESTORS AND SHAREHOLDERS

- Meetings
- Written reporting
- Annual ESG reporting



## EMPLOYEES

- Employee engagement activities
- Performance appraisals
- Meetings
- Surveys
- New hire orientation programs
- Training and workshops
- Newsletters
- Monthly business town hall meetings
- Internal employee intranet platform



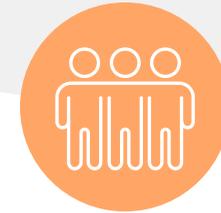
## MEMBERSHIP ORGANISATIONS AND PARTNERS

- Meetings
- Written reporting
- Attendance at training sessions
- Attendance at forums and conferences



## SUPPLIERS

- Meetings
- Quarterly spotlight sessions
- Business reviews
- Policy updates
- Training and workshops



## CLIENTS

- Meetings
- Presentations
- Workshops
- Business reviews

# Materiality Assessment

In 2022, we initiated a Materiality Assessment, the aim of which was to identify and evaluate sustainability issues that are most material to the organisation and its valued stakeholders, as well as determine the coverage and structure of this report.

The findings have informed our sustainability framework, strategy, targets and KPIs, ensuring that we are effectively addressing our most relevant impacts, opportunities and stakeholder expectations.

We are committed to performing this exercise annually to ensure our existing priorities, strategies and policies align with stakeholder interests and expectations. A three-step approach was adopted to assess the materiality of ESG issues.

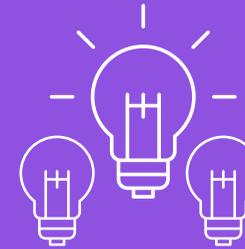


## Step 1: Identification

A list of potential material issues was identified with reference to the following sources:

- The GRI Standards
- The SDGs
- Previous Sustainability Reports from adm Group
- Industry benchmarking

The criteria for the selection of material ESG issues include whether the issue has a substantial influence on the assessments and decisions of stakeholders, and whether the issue reflects the organization's environmental and social impacts. Through these criteria, 33 ESG issues were identified and defined.



## Step 2: Prioritization

Different stakeholder groups were selected and engaged with based on their influence on the Group. They were tasked to rank the relative importance of the 33 ESG issues. The identified stakeholder groups were the Board, Management, General Staff, Investors, Shareholders, Clients, and Suppliers. A standard questionnaire was utilized to ensure a consistent and systematic evaluation of material issues. In total, there were 208 responses to the questionnaire.



## Step 3: Validation

The Group Sustainability Team confirmed and validated the list of material topics for disclosure in this Sustainability Report. The results are shown in the materiality matrix. The Board has reviewed the identified material issues and results to ensure appropriate relevance and materiality to adm Group.

# Materiality Issues

## assure

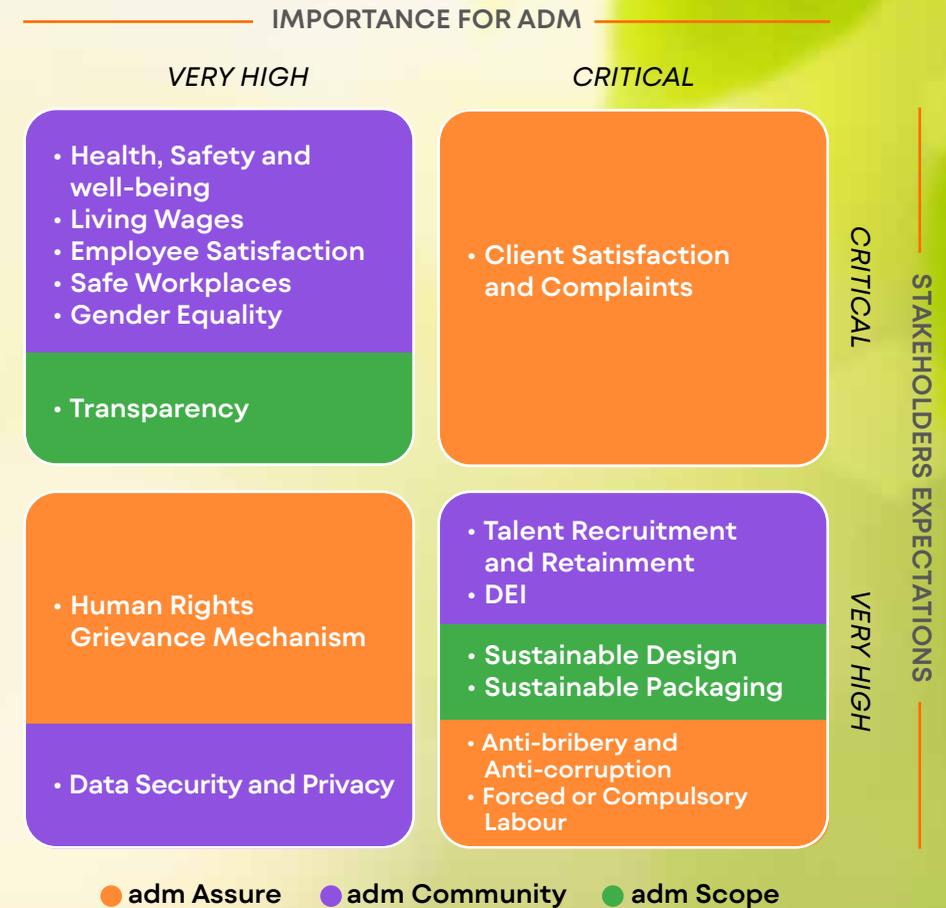
- Responsible Marketing and Consumer Education
- Living Wages
- Climate Adaptation and Resilience
- Supply Chain Visibility
- DEI in the Supply Chain
- Sustainable and Responsible Procurement
- Care for the Environment
- Compliance on Social Issues
- Client Satisfaction and Complaints
- Renewable Energy
- Suppliers' Human Rights Assessments
- Energy Consumption and Management
- Biodiversity and Ecosystems
- Forced or Compulsory Labour
- Human Rights Grievance Mechanism

## community

- Talent Recruitment and Retainment
- Training and Development
- Data Security and Privacy
- Promotion of Sustainability Awareness
- Community Engagement
- DEI
- Health, Safety and Well-being
- Employee Satisfaction
- Safe Workplaces
- Anti-bribery and Anti-corruption
- Transparency
- Gender Equality

## scope

- Environmental Education
- Sustainable Design
- Emissions Reductions
- Circular Economy
- Sustainable Packaging
- Product Environmental Footprint



Based on the responses of the materiality assessment, a materiality matrix was created in accordance with international practices. The materiality matrix demonstrates how material aspects are prioritized based on their importance to the sustainable development at adm (represented by the Board and Management) versus other stakeholders (represented by General Staff, Investors, Shareholders, Clients and Suppliers). The figure above summarizes the most critical and highly important materiality issues for these stakeholder groups.

# Awards, Recognition and Partnerships



## AIM-PROGRESS

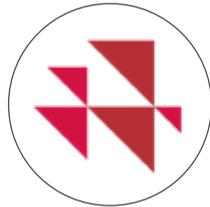
adm takes an active part in AIM-Progress, a forum to promote responsible sourcing. The forum is made up of leading Fast Moving Consumer Goods (FMCG) companies and common suppliers.

In 2022, our Senior Sustainability Manager in APAC accepted a leading role as Co-Chair of the AIM-Progress Asia Pacific Hub. We are also a member of the AIM-Progress Working Groups on Living Wages, Grievance Mechanism, and Responsible Recruitment.



## ANTHESIS

In 2022, we embarked on a partnership with global sustainability consultancy, Anthesis. Together we are building our full GHG inventory, and developing our science-based targets. We also worked with them to develop our bespoke Green Design Tool.



## CDP

In 2022, adm obtained a score of B (management level) on the CDP's 2022 Climate Change survey. This reflects the significant efforts from our global teams to improve our score of C in 2021. Participating in the CDP is important to hold ourselves accountable and remain transparent in our sustainability performance. We are determined to improve our score in the years to come.



## ECOVADIS

We have retained our Platinum rating for the third consecutive year, with an improved score of 85 based on 2022 performance. This is an important external endorsement of our progress.



## FAIR WAGE NETWORK

In 2022, adm started working with the Fair Wage Network to benchmark living wages in three of our global offices as part of our initial gap analysis towards becoming a living wage certified employer. This will be expanded further in 2023.



## UNITED NATIONS GLOBAL COMPACT

We are committed to the world's largest CSR initiative for the fourth consecutive year. By becoming a donating participant, adm plays an important role in funding UNGC's projects. We continue in our support for the development of the SDGs. adm is also an active member of the UNGC DEI Working Group. In addition, we participate in the UNGC Target Gender Equality Program and Business and Human Rights Accelerator.

# Awards, Recognition and Partnerships



## CARBON REDUCTION INSTITUTE (CRI)

We have partnered with the CRI to offer our clients the opportunity to measure and offset the carbon footprint of their products.



