



STEPPING UP OUR GAME

DUNLOP ESG Report 2024 April 2025

ESG HIGHLIGHTS 2024

DUNLOP IS THE INDUSTRY LEADER IN ESG



KG CO₂e REDUCTION/PAIR

9%

VERSUS 2019 BASE YEAR



3 YEARS IN A ROW



STF INNOVATION CENTRE RESULTS GOT US CLOSER TO OUR STF REDUCTION TARGET OF **25%**



ALL MANUFACTURING SITES POWERED BY **100%** RENEWABLE ENERGY



3,661

PAIRS OF BOOTS DONATED TO PEOPLE IN NEED



INSOLES UP TO **85%** RECYCLED CONTENT



220 TONNES RECYCLED PVC



8,259

TOTAL TRAINING HOURS AV. 20 HRS PER EMPLOYEE



SWITCHING PACKAGING FROM VIRGIN AND/OR FOSSIL TO RECYCLED AND/OR RENEWABLE



CONTACT US

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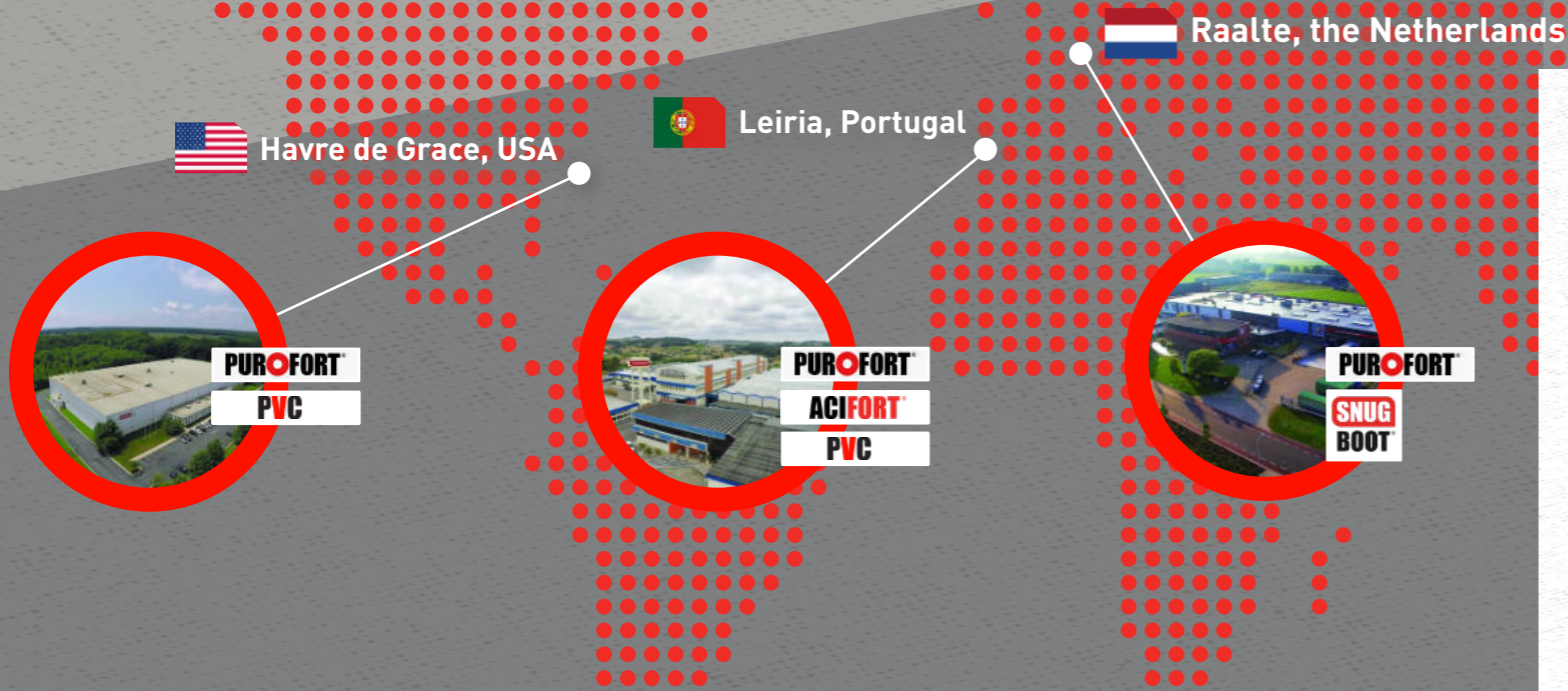
 **DUNLOP**
PROTECTIVE FOOTWEAR

