

1. SUSTAINABILITY SUMMARY

	UNITS	2025 TARGETS	2020 TARGETS	2015	2014	2013	2012
Employees involved in Solvay Way action plan	%	-	-	45	30	10	-
Sustainable business solutions							
Product portfolio assessed	%	-	-	88	79	65	-
Sustainable solutions	%	50	-	33	25	19	-
Neutral	%	-	-	39	39	34	-
Not evaluated	%	-	-	12	21	35	-
Challenges	%	-	-	16	15	12	-
Supply chain management							
Number of suppliers	Number	-	-	43,425	46,000	-	-
Number of critical suppliers	Number	-	-	1,080	689	-	-
Number of suppliers assessed via internal evaluation	Number	-	-	1,376	1,049	-	-

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Innovation main figures							
Expenditure amounts in innovation - Growth	%	-	-	60	66	-	-
Expenditure amounts in innovation - Competitiveness	%	-	-	21	17	-	-
Expenditure amounts in innovation - Defense	%	-	-	19	17	-	-
Research & Innovation staff	Number	-	-	2,050	1,950	1,948	1,907
Intellectual Property agreements	Number	-	-	1,530	1,608	1,381	1,750
First patent filings	Number	-	-	235	259	232	300
New sales ratios	%	-	-	18	21	22	23
Direct economic value generated and distributed							
Operating costs	%	-	-	65	63	64	-
Employee wages and benefits	%	-	-	19	19	20	-
Current taxes	%	-	-	1	3	2	-
Payments to providers of funds	%	-	-	5	5	5	-
Economic value retained	%	-	-	10	11	9	-
Human capital return on investment (HCROI)							
Total Revenues	€ million	-	-	11,047	10,629	10,150	12,830
Total operating expenses, including depreciation, excluding employee related expenses	€ million	-	-	8,097	7,954	7,644	8,642
Total employee-related expenses (salaries + benefits)	€ million	-	-	2,139	1,990	1,947	2,302
Resulting HCROI	Number	-	-	1.38	1.34	1.29	1.82

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Environmental management							
Manufacturing sites with management system	%	-	-	90	82	77	-
Manufacturing sites with management system externally certified	%	-	-	63	56	-	-
Materials							
Minerals	1000 Tons	-	-	13,600	4,910	4,247	-
Biosourced products	1000 Tons	-	-	400	426	403	-
Natural gas	1000 Tons	-	-	1,500	1,862	1,573	-
Petrochemicals	1000 Tons	-	-	1,400	2,625	2,638	-
Other	1000 Tons	-	-	250	382	295	-
Total raw material purchased	1000 Tons	-	-	17,150	10,205	9,156	-
Energy							
Consumption of solid fuels	In Petajoules low heating value	-	-	49	52	50	49
Consumption of liquid fuels	In Petajoules low heating value	-	-	1	< 1	1	1
Consumption of gaseous fuels	In Petajoules low heating value	-	-	57	48	50	49
Fuel consumption from non renewable sources	In Petajoules low heating value	-	-	107	100	101	99
Fuel consumption from renewable sources	In Petajoules low heating value	-	-	5.2	5.8	< 0,1	< 0,1
Energy consumption	In Petajoules low heating value	-	-	175	179	181	179
Energy efficiency index	%	-	90	96	99	99	100
Water							
Total water intake	1,000,000 m ³	-	-	616.27	626.76	654.62	762.64
Intake of underground water	1,000,000 m ³	-	-	179.40	172.18	181.31	223.60
Intake of estuary and sea water	1,000,000 m ³	-	-	70.95	82.31	89.61	132.71
Intake of surface water	1,000,000 m ³	-	-	342.48	349.41	356.27	378.91
Intake of groundwater + drinking water	1,000,000 m ³	-	-	194.33	186.73	198.39	242.14
Intake of auxiliary sources	1,000,000 m ³	-	-	8.49	8.14	9.71	8.25
Water consumption index	%	-	90	85	84	87	100
Sites with detailed water balance accounting	Number	-	-	122	79	-	-
Sites for which the water scarcity risk was confirmed	Number	-	-	12	13	-	-
Sites with water scarcity risk and a sustainable water management	%	-	100	33	31	-	-
Recycled water	%	-	-	62	62	-	-
Water intake	%	-	-	38	38	-	-