## EQUAL OPPORTUNITIES

Commission of Hong Kong  
This year our adm Hong Kong entity became a signatory of the Equal Opportunities Commission of Hong Kong, an independent body tasked to enforce anti-discrimination in the key areas of gender, disability, family status and race.



## FAIR TRADE

Our France office is certified with Fair Trade.



## FSC

Our France and Hong Kong office is certified with the Forest Stewardship Council.



## GOTS

Our France, Hong Kong and Shanghai office is certified with the Global Organic Textile Standard.



## GRS

Our France, Hong Kong and Shanghai office is certified with the Global Recycle Standard.



## ISO14001 + ISO9001

Our Hong Kong office is certified with ISO14001 (Environmental Management), and certified with ISO9001 (Quality Management).



## RACE TO ZERO

In 2022, we joined the Race to Zero initiative, a global campaign to rally leadership and support for a healthy, resilient zero-carbon recovery. Our participation in this initiative demonstrates our support for the shift towards a more inclusive, resilient, and decarbonized economy. Concurrently, we have also set our near-term and long-term science-based targets aligned with the highest level of ambition of limiting global warming to 1.5°C and submitted these to the SBTi.



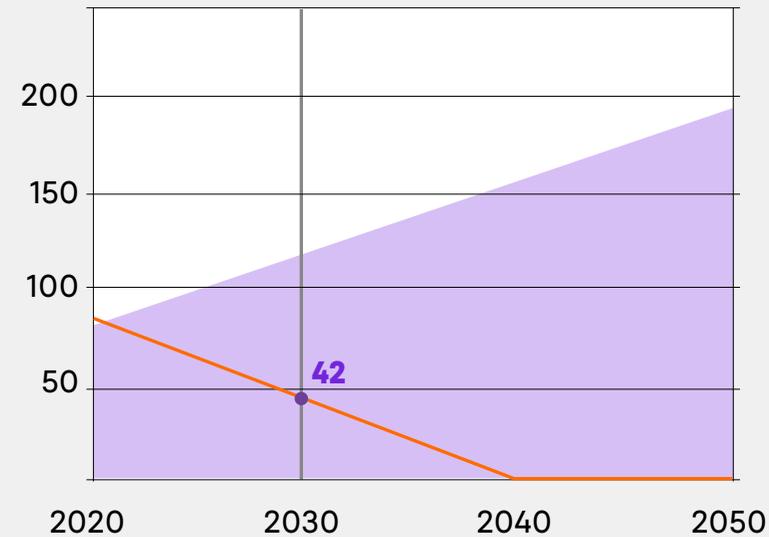
## RACIAL DIVERSITY AND INCLUSION CHARTER FOR EMPLOYERS

Hong Kong joined the Racial Diversity and Inclusion Charter for Employers in 2022. The Charter provides employers with best practices and guidelines through a checklist of policies and practices they can implement to further their DEI objectives. This includes racial diversity and inclusion in the workplace.

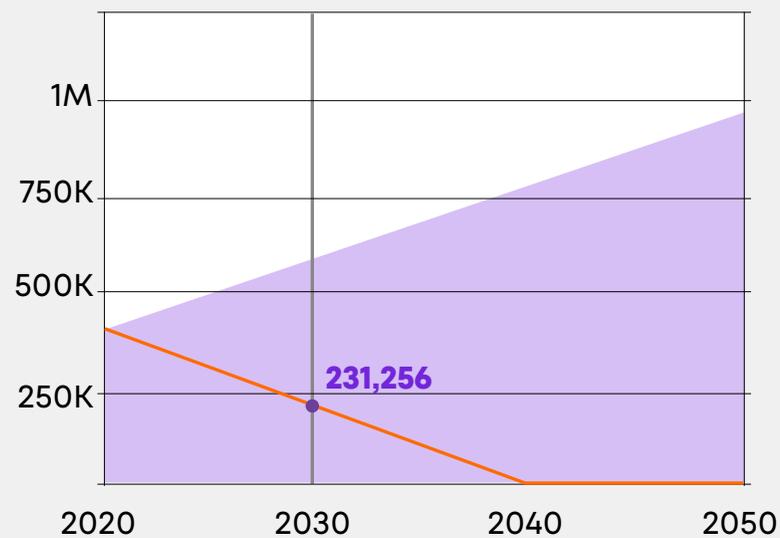
# Commitment to the SBTi

adm Group has made tremendous progress since the signing of the SBTi commitment letter in early 2022. Since then, our focus has been on developing an accurate GHG inventory and working with various stakeholders to calculate our direct and indirect emissions across the supply chain (see details on page 44 'Reducing Supply Chain Emissions').

We have been guided by our trusted sustainability partner, Anthesis, the SBTi Criteria and Recommendations and the Net-Zero Standard Criteria. Together, we developed specific reduction targets and submitted these for verification to the technical expert team at the SBTi. We completed the entire process well within one year, ahead of our two-year commitment. In the meantime, we are developing a carbon reduction strategy and have begun implementation across our supply chain.



■ BAU ■ Target Years ■ 1.5C Pathway



adm Group commits to achieve 50% reduction of absolute Scopes 1, 2, and 3 GHG emissions by 2030 and 90% reduction by 2040 from a 2021 base year

### Committed to Business Ambition for 1.5°C

In January 2022, adm Group signed the Business Ambition for 1.5°C campaign. Led by the SBTi in partnership with the United Nations Global Compact, this commitment requires companies to ramp up their emissions reduction ambitions. Through this commitment we want to prove that a business model aligned with the 1.5°C pathway is possible as we prepare to meet our ambitious science-based target of 'net-zero emissions'. Many of our climate-conscious clients are also members of the campaign and we are committed to working closely with them to achieve our targets.

# community

We believe that the contributions of our employees are critical to the implementation of our sustainability program and overall success.

As such, we invest heavily in our employee experience, and strive to ensure a safe, inclusive, respectful, and engaging working environment for all adm team members. This is the essence of the adm Community pillar.

## TOP MATERIAL ISSUES



Living Wages



Employee Satisfaction



Health, Safety and Well-being



# Progress on our adm Community Targets

By recruiting and retaining a diverse and industry-leading team, nurturing talent through comprehensive training and development programs, and creating a safe, fulfilling working environment, we strive to ensure that all employees are treated with respect and appreciation. During these unprecedented times, it is more necessary than ever for us to display kindness towards our people.

## Target

100% of our global employees trained on topics related to DEI and sustainable procurement practices by **2022**

## Progress



## Progress Updates in 2022

- Sustainable procurement trainings have been conducted for all adm employees.
- Unconscious Bias training has been delivered to all APAC employees.
- Americas and Europe region will participate in an Unconscious Bias training in 2023.

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



- As of December 31, 2022, female representation across our Global Leadership Team is at 33%.
- Our Group-level and Regional DEI commitments, as well as a keen focus on DEI in our recruitment and succession planning efforts, will drive our leadership splits to become more evenly balanced over time.
- We will also continue to analyze gender diversity at all levels of the organisation on a monthly basis and report on this in each of our board meetings.

Implement a Living Wage program to ensure 100% of our employees across the organization will earn a living wage during or before **2025**



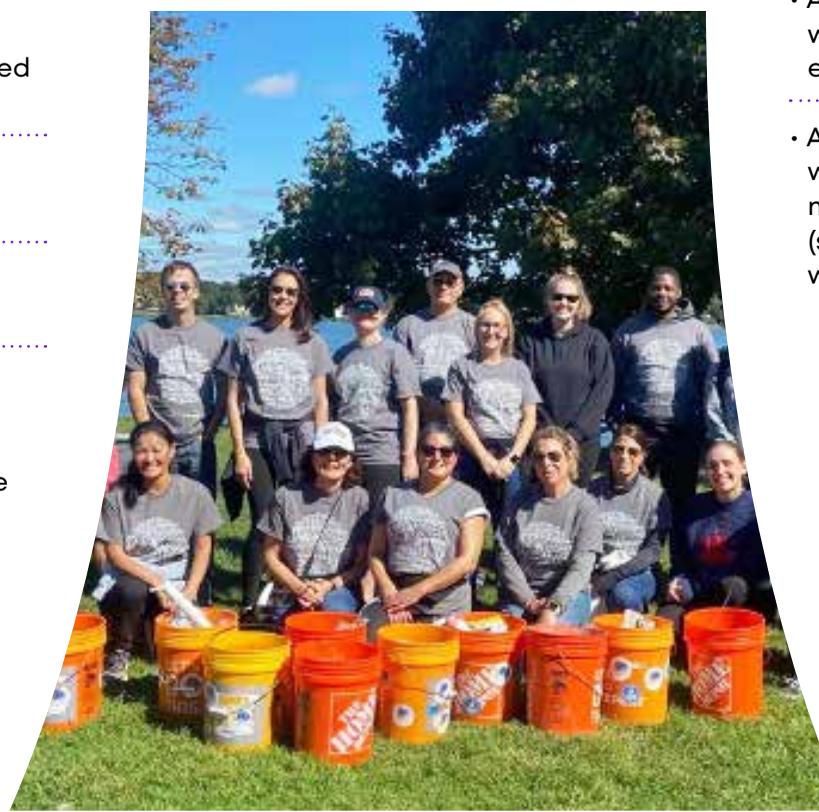
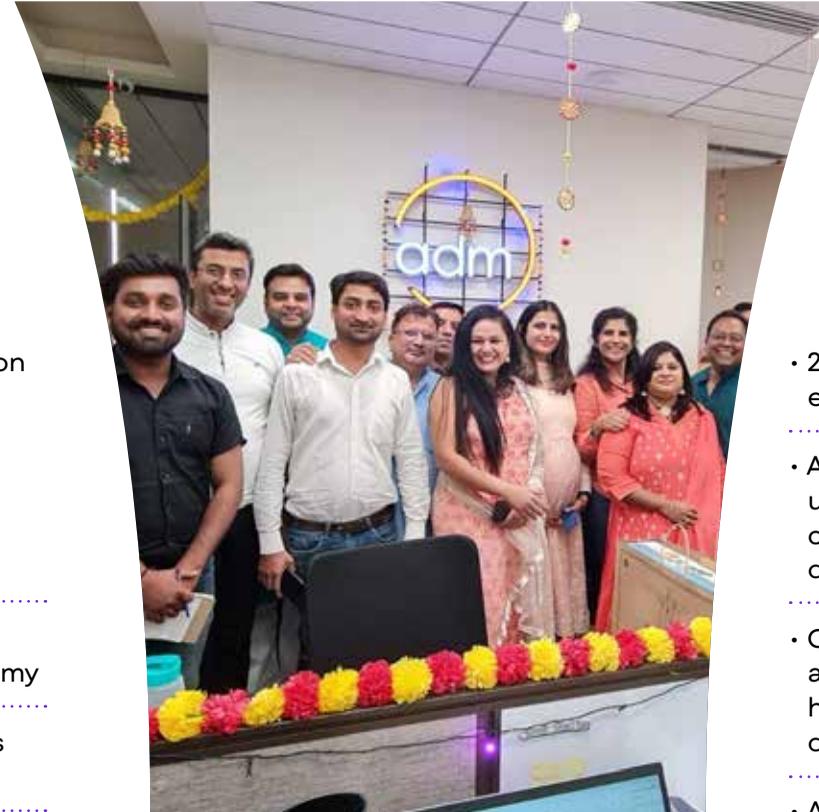
- We began our gap analysis with Fair Wage Network this year on 3 pilot regions and are now expanding the analysis across all our global business units.

# Employee Value Proposition

Attracting and retaining talent with the right skills, capabilities, and potential is paramount to our ability to face ESG challenges. We have a robust recruiting plan, which includes attracting experts from our industry to our Group. Across our talent acquisition activities, we are focused on furthering the diversity of our organization, from achieving greater gender balance, to increasing minority representation in all parts of our business.

In order to attract and retain talent, we have created an industry-leading work environment for our employees. Our employee value proposition includes:

- Attractive total compensation packages and a range of benefits across our regions (including healthcare, employee assistance programs, death-in-service, and other benefits)
- A hybrid working model, allowing flexibility and autonomy
- Personal development plans for all employees
- Paid-for-training specific to role requirements (e.g. funded accountancy qualifications)
- Attractive annual leave entitlement
- Additional leave during seasonal holidays
- 2 days of paid leave per employee for giving back to the community under our Global Volunteering Scheme



- 2 paid 'wellness days' per employee per year
- A 'summer hours' initiative under which team members can leave early on Fridays during the summer months
- Other perks and benefits across our regions (e.g. half-day birthday leave and discounted gym membership)
- A sociable, inclusive culture with virtual and in-person team events and gatherings
- A focus on mindful ways of working including adopting mindful meeting principles (such as shorter meetings/ walk-and-talk meetings)

# Our Living Wage Program

As part of our ongoing strategic objective to strengthen our social impact within and beyond adm, we have committed to becoming a certified Living Wage employer by 2025. This ensures we will pay all adm employees a decent and fair living wage.

We are on track with this program and hope to be able to obtain a formal Living Wage certification by the end of 2023, for all the locations our people are based in. We began our gap analysis with Fair Wage Network this year on three pilot regions and will continue to expand the analysis across all our global business units.

Going forward and as part of our future objectives, we will increasingly collaborate and support our suppliers in developing a similar goal for their workforce.



“We are happy at the Fair Wage Network to support adm in its important objective to pay all its employees at least a living wage by 2025. We started to accompany adm in this journey with the necessary living wage benchmarks and with a living wage gap analysis carried out in its different markets to help them moving toward our global living wage certification.”

**Daniel Vaughan-Whitehead**  
*Founder and Chair*  
Fair Wage Network



# Nurturing our Culture

## A Culture of Continuous Learning

Developing and nurturing our culture is key to managing a rapidly evolving workplace and is one of the most important investments we can make as we scale. Our culture is conducive to both the personal and professional growth of our employees, leading to rewarding careers.



### Training

- Personal, tailored development plans for all employees
- Financial support for professional exams
- Mandatory compliance and new hire training
- 7653 Total Training Hours completed in 2022



### Education

- The Learning Hive, our online learning portal is accessible to all employees and includes LinkedIn learning courses
- A Supplier Innovation Program provides the opportunity for our account teams to learn about new innovations, directly from our partners
- Peer-to-peer adm Academy workshops run by subject matter experts within our business



### New Opportunities

- Our internal Hive platform allows employees to browse new opportunities within adm Group
- Employees have the opportunity to attend local and global conferences to keep up to date with market trends and engage in knowledge-sharing

adm's Global Compliance Training Program was launched in 2018 and covers a range of training modules which must be completed by all staff.

Each course includes a test to ensure deep understanding of the ethical standards they are individually expected to uphold. These training programs are revised annually.

This year, adm's Global Compliance Training Program consisted of training in the following areas:

- Information Security and Cyber Risk Awareness
- Preventing Discrimination and Harassment
- Code of Conduct
- Data Privacy
- Modern Slavery
- Anti-bribery and Anti-Corruption
- Workplace Health and Safety
- Whistleblowing
- adm Sustainability Updates Training
- Green Design Tool
- Sustainable Design Guide





## A Culture of Recognition and Excellence

adm Group provides competitive rewards and recognition, coupled with opportunities to help our people grow in their jobs and progress their careers. This makes an enormous contribution to a motivated and engaged workforce. At adm, every employee receives regular and fair assessments of their performance and is rewarded with merit-based incentives. Bi-annual reviews are conducted for every single employee to discuss achievements, areas of improvements, and personal goals.

To recognize employees' accomplishments and demonstrate our heartfelt appreciation, we have established a variety of internal awards. During the year, we continued our All-Stars scheme, which rewards our employees through quarterly recognition and annual global recognition awards. We also continued our adm Aces program, which enables managers to reward their teams when they have gone above and beyond their day-to-day work. All of these rewards are communicated across the business on our internal platform, the Hive, to instil a culture of recognition and excellence. During the year, 38 All Stars and adm Aces were awarded.

## A Culture of Work-life Balance

To promote work-life balance and build an engaged workforce, our Live Well program offers a variety of initiatives which encourage our people to have good work-life balance.

- 2 wellness days per year
- Summer work hours
- Birthday leave
- Walk and Talk meetings
- 2 hours of Time to Move each week
- Core ways of working principles

In addition, our adm Culture Club organizes a variety of monthly events and social gatherings for employees to enjoy and to build personal connections. The Culture Club's key objective is to improve the 'fun factor' in all of adm's main offices through a series of well-organized team events throughout the year.



## A Culture of Sustainability

At adm, we strive to build a culture of sustainability and actively engage our employees in the process of sustainable growth.

### **Sustainable Procurement Academy Workshops**

During the year, the Sustainability Team organised several workshops, covering topics relating to sustainable design best practices, how to use our bespoke Green Design Tool, and an update on our sustainability performance.

### **Lunch and Learns**

We invited speakers from various organizations to virtually speak about global environmental issues throughout the year.

- Many Roots and US Climate Fresk guided adm employees through an engaging session about the role our food systems play in the climate and ecological crises.
- Many Roots shared their expertise on climate change and net zero, breaking them down into smaller, more tangible steps.
- Green Monday introduced the importance of adopting a greener diet for better health and carbon emissions.

### **Earth Day Celebrations**

To demonstrate our support for environmental protection, Earth Day was celebrated across our organization. Various activities were organized throughout the day, including quizzes, webinars, and challenges.

### **Office Plastic Footprint Program**

In 2021, we launched the Office Plastic Footprint Program in our Hong Kong office. This initiative involved the weekly weighing and recording of plastic recycling versus waste. In 2022, due to the success of the pilot program, we expanded the program to our Shanghai and Stamford offices. We will extend this to the rest of our main offices in 2023.

### **Initiatives to Promote Circularity**

Our team in Hong Kong organised a clothing swap, a fun and free activity that rehomes pre-loved items. Any additional items were sent to Redress, an environmental NGO that works to reduce waste in the fashion industry. Our employees then spent a day volunteering at Redress, organizing donations and preparing them for resale.

### **Sustainability Sharing through our Intranet Platform**

The Sustainability Team regularly shares best practice and recommendations on how each of us can become better environmental stewards.

# Health, Safety and Well-being

We recognize that our organization has a key role to play in preserving and promoting the physical and emotional health, safety, and well-being of employees. We aim to ensure that all our employees around the world can work safely by providing robust safety programs, training, and communications. We continuously expand health and well-being programs and benefits throughout adm globally, in order to help employees achieve their personal mind and body health goals.

## Live Well Program

The 'Live Well' philosophy is focused on health and happiness, building to a core ideal that is embedded in adm's ways of working. As a company we understand all our people have all struggled through the pandemic and cost-of-living crisis. That's why it's important we adopt the Live Well mantra as we move forward together.

Throughout the year we announce initiatives under the 'Live Well' umbrella with the singular aim of supporting well-being for all and improving our overall ways of working.

### 2022 Highlights:

- Our 'Get Moving Campaign' had team led walks for 15 minutes, twice per week, where various topics were discussed while on the move.
- We introduced the Charity Miles App and had 43 members walk a total of over 8000 miles to support over 20 charities.

"At adm, our employees' health, well-being and safety are a priority and with that in mind, we launched our Live Well program at the beginning of 2022. The "Live Well" philosophy is focused on health and happiness, building to a core ideal that is embedded in adm's ways of working. Think of it as a transformative beacon for our well-being, both individually and collectively.

The Live Well agenda has continued to evolve since its launch by announcing initiatives which fall under the Live Well umbrella with the singular goal to support well-being for all and improve our overall ways of working."

**Emily Evans**  
Head of HR, Europe



# Health, Safety and Well-being

## The Power of Sleep Workshop

At adm, we recognize that sufficient and quality sleep can increase productivity, foster a more cohesive workplace environment, and boost employee satisfaction and retention.

We invited experts from SLEEEP, a company that provides sleeping capsules across Hong Kong, to host several 60-minute hybrid sessions (in-person and online) on the power of sleep, across all regions. The session included practical tips to improve sleep quality, breathwork and meditation activities. They also covered chronotypes and circadian rhythms which helped us to better understand each individual's internal sleep clock and how they can better manage them. Prior to the session, all employees were also invited to complete a pre-workshop survey to learn more about their personal sleeping behaviours and patterns.

Following the session, a 7-day sleep ritual and a follow-up wellness survey were also distributed to help employees kick-start their journey to better sleep.

APAC colleagues were also given a Wellness Day Off the following day. These initiatives are all part of our new "Live Well" initiative within adm, which aims to bring to the forefront the health and happiness of our people.

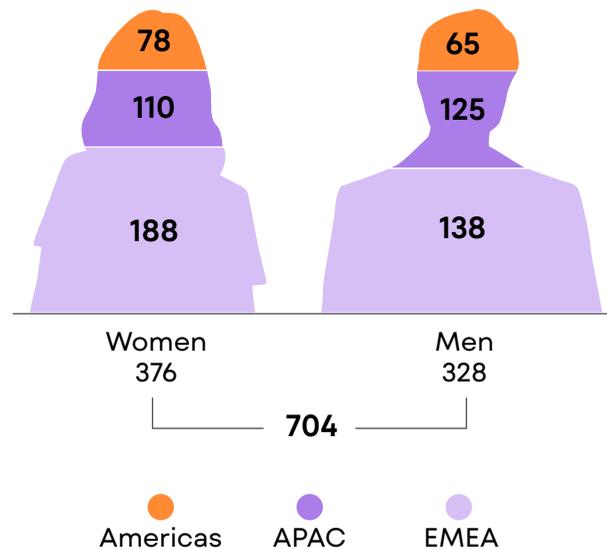


## World Mental Health Day

10 October is World Mental Health Day, and to shed light on this topic while providing support to our valued adm Community, we arranged several workshops with Central Minds. The purpose of the workshops was to provide practical tips on how to better take care of employees' mental health. The training session focused on supporting participants to identify the signs and symptoms of declining mental health in both themselves and in others. The session also provided participants with the skills to bring conversations about mental health to the forefront and how to develop healthier habits.

# Diversity, Equity and Inclusion

At adm, we foster a culture where diverse talent can flourish, and where employees, regardless of their background, identity or circumstance should feel valued, accepted, and supported to succeed at work. We pride ourselves in providing fair and inclusive workplaces that create positive social impact and equal opportunities.



## Gender Representation

In 2022, we have set a target to achieve 40% female representation across our Global Leadership team by 2025. Our female representation in our Leadership Team in the past year has decreased from 30% to 28%, and representation of all female employees have remained at 56%. The decrease in female representation is due to the acquisition of Lapine and Effectus. Excluding Lapine and Effectus, female representation in our Leadership Team has increased from 30% to 33%, thus reflecting our progression in our core business. However, in 2023, we will put in place the appropriate interventions to help us meet our set 2025 target across adm Group. We intend for our leadership splits to become more evenly balanced over time, driven by our Group-level and Regional DEI commitments, including a keen focus on DEI in our recruitment and succession planning efforts. We will also continue to analyze gender diversity at all levels of the organisation on a monthly basis and report on this in each of our board meetings.

In 2022, we calculated our gender pay gap at a group level, by region and by country, and we are currently working to reduce the differential. In some markets, we have a gender pay gap where women’s pay is higher (China, Canada and Germany). Our current mean gender pay gap is 12.5%. Including Lapine and Effectus, the gap is 14.3%. We are committed to continuing to reduce this gender pay gap in the years to come.

## DEI Progress in 2022

- DEI progress is a key priority for adm Group.
- We have a Group-wide DEI program with Board-level ownership and accountability and team-member involvement at all levels of the organization.
- We decreased our Group-wide mean gender pay gap by almost 8% in 2021 to 16.7%, with a further decrease to 12.5% in 2022. Including Lapine and Effectus, the gap decreased to 14.3%.
- We recruited more female senior management positions than male in 2022 (and the average salary of female senior management positions was higher than the average salary of the male counterpart for the first time). In addition, the average salary and number of joiners for all positions in 2022 was higher for female than for male (excluding freelance).
- We have made significant progress in terms of DEI reporting and analysis.
- In terms of inclusion and well-being: In 2022 we launched our holistic well-being program, “Live Well”, which includes well-being days for all team members. We have just carried out a Group-wide Live Well engagement survey of all employees to seek feedback and ideas for improvement and we will be actioning these.

# Taking Action to Support SDG 5 Gender Equality



In 2022, we formally participated in the United Nations Global Compact (UNGC): Target Gender Equality program, a global program that strives to advance gender balance in businesses.



In 2021, we pledged to have 40% female representation across our Global Leadership Team by 2025. This includes our Global Executive Team and Regional Senior Leadership Teams. Through performance analysis, capacity-building workshops, peer-to-peer learning, and advocacy, the Target Gender Equality program will support us to meet our corporate targets for female representation and leadership.



Participation in this program is also part of our effort to strengthen our contribution to Sustainable Development Goal 5.5, which calls for women's full participation and equal opportunities for leadership.

We look forward to working collectively to tackle persistent barriers in gender equality and will continue to report on our progress in this area.



# Diversity, Equity and Inclusion

adm's priorities center around representation, inclusion and fostering an environment where everyone has a voice. We have a steadfast commitment to a more diverse and inclusive future and have an ambitious and exciting agenda for the coming years. We are determined to hold ourselves accountable, set bold goals and take comprehensive action.

## **Pride Week**

In June, we celebrated Pride in all our offices around the world. We wore a colour of the Pride flag every day for a week and raised over £2000 for our local charities of choice, which was matched by our Board. During the month, we also organized quizzes, afternoon tea socials, and karaoke competitions where teams were assigned a different colour of the Pride flag.

## **International Women's Day**

APAC celebrated International Women's Day in 2022 with small group lunches, attended by 45 women from different countries and departments to discuss this year's International Women's Day theme - how to #BreaktheBias. We talked about the importance of education and communication, celebrated our personal and professional successes and shared stories of breaking the bias.

## **Unconscious Bias Workshop**

In September, our APAC HR team organized an Unconscious Bias Workshop with Feliz Consulting. Topics included DEI and Belonging, and unconscious bias and its impact. We encouraged all employees to attend this workshop to strengthen our knowledge towards becoming adm Group DEI ambassadors.



# Community Service

Our care towards the adm Community also extends to the communities around us, where we aim to expand our positive impact by forging charitable partnerships and giving our people the opportunity to contribute to the causes that are most meaningful to them.

In 2022, we continued to implement a volunteering scheme that gives every global employee two days of leave to volunteer. We strongly encourage our employees to get involved, by leveraging their skills, volunteering, and fundraising to support those most in need.

## Global Cleanup Initiative

adm-ers all around the world participated in local clean-up initiatives in September to bring awareness to the global waste problem. Over 220 kilograms of trash were collected by proud and committed team members.

## Kindness Walk with ImpactHK

In June, over 20 members of our team joined ImpactHK on a Kindness Walk through the streets of Hong Kong, providing food, water, and essentials to those experiencing homelessness.

During our attendance at ReThink HK in October, we also organised a competition to further support this charity. One individual was gifted a Kindness Walk with ImpactHK. The individual was also entitled to bring 20 other colleagues to the volunteering event.

## Humble Design

Colleagues in the Americas chose to use their volunteering leave to support Humble Design, an organization that furnishes the homes of families and veterans emerging from homelessness using donations and working with the State's affordable housing program.



## Supporting Breast Cancer Research

To support Breast Cancer awareness month in October, our Americas team raised money for The Breast Cancer Research Foundation (BCRF).

## Giving Tuesday

In honour of Giving Tuesday (November 29, 2022), adm North America teams participated in a variety of incredible events in support of noteworthy causes.

- Our Miami team assisted the Miami Rescue Mission Clinic to prepare and serve lunches to their residents and staff.
- The Canada team sorted over 5,000 Christmas toy donations at the Salvation Army in Canada.
- The Texas team assisted Feed My Starving Children in stuffing 15,552 bags of food - enough to feed 42 children for a year.
- The Mexico team helped make improvements around the children's foster village, Aldeas Infantiles SOS Mexico.



Our adm Sustainability Center of Product Excellence (SCOPE) pillar focuses on how we can reduce the environmental impact of our products, as well as encourage our clients to transform their portfolio of products to adopt a more sustainable approach.

**TOP MATERIAL ISSUES**



Sustainable Packaging



Sustainable Design



Transparency



# Progress on our adm SCOPE Targets

At adm, we take pride in our ability to cascade sustainability practices at every stage of the product life cycle. In 2022, as reflected by our top material issues, we focused our efforts on:

## 1. Environmental Education

We inspire our adm community to be mindful of how they can reduce environmental impact in the business and in their daily lives.

## 2. Sustainable Design

We help employees understand the environmental impacts of their design decisions and encourage everyone involved in the product development process to make more sustainable choices that design out waste and reduce the carbon footprints of our items.

## 3. Emissions Reductions

We have heavily invested in new technologies to measure the environmental impact of physical marketing materials, which can help impact decision-making at the point of design and point of purchase.

### Target

Develop a Sustainable Design Guide to support our teams' transition to a more sustainable product offering by **2022**

### Progress



### Progress Updates in 2022

- A Sustainable Design Guide has been released to help innovate towards achieving adm's circular economy goals.

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



- As of December 31, 2022, adm Group's print certified spend is at 79%.
- A formal letter has been sent out to all suppliers to formally announce the target as well as obtain their full support.
- We are committed to continue increasing the sustainable sourcing of print items by closely working with category managers.

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



- A formal letter has been sent out to all suppliers.
- Article and packaging material data is being collected from suppliers.
- Our bespoke Green Design Tool has been launched, which allows us to track the use of reusable, recyclable and certified compostable packaging and materials in our items.
- We are currently reviewing all clients' objectives in these areas as well as reviewing legislation across markets to prioritise our approach.

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



# Mapping Product Emissions

To demonstrate our obligation toward responsible marketing, adm partnered with global consultancy, Anthesis. Together, we developed a product sustainability calculator that follows the GHG Protocol and supports us in reporting our Scope 3 emissions. Our Green Design Tool is designed to be used upstream during POSM brief and concept development to guide marketers on the impact of potential POSM items and designs, helping drive sustainable brand execution upstream before activation.

The Green Design Tool assesses: material extraction and components manufacturing for products and their packaging; the shipping of products from factories to client warehouses; the electricity usage associated with electronic products; and end-of-life emissions linked to a product's use region.

The main outputs from the tool are focused on CO2 emissions, water usage, recycled content, and product recyclability, each of which are weighed to provide items with an overarching product sustainability score. The tool also supports post-order review of activations, allowing us to identify high-emission hotspots within product suites and opportunities for re-design. [We believe this will help us and our clients to accelerate the decarbonisation of product suites and our supply chain.](#)

All adm Account Teams have been trained in how to use the Green Design Tool and we have established a sustainability support team to operationalize the Green Design Tool. This will allow us to begin tracking key sustainability metrics and improvements over time.

In 2022, we commenced client-facing demonstrations of the tool's capabilities, sharing client-specific examples of dashboard outputs, as well as before-and-after examples of what environmentally focused improvements to materials and production locations can do to increase a product sustainability score. In 2023, our Account Teams will work to incorporate the Green Design Tool into client briefings, as well as ensure product results are displayed in our client web shops so clients can make informed purchasing decisions, with both the monetary cost and environmental cost of products visible side by side.

One example of a way in which our account teams are utilizing the tool is to show a variety of clients the impacts of producing promotional t-shirts using locally produced, GRS certified recycled cotton rather than polycotton blended fabrics from China for production. They also look at the impacts of moving from virgin corrugate and plastic packaging to entirely recycled corrugate and paper packaging.

In making these production location, item material and packaging improvements, we can offer clients a closed-loop product, with the production of each t-shirt emitting 21% less carbon, utilizing 92% less water, and increasing the weighted product score generated by the Green Design Tool by 127%. These t-shirts also provide clients with the opportunity to print QR codes on the inside of the shirt which, when scanned, enables a consumer to read about the environmental impacts associated with the improved production processes and enables them to recycle the products at end of life.

## Original



- Made in China
- 100g virgin polycotton t-shirt
- 1 lb virgin corrugate box and polybags
- China to Chicago via ship and road



## Improved



- Made in USA
- 100g GRS recycled cotton t-shirt
- 1 lb recycled corrugate box and paper band
- Los Angeles to Chicago via road



Product score increased

**127%**



Carbon emissions fell

**21%**



Water usage

**92%**



Consumer can scan label to read about environmental impact

# Knowledge Sharing

## Supplier Spotlights

Supplier spotlights continued to be one of our main mechanisms to share sustainable and innovative best practices within our adm Community. In 2022, we ran three global sessions, presented by our key strategic suppliers, with the average number of attendees being 80-120. During the year, we also expanded the program with the introduction of North American suppliers to the sessions.

1. One of the suppliers specialises in creating products from waste and from a range of bio-based and recycled materials. This innovative company produces ranges with a circular mindset and pride themselves on their fair practice supply chain. This was extremely insightful for our employees as closed loop initiatives and products with solid sustainability credentials are important to a number of our clients.
2. Another supplier presented their award-winning LED and Audio-Visual Label technology, demonstrating record-setting case studies and a taste of what technologies are coming further down the track.
3. One supplier spotlight focused on one of our F&B innovation and producer partners. They gave us an update on some new and exciting opportunities to share with clients that are looking for out of the box activations.



## Industry Contributions – ReThink 2022

This year, a core priority of the organization was to leverage our experience in the industry and share our insights with external stakeholders. In October, employees in Hong Kong participated in ReThink HK. Our Chief Marketing Officer was a panel speaker and discussed the role of marketing in a sustainable world.

## Industry Contributions – Online Webinars

In November, we hosted several webinars on ‘the Future of Marketing in a Sustainable World’, featuring our Chief Sustainability Officer, alongside our partner, Anthesis Group. The workshop covered the importance of data to drive improvement, the influence of partner choice on the success of businesses’ sustainability agendas, and the key to ‘marketing sustainably’, not just ‘marketing sustainability.’

# Sustainability by Design

## Eco Design Team

In 2022, adm created our very own Eco Design Team. The purpose of the Eco Design Team is to ensure sustainability is embedded within our corporate and social DNA.

## Sustainable Design Guide

The first area of focus of the Eco Design Team, which is comprised of Account Team members, Designers, Insights & Innovation Team members and Sustainability Team members, was to develop an intuitive, educational Sustainable Design Guide for internal use by our Account Teams, Designers and Procurement. We recognize that proactively considering sustainable design decisions must begin with the brief and remain at the forefront of our thinking throughout the product development process.

With these values in mind, the Eco Design team successfully published a practical Sustainable Design Guide filled with tips, decision support frameworks, and case studies for marketers and product designers new to the idea of a circular economy.

The guide is inspiring our teams with the knowledge and confidence they need to propel our environmental journey forward and support our progress toward a more sustainable future.



“The guide is instrumental in empowering our teams to discuss with their clients the ways in which we can reduce our environmental impact through skilful, sensitive design, and the importance of sustainability as part of marketing strategy.”



**Ali Pellegrino**  
Senior Sustainability  
Manager NAM

“I strongly respect clients who have set ambitious sustainability goals, more so if they socialize them. I believe that those who do not initiate sustainable design practices are at risk and will potentially lose out on opportunities to deeply connect with their consumers who have a strong desire to align themselves with brands who have sustainable goals and initiatives.”