DUNLOP
Terra PRO



PUROFORT

ABOUT DUNLOP



We are Dunlop Protective Footwear. Founded in 1905, we're currently the world's leading manufacturer of protective footwear. Across the globe in over 50 countries, workers and the doers in Agri, Food, Industry and Leisure all enjoy the comfort, protection and durability of our footwear. We actively engage with our customers and end-users in all segments to understand their specific needs and design, develop and manufacture all our products ourselves. At our in-house laboratories and test centers, our team of developers and engineers work continuously on new designs and technologies, improving our boots on weight, slip resistance, thermal comfort, durability and sustainability. We then incorporate these new designs in our manufacturing processes, working continually to support our ESG mission.



OUR VISION

AS THE GLOBAL LEADER OF PROTECTIVE FOOTWEAR, OUR VISION IS TO SAFEGUARD EVERY STEP WITH INNOVATION, RELIABILITY, AND AN UNPARALLELED COMMITMENT TO SAFETY AND SUSTAINABILITY, WHILE BEING A CORNERSTONE PARTNER FOR OUR RETAILERS, DISTRIBUTORS, AND SUPPLIERS.

MAKE EVERY STEP COUNT.

 **DUNLOP**
PROTECTIVE FOOTWEAR

OUR MISSION

**EMPOWER THE
MAKERS AND
DOERS OF THE
WORLD TO GET
THE JOB DONE
SAFELY.**

OUR VALUE PROPOSITION



SAVE UP TO

12%

ON TCO ANNUALLY



DUNLOP WILL
REDUCE SLIPS BY UP TO

25%

STF
innovation centre



REDUCE CARBON FOOTPRINT BY

55%

BY 2030



3

LOCAL
PRODUCTION
GLOBAL
DISTRIBUTION
FACILITIES

SMARTER SAFER

MORE

SUSTAINABLE.





INTERVIEW

Sara Marques, Environmental Safety & Quality Technician

Planeta-Plásticos SA is a crucial part of the Leiria local community in Portugal. We employ around 200 workers, directly providing many families with financial stability as well as prioritizing local suppliers, bringing additional economic benefits to the region.

We are also committed to social responsibility through various initiatives: creating partnerships with schools and universities, investing in recycling and sustainability programmes, and supporting local non-profits.

Additionally, we employ many foreign workers, promoting cultural exchange and diversity. Our efforts create a healthier and more prosperous environment for everyone in Leiria.

“PLANETA-PLÁSTICOS SA HELPS CREATE A HEALTHIER AND MORE PROSPEROUS ENVIRONMENT FOR THE LEIRIA COMMUNITY”

OUR ESG MISSION

THE DECADE OF DOING

After decades of analyzing, calculating and planning, the challenge is clear for global societies, businesses and individuals.

We're now in the decade of doing!

As the industry frontrunner we believe it is our duty to step up to do what's right for the world's makers and doers, for our employees and our communities and for the planet.

STEPPING UP TO DO WHAT'S RIGHT TO SECURE A LIVEABLE AND SUSTAINABLE FUTURE FOR ALL

GREENEST WITH DUNLOP

We reduce our customers' Scope 3 GHG emissions by offering the most sustainable products and packaging, with certificates proving our performance.

SECURE WITH DUNLOP

By actively monitoring National, European, US and Global developments we actively aspire to full compliance with active and upcoming ESG legislation, ensuring our product and packaging