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Biodiversity							
Sites with significant natural areas	Number	-	-	30	24	38	-
Surface managed as natural area	Hectare	-	-	2,160	16,000	18,630	-
Trees replanted	Number	-	-	> 180,000	> 170,000	65,000	-
Emissions							
Greenhouse gas intensity	Kg CO ₂ eq. per EUR REBITDA	4.85	-	7.26	8.08	8.84	7.12
Direct CO ₂ Emissions (Scope 1)	Mt CO ₂ eq.	-	-	8.8	8.7	8.5	8.1
Other greenhouse gases emissions (Scope 1) according to Kyoto protocol	Mt CO ₂ eq.	-	-	2.6	2.7	2.7	2.6
Total greenhouse gas emissions (Scope 1)	Mt CO ₂ eq.	-	-	11.4	11.4	11.2	10.7
Indirect CO ₂ emissions (Scope 2)	Mt CO ₂ eq.	-	-	2.8	3.0	3.5	3.7
Emissions related to downstream transportation and distribution of product (Scope 3)	Mt CO ₂ eq.	-	-	1.0	0.9	1.1	-
Investments including discontinued operations (Scope 3)	Mt CO ₂ eq.	-	-	2.5	3.6	3.7	4.1
Emissions of ozone-depleting substances (ODS)	Teq CFC -11	-	-	28.9	40	34.3	34.2
Acidification emissions in absolute	Teq SO ₂	-	-	27,330	25,405	26,848	29,852
Acidification emissions index	%	-	75	114	106	93	100
Photochemical oxidant formation in absolute	Teq NMVOC	-	-	19,329	20,360	18,745	19,980
Photochemical oxidant formation index	%	-	90	93	98	90	100
Nitrogen oxides - NO _x	Tons NO ₂	-	-	12,270	12,736	11,028	11,548
Sulfur oxides - SO _x	Tons SO ₂	-	-	6,594	6,653	10,336	12,023
Non methanic volatile organic compounds (NMVOC)	Tons	-	-	6,781	7,158	7,464	7,974
Particulates	Tons	-	-	1,645	1,605	1,647	1,490
Heavy metals	Tons	-	-	4.0	2.1	4.3	4.8
Water effluents							
Eutrophication Index	%	-	80	92	94	88	100
Eutrophication	Tons PO ₄	-	-	3,243	3,301	2,981	3,670
Chemical oxygen demand	Tons O ₂	-	-	8,852	9,069	9,379	10,501
Nitrogen	Tons	-	-	5,333	5,685	5,054	6,326
Phosphorus	Tons	-	-	264	233	213	256
Heavy metals	Tons	-	-	79.0	74.4	76.7	83.8

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Waste generation							
Total non hazardous industrial waste	1000 tons	-	-	1,475	1,644	1,520	1,414
Total hazardous industrial waste	1000 tons	-	-	225,4	217,8	214,3	240,7
Landfilled hazardous industrial wastes	1000 tons	-	-	14.59	12.33	13.28	10.74
Landfilled hazardous industrial wastes index	%	-	90	114	102	102	100
Mining waste	Tons	-	-	576	2,328	2,684	2,599
Incineration of hazardous industrial waste with energy recovery	%	-	-	53	51	50	-
Incineration of hazardous industrial waste without energy recovery	%	-	-	27	28	29	-
Recycling of hazardous industrial waste	%	-	-	14	15	15	-
Landfilling of hazardous industrial waste	%	-	-	6	6	6	-
Process safety							
Medium incidents	Number	-	-	54	53	-	-
High incidents	Number	-	0	0	2	4	0
Catastrophic incidents	Number	-	0	0	0	0	1
Soil management							
Environmental provision	€ Million	-	-	723	713	636	800
Products and services							
Turnover generated with product having an Life Cycle Analysis (Cradle-to-gate)	%	-	-	94	88	77	67
Transport safety management							
Total accidents during transport and distribution	Number	-	-	117	160	207	-

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LABOR PRACTICES AND DECENT WORK							
Solvay's workforce by region							
Total employees	Headcount	-	-	26,350	25,909	27,146	-
<i>of which women</i>	%	-	-	22	22	20	-
Employees in Europe	Headcount	-	-	14,124	13,880	-	-
<i>of which women</i>	%	-	-	22	21	-	-
Employees in Asia Pacific and Rest of the world	Headcount	-	-	5,901	5,983	-	-
<i>of which women</i>	%	-	-	23	24	-	-
Employees in North America	Headcount	-	-	3,782	3,033	-	-
<i>of which women</i>	%	-	-	20	20	-	-
Employees in Latin America	Headcount	-	-	2,543	3,013	-	-
<i>of which women</i>	%	-	-	20	23	-	-