**Chris Fox**  
Group Creative  
Director Americas

## Sustainable Design Elements in Action

One of our clients required a small format display stand with a premium finish for one of their brands, which will be used to elevate the brand and promote the products in-store. The stand needed to be a permanent solution, with an interchangeable header card and graphic communication elements. Ease of use and relocation were a core requirement of the brief and the display had to be simple and easy to transport, assemble and relocate within the store.

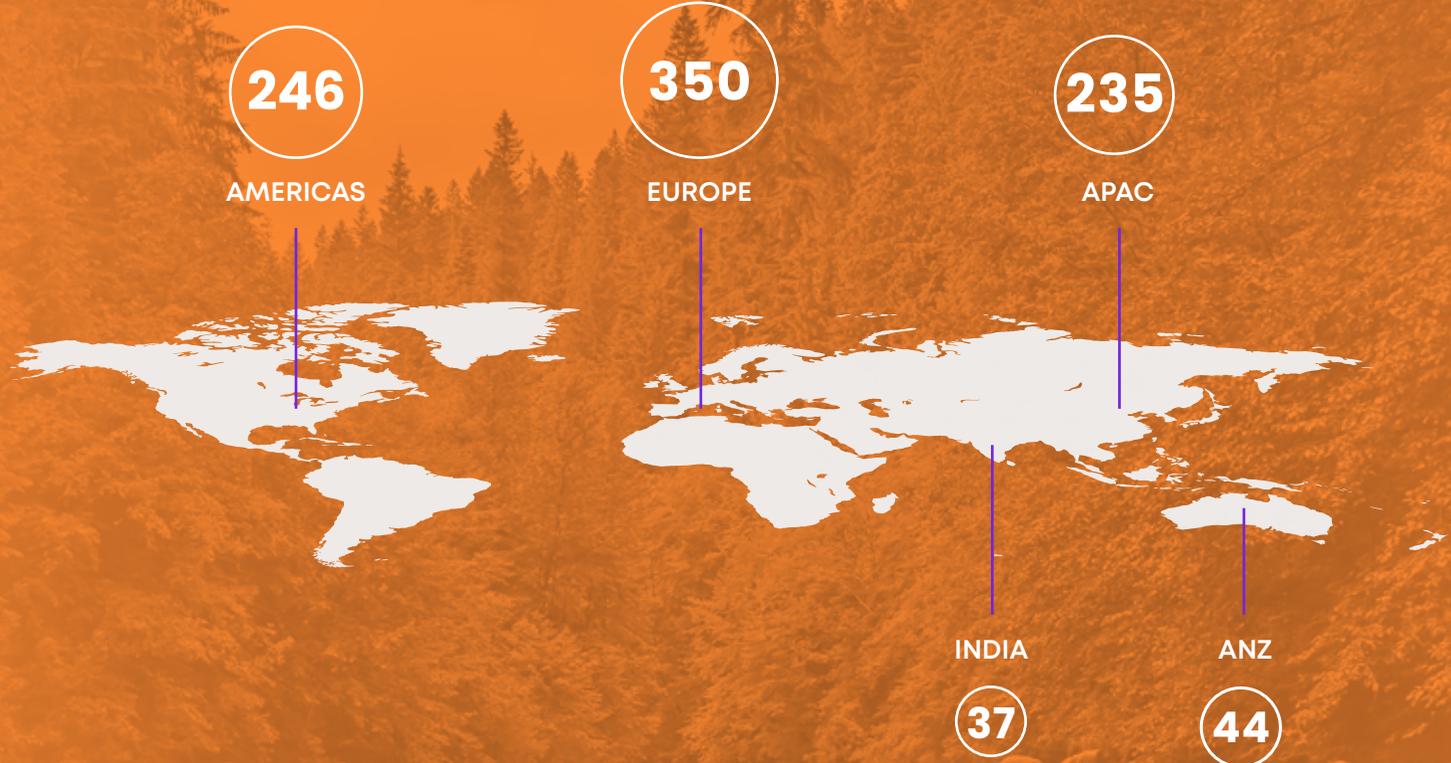
This solution adm came up with is an all-metal display with minimal plastic content. The intention is to utilise a permanent display with updatable graphic elements to reduce waste and extend the life of the display in-store. This display has the ability to be completely re-dressed in new campaign collateral and the metal framework can serve as an updatable skeleton that can be continually re-dressed over a long period of time, either for this brand or other brands within the client’s umbrella. At the end of life, the display can be easily disassembled and over 90% of the display is fully recyclable.

The innovation in this display is in the ease of assembly and the ability for it to be simply updated for brand or retailer specific communications to suit seasonal retailer or brand updates. The flat paced frame and shelf design allows for staff or merchandisers to easily setup, move around and update the display on an ongoing basis. Being able to fit into a standard car to transport and assemble with minimal effort and fixings is a key win.

The display has been implemented in 150 stores successfully and has led to a strengthening relationship with the retailer resulting in a long-term on-going partnership.



The adm Assure pillar addresses how we embed fair labour practices and environmental responsibility throughout our supply networks. Our goal is to minimize environmental harm from factors such as energy usage, water consumption and waste production while safeguarding and enhancing the lives of the people and communities in and around our operations.



**TOP MATERIAL ISSUES**



Client Satisfaction and Complaints



Anti-bribery and Anti-corruption



Forced or Compulsory Labour

Supplier Footprint 2022

## A Conversation with Beth Horneman

### **Why is it important for adm to ensure sustainability within our supply chain?**

Sustainability is all about protecting our limited resources and improving the quality of people's lives. It's essential to make changes within supply chains because manufacturing, logistics and materials used in products have historically been the worst contributors to these issues. adm has taken the initiative to ensure our supply chains are more transparent and accountable.

### **What is the biggest challenge when it comes to supply chain sustainability, and how is adm tackling this?**

I believe there are two key challenges.

Sustainability is still a relatively young, undefined, and unregulated concept within supply chains. We often find ourselves in new territory and competing against firms who are greenwashing or not held to the same supplier conduct standards which we hold ourselves. This leads into the second challenge, cost sensitivity. Unfortunately, when the supply chain for a sustainable material or process is 'new', the costs are inevitably higher and there is less competition (and more demand) in the market, which sometimes drives prices up further.

adm has (and will continue) to invest significantly in creating tools, standards, and strategies and in educating our teams, clients, and suppliers. We also have a strong factory quality management system and close network of like-minded partner suppliers who we are working with to ensure

compliance, absorb some of these costs, and bring in more efficiencies. Most importantly, we need the continued commitment from all our stakeholders to continue making real change.

### **What are the key highlights for you in 2022 regarding supply chain sustainability?**

Unfortunately, supply chains in Asia continued to be negatively impacted by the pandemic in 2022. Logistic and production delays, canceled orders, raw material costs, and currency exchange rates, all resulted in hyper cost sensitivity this year. Taking some focus and valuable time from sustainability initiatives in the market.

The key highlight for me in 2022 was the resilience and commitment of adm Teams and stakeholders, and the progress we were able to make on our major initiatives for 2022, despite the challenges. Looking ahead, we will continue to improve and implement new sustainable practices within our supply chain. We are real people, passionate and vested in ensuring ethical business practices across our supply chains and implementing changes to better the environment.

**Beth Horneman**

*Operations Procurement Director, APAC*



# Progress on our adm Assure Targets

We recognize that building sustainable supply chains cannot be done in silos. Hence, we have developed strong partnerships around the world to raise the sustainability performance of our supply chain and address the challenges our industry faces. In 2022, we had over 900 supply chain partners globally. Together, we are determined to demonstrate greater environmental stewardship and social responsibility.

Target	Progress	Progress Updates in 2022
Engage 100% of adm approved suppliers in investment in renewable energy by <b>2022</b>	 <p>Initiated <span style="float: right;">Completed</span> Target Met</p>	<ul style="list-style-type: none"> <li>In early December, adm Group invited all our valued suppliers to attend our online workshops on the 'Integration of Renewable Energy in the Supply Chain.'</li> </ul>
100% of our applicable spend through suppliers that have signed our adm Code of Conduct by <b>2022</b>	 <p>Initiated <span style="float: right;">Completed</span> Improvement Needed</p>	<ul style="list-style-type: none"> <li>As of December 31, 2022, 98% of our spend was placed with suppliers that have signed our Code of Conduct.</li> </ul>
Report Scope 1, 2 and 3 baseline emissions across adm Group by <b>2022</b>	 <p>Initiated <span style="float: right;">Completed</span> Target Met</p>	<ul style="list-style-type: none"> <li>We have developed our Scope 1 and 2 baseline emissions and finalized our Scope 3 baselining for 2021 under the guidance of consultancy partner, Anthesis.</li> </ul>
15% of adm annual spend placed with small, inclusive, and diverse business suppliers by <b>2025</b>	 <p>Initiated <span style="float: right;">Completed</span> On Track</p>	<ul style="list-style-type: none"> <li>As of December 31, 2022, 12.1% of adm's annual spend is placed with small, inclusive, and diverse businesses.</li> <li>A DEI survey has been sent out to all suppliers to collect information and re-baseline our spend placed to DEI suppliers, as well as identify the suppliers we want to promote.</li> </ul>
Over 90% of the spend we manage to be placed with suppliers with valid social audits (EcoVadis, SMETA 4P or equivalent) by <b>2025</b>	 <p>Initiated <span style="float: right;">Completed</span> On Track</p>	<ul style="list-style-type: none"> <li>As of December 31, 2022, 83.7% of the spend we manage was placed with suppliers with valid social audits.</li> <li>To increase number of suppliers with valid CSR audits, a letter has been sent out to formally announce the target. We are also engaging with suppliers to complete the EcoVadis Self-Assessment Questionnaire (SAQ) and improve performance through Corrective Action Plans (CAP).</li> </ul>

## Adopting a Client-Centric Approach

We adopt a client-centric approach which puts our clients at the center of our organization, and allow us to deliver custom solutions to meet their various needs in a vast array of environments.

We consult with our clients to build a collaborative roadmap for success. We are mindful of the sustainability targets set by all of our clients and are determined to help achieve them. We support our clients by regularly reporting on sustainability KPIs that are aligned with their strategies, including recycled content, recyclability and plastic packaging, amongst other indicators.



## Supplier Code of Conduct and Ethical Audits

adm recognizes the importance of Corporate Social Responsibility (CSR) in ensuring the long-term success of our company, protecting our planet, supporting our people, and helping those in our supply chain. As such, we continue our focus and investment in these areas and consider compliance and ethics a core element of our Assure standards.

We strive to minimise CSR risks throughout our total value chain by managing the challenges both we and our business partners face in this area. Supplier quality and ongoing CSR performance is an essential requirement and the reason why all suppliers must sign our Supplier Code of Conduct and maintain compliant social audits.

Committed to managing the environmental and social impacts of our global operations, we regularly update our policies and relevant procedures. This is to reflect adherence to regulatory requirements as well as striving to secure the highest level of ethical standards assurance.

This year as part of our ongoing due diligence, a cross-divisional review and update of our Supplier Code of Conduct was completed with the aim to increase adm's sustainable expectations for our entire supplier base. New requirements were included pertaining to human rights, ethics, labour and environmental standards. The Code sets out the minimum of CSR compliance we expect all of our suppliers to adhere to and must be signed before they are added to our Preferred Suppliers Lists.

Our aim is to support and embed increasingly responsible sourcing practices in all of our procurement decisions. To ensure a high standard of supplier selection and to maintain continuous and stringent CSR considerations, we make sure our suppliers are also committed to these standards as part of our social audits.

Due diligence on audit compliance is managed by utilising the EcoVadis and Sedex platforms and our aim is for 90% of our spend to be CSR compliant by 2025. This year adm entered into an Enterprise contract with EcoVadis to support us in this process, enabling us to consolidate all our EcoVadis assessed suppliers under the same platform.

Through our in-house tailored compliance process, adm will evaluate suppliers against our comprehensive Assure standards. This will support transparency and rigorous responsible sourcing practices in our value chains.

For any supplier not willing to comply we implement corrective actions plans and can deactivate the supplier from our Preferred Supplier List (PSL). Our stringent 5-tier rating system outlines appropriate next steps depending on performance against audit findings.

adm's CSR requirements are upheld throughout the duration of the partnership with the supplier. We regularly re-audit suppliers and assess whether standards are upheld and improved over time.

# DEI in Our Supply Chain

We have proudly upheld our DEI program in the supply chain, supporting the diverse voices of our suppliers through various initiatives.

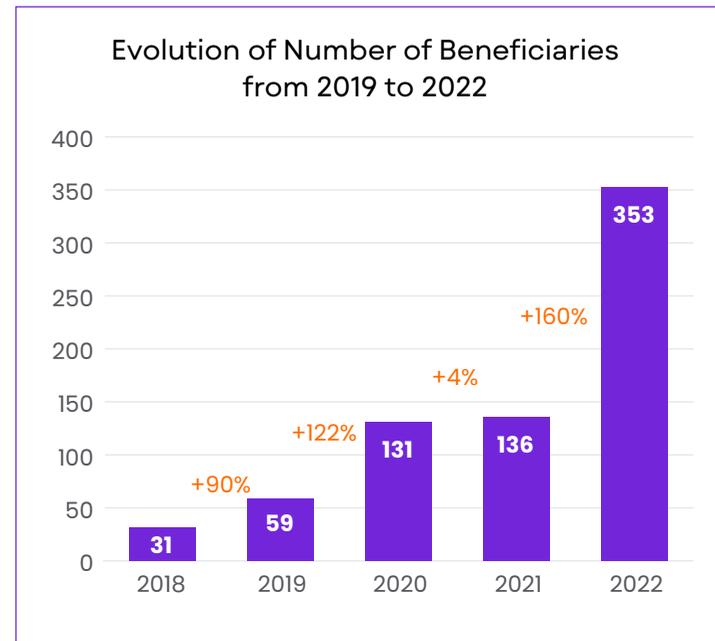
In the past year, we measured progress on a monthly basis against the target of 15% of spend to be placed with diverse and small suppliers by 2025. Our procurement teams strive to increase the spend each month by closely supporting diverse suppliers, defined based on the below criteria:

- Women owned business suppliers – self declared and/or third party certified;
- Suppliers who are supporting vulnerable communities – we currently have projects that support fair sourcing businesses, poverty alleviation, the LGBTQIA+ community and disabled workers; and/or
- Minority owned business, historically underutilized business suppliers, and registered small businesses in North America that are certified by third parties.

The DEI survey was conducted for a second year to help us identify the needs of our supplier base and any emerging programs we can support them with. The survey results will continue to inform our DEI strategy going forward.

## Solidarity Sourcing

Since 2018, we have been an active supporter of L'Oréal's Solidarity Sourcing program. The program ensures that a proportion of L'Oréal's global purchases are directed to suppliers who employ people from vulnerable communities, which in turn allows them to have a durable access to work and income.



It is our responsibility as a partner supplier to identify and support suppliers we believe could qualify for this program. In 2022, we:

- Certified suppliers in China who are owned by women and are We Connect-certified, a certification ensuring businesses are at least 51% owned, managed, and controlled by one or more women;
- Certified a supplier in India that supports the fair sourcing of cotton;
- Validated 353 full time employees, representing an increase of 160% compared to 2021; and
- Became one of L'Oréal's top three suppliers globally in terms of the number of Solidarity Sourcing full time employees we have supported.

By supporting this program, we hope to promote, celebrate, and valorise the differences and uniqueness of each person whilst supporting those who traditionally face challenges securing long-term employment. We already have projects in place for 2023, ranging from women empowerment, inclusion of handicapped workers in the workforce, and the recognition of traditional know-how which is under threat of disappearing.

# Reducing Supply Chain Emissions

In order to achieve Net Zero emissions we will have to continue to work closely with our supplier partners as the majority of our environmental impact lies in the supply chain. It is our responsibility to ensure that our suppliers are well equipped to be able to face challenges and reduce their impact.

The success of our supplier engagement on material environmental issues informed the development of key programs in the past year and our strategy in the supply chain towards 2025. To respond to the evolving needs of our stakeholders, we held our annual supplier environmental survey again this year to continue to adapt and respond to our suppliers' and clients' needs. Key topics covered in the survey included circularity in packaging and items, provision of environmental data including GHG emissions and training needs.

We will continue to evolve our supplier engagement programs based on the feedback received as we remain committed to ensure not just our success in meeting our emissions targets but also to help our suppliers in their climate journey in becoming resilient and future ready.

“The adm team have been highly engaging when it comes to achieving their sustainability goals and are ambitious to learn and achieve more year-on-year. During the webinar, we highlighted the importance to address adm’s Scope 3 emissions, ensuring that suppliers are better informed in reducing emissions and how to purchase documented renewable electricity for their operations. adm have the full support and cooperation of Ecohz in their sustainability journey.”

**Peter Bloor**

*Director of Corporate Sales, Ecohz*



## Renewable Energy Program

In 2022, we expanded our Renewable Energy procurement program in our operations by improving on data completeness and covering more offices in the program scope. We are proud to announce that we have increased our level of renewable energy investment, covering 100% of our offices globally with Energy Attribute Certificates (EACs).

In early 2021, adm Group piloted a renewable energy engagement program, in which we developed and provided a toolkit to purchase EACs for our Chinese strategic suppliers. As of December 2022, we have successfully engaged 28% of our Chinese suppliers by spend, to adopt on average 18% of renewable energy in their operations. Renewable energy that is already existing in the national electricity mix is not prioritised and considered in our program.

Furthermore, in 2022 we have accomplished our target of “engaging 100% of adm-approved suppliers in investment in renewable energy” through inviting all of our valued suppliers to attend our online workshops on the ‘Integration of Renewable Energy in the Supply Chain.’ The sessions provided suppliers with insight on how they can participate in adm’s renewable energy program, and the different procurement options available.

# Our Carbon Footprint

We finalized a complete review of our FY2022 GHG emissions, considering Scope 1, 2 and 3 emissions based on GHG Protocol Corporate Standard guideline.

As part of the accounting exercise, we calculated our direct and indirect emissions in the value chain as detailed below.

Our total emissions for FY2022 are 400,789.83 tCO<sub>2</sub>e, which represent a 13% reduction from FY2021.

This 2022 inventory has been 3rd part verified as per ISO 14064-1:2018 Inventory Standard.

In terms of total carbon emissions intensity, we have emitted 829.6 tCO<sub>2</sub>e per Million EUR revenue, a reduction of 32.8% (FY 22 vs 21).

*Including Lapine and Effectus full revenue in 2022*



**FIGURE 1**  
EMISSIONS INTENSITY

**829.6 CO<sub>2</sub>eT/Million EUR Revenue**

There are various reasons for this reduction, such as refinement of data quality, especially on our Scope 3 Category 1 (Purchased goods and services) and Category 12 (End of Life emissions) (see details on page 46 'Our Scope 3 Footprint').

Our Scope 1 & 2 location-based emissions for FY2022 is 347.63 tCO<sub>2</sub>e which is a 7% increase from FY2021.

This is mainly due to two reasons – we increased our reporting boundary adding more offices and, as pandemic restrictions eased off, our physical offices in the APAC and NAM regions reopened their doors to our staff, leading to more energy consumption during the normal working hours.

However, our Scope 2 market-based emissions are zero, pertaining to the fact that we have purchased Energy Attribute Certificates (EACs) for all our global offices.



**FIGURE 2\*\***  
Scope 1, 2 and 3 emissions breakdown (Tonnes)

■ FY2021 ■ FY 2022

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



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



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



**Scope 3** - indirect emissions along the value chain



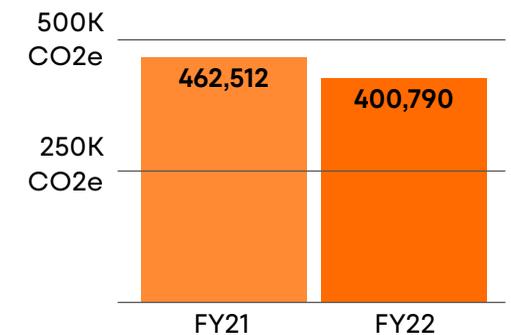
**TOTAL**



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



**FIGURE 3**  
FY2021 vs FY2022 Emissions



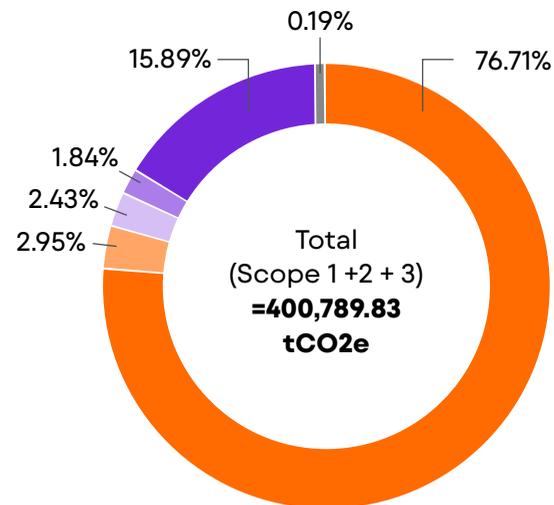
*\*As per the GHG Protocol, a location-based method reflects the average emissions intensity of grids on which energy consumption and a market-based method reflects emissions from electricity that companies have purposefully chosen.*

# Our Scope 3 Footprint

Our absolute Scope 3 emissions have reduced by 13% in 2022 as compared to 2021.

The emission reduction can be attributed to various reasons as shown opposite; and the reasoning focuses on Category 1 Purchased Goods & Services (PG&S) and Category 12 End-of-Life Treatment of Sold Products since they account for 92.6% of the total 2022 greenhouse gas emissions.

**FIGURE 4**  
ADM GROUP FY2022  
GHG Emmissions Breakdown



- Scope 3: Purchased Goods & Services
- Scope 3: Upstream Transport & Distribution
- Scope 3: Downstream Transport & Distribution
- Scope 3: Use of Sold Products
- Scope 3: End-of-Life Treatment of Sold Products
- Scope 1
- Scope 2-Market based
- Scope 3: Fuel-and Energy-Related Activities
- Scope 3: Business Travel
- Scope 3: Employee Commuting

1. There was an increased availability of product level data in 2022, which can be attributed to the launch and implementation of our bespoke 'Green Design Tool.' Technology enabled collection of more granular product data from our suppliers. Increased granularity meant more accurate product and packaging weight data and lower reliance assumptions.
2. More accurate emission factors were used due to an increased availability of the material make-up of the products we manufacture.
3. Another factor is a change in product mix across key categories and a reduction in weight of some items from 2021, which caused a reduction in our overall emissions.

Our Business Travel (Category 6) and Employee Commuting (Category 7) emissions increased as expected since business activities bounced back after the covid-19 pandemic. However, employees are encouraged to minimize travel and engage with overseas colleagues and clients online as much as possible.

For 2023 onward, with more products being profiled on the Green Design Tool, assumptions should be reduced in number and scope, allowing for more reliable assessments of the causes of GHG inventory total changes. We will therefore also be able to potentially report our emission reductions resulting from the efforts of our stakeholders based on our carbon reduction strategy.

# Our Carbon Reduction Strategy

We are determined to work closely with our supply chain partners, clients and employees to demonstrate climate leadership by reducing the impact of our supply chain emissions (Scope 3), with 'Purchased Goods and Services' being our key emissions hotspot.

Category 1 emissions comprise 82% of adm's Scope 3 footprint and therefore are the most material component of the near-term reduction target. adm aims to reduce emissions across its supply chain by means of the following levers:



Influencing design decisions that will reduce our carbon and environmental impact. This will be enabled by the use of our Green Design Tool and Sustainable Design Guide



Engaging key customers to:

- Make lower carbon choices by providing quantitative environmental data on the items they brief to adm, items they request we design, and ultimately, items they select from our catalogues and web shops;
- Increase use of the low carbon materials in the products that we supply to clients;
- Set emissions reduction targets in line with our year-on-year reductions targets;
- Re-engineer items we purchase on their behalf with a focus on material alternatives, light-weighting, increased use of recycled content, and the applicable recyclability rates;
- Review product ranges' efficiency/CO2 emissions to dictate products to be phased out (produce less).



Engaging key suppliers in:

- Material innovation
- Use of recycled materials
- Investment in renewable energy through the adm renewable energy adoption program, with focus to be given to print suppliers in 2023



Revising our procurement policies in favor of reduced GHG product emissions



Financially incentivising all adm employees regarding adm Group Sustainability performance by having company performance on 4 key sustainability metrics impact 10% of everyone's discretionary bonus



Develop a Carbon Pricing methodology to support the transition towards low emissions POSM

# GRI Content Index

Statement of use	adm Group has reported the information cited in this GRI content index for the period January 1, 2022 – December 31, 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	8, 9
	2-2 Entities included in the organization's sustainability reporting	8
	2-3 Reporting period, frequency and contact point	8, 49
	2-6 Activities, value chain and other business relationships	9, 39
	2-7 Employees	22, 30
	2-9 Governance structure and composition	13, 14
	2-11 Chair of the highest governance body	13
	2-12 Role of the highest governance body in overseeing the management of impacts	13
	2-13 Delegation of responsibility for managing impacts	13
	2-14 Role of the highest governance body in sustainability reporting	13
	2-22 Statement on sustainable development strategy	3-4, 10-11
	2-23 Policy commitments	14
	2-24 Embedding policy commitments	14
	2-28 Membership associations	18-19
2-29 Approach to stakeholder engagement	15-17	
GRI 3: Material Topics 2021	3-1 Process to determine material topics	16
	3-2 List of material topics	17

GRI Standard	Disclosure	Location
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	14, 25
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	45
	305-2 Energy indirect (Scope 2) GHG emissions	45
	305-3 Other indirect (Scope 3) GHG emissions	45-46
	305-4 GHG emissions intensity	45
	305-5 Reduction of GHG emissions	45-46
GRI 308: Supplier Environmental Assessment 2016	308-2 Negative environmental impacts in the supply chain and actions taken	39-47
GRI 401: Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	23
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	28-29
	403-5 Worker training on occupational health and safety	25, 29
	403-6 Promotion of worker health	28-29
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	25
	404-2 Programs for upgrading employee skills and transition assistance programs	25
	404-3 Percentage of employees receiving regular performance and career development reviews	26
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	30
	405-2 Ratio of basic salary and remuneration of women to men	30
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	33

# Want to Know More?

Thank you for reading our report. Through transparent disclosure and the reinforcement of our strategic vision and sustainability program, we hope to increase our positive contributions and minimize the negative effects of our business activities.

The Group constantly strives to refine its sustainability practices, performances, and disclosure. Your feedback on this report and our approach to sustainability is highly valued and welcomed. If you have any feedback or would like to know more about our sustainability program, please contact the following:

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