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LABOR PRACTICES AND DECENT WORK							
Solvay's workforce by contract, working time and gender							
Permanent employees	Headcount	-	-	23,393	24,860	24,112	-
Permanent full-time employees	Headcount	-	-	22,768	24,258	23,521	-
Permanent full-time women	Percentage	-	-	19	20	19	-
Permanent part-time employees	Headcount	-	-	625	602	591	-
Permanent part-time women	Percentage	-	-	80	80	82	-
Solvay's workforce by level							
Senior management	Headcount	-	-	428	428	456	-
Middle management	Headcount	-	-	2,819	2,731	2,727	-
Junior management	Headcount	-	-	4,491	4,186	4,126	-
Non manager	Headcount	-	-	18,612	18,564	19,837	-
Solvay's workforce by age							
Employees younger than 30	%	-	-	14	14	-	-
Employees aged between 30 and 49	%	-	-	55	55	-	-
Employees older than 50	%	-	-	31	31	-	-
Total hirings	Headcount	-	-	2,555	2,317	1,892	2,062
Total leaves	Headcount	-	-	2,845	2,342	1,932	2,011
Total voluntary leaves	Headcount	-	-	626	672	636	-
Occupational health and safety							
Rate of accidents with medical treatment with or without lost time (MTAR) - Employees, contractors and temporary workers	Accident per million hours worked	0,5	-	0.77	0.97	1.06	2.59
Rate of accidents with lost time (LTAR) - Employees, contractors and temporary workers	Accident per million hours worked	-	-	0.75	0.98	0.80	0.81
Accidents involving contact with chemicals	Number	-	-	9	14	26	-
Accidents with irreversible consequences	Number	-	-	2	8	-	-
Injuries	Number	-	-	66	92	101	-
Fatal accidents	Number	-	-	0	2	2	0
Safety excellence plan							
Sites with behavioral safety program	%	-	-	86	88	85	-
Sites with behavioral safety program including safety dialogue	%	-	-	77	77	78	-
Sites with health monitoring based on individual exposure profiles according to Solvay standard	Number	-	-	39	36	36	-
Sites trained to new hygiene standards	Number	-	-	102	33	4	-
Number of occupational diseases	Number	-	-	30	19	30	-

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LABOR PRACTICES AND DECENT WORK							
Training and education							
Average of hours of training per employee	Hours	-	-	38.8	32	-	-
Average of hours of training per male employee	Hours	-	-	38.6	31.8	-	-
Average of hours of training per female employee	Hours	-	-	39.3	32.8	-	-
Average of hours of training per senior manager employee	Hours	-	-	30.1	22	-	-
Average of hours of training per middle cadre employee	Hours	-	-	30.1	32.3	-	-
Average of hours of training per junior cadre employee	Hours	-	-	42.8	36.9	-	-
Average of hours of training per non cadre	Hours	-	-	39.3	31.2	-	-
Diversity and equal opportunity							
Female in senior management	%	-	-	14	13	13	12
Female in middle management	%	-	-	23	23	21	18
Female in junior management	%	-	-	33	34	33	31
Female non manager	%	-	-	19	20	19	18
Employees older than 50 in senior management	%	-	-	68	66	-	-
Employees older than 50 in middle management	%	-	-	51	49	-	-
Employees older than 50 in junior management	%	-	-	24	24	-	-
Employees older than 50 non manager	%	-	-	29	30	-	-
Employees aged between 30 and 49 in senior management	%	-	-	32	34	-	-
Employees aged between 30 and 49 in middle management	%	-	-	49	51	-	-
Employees aged between 30 and 49 in junior management	%	-	-	65	65	-	-
Employees aged between 30 and 49 non manager	%	-	-	54	54	-	-
Employees younger than 30 in senior management	%	-	-	0	0	-	-
Employees younger than 30 in middle management	%	-	-	0	0	-	-
Employees younger than 30 in junior management	%	-	-	11	11	-	-
Employees younger than 30 non manager	%	-	-	17	16	-	-
HUMAN RIGHTS							
Freedom of association and collective bargaining							
Coverage by collective agreement	%	-	-	77	82.2	85	85
SOCIETY							
Local communities							
Solvay Group donations, sponsorship and own projects	k €	-	-	5,250	-	-	-
Employees involved in societal actions	%	40	-	20	-	-	-

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SOCIETY							
Process safety							
Sites with process safety management corresponding to their risk	%	-	100	84	-	-	-
Percentage of concerned product lines having a risk analysis updated in the last five years	%	-	100	69	64	58	
Sites with Risk sheet 1 situations resolved within one year	%	-	-	100	100	100	-
Risk sheet 1 situations at the end of the year	Number	-	-	94	217	11	111
Risk sheet 1 situations resolved at the end of the year	Number	-	-	232	23	111	111
Public policy							
Corporate government and public affairs advocacy staff	Full time equivalent	-	-	6	6	5	5,5
Government and public affairs advocacy staff in regions	Full time equivalent	-	-	13	12,6	11	12
PRODUCT RESPONSIBILITY							
Customer health and safety							
Substance of very high concern present in product put on the market according to REACH regulation - EU Authorization process	Number	-	-	6	8	6	-
Substance of very high concern present in product put on the market for which this presence is due to raw materials according to REACH regulation - EU Authorization process	Number	-	-	3	6	10	-
Substance of very high concern present in product put on the market according to REACH regulation - EU Candidate list	Number	-	-	14	17	17	-
Substance of very high concern present in product put on the market for which this presence is due to raw materials according to REACH regulation - EU Candidate list	Number	-	-	7	12	29	-
All substance of very high concern according to reach criteria present in products put on the market	Number	-	-	20	25	23	-
All substance of very high concern according to reach criteria present in products put on the market for which this presence is due to raw materials	Number	-	-	10	18	39	-
Substance of very high concern reviewed for potential substitution	%	-	100	5	0	0	-
Customer satisfaction							
Net promoter score	%	-	35	21	14	-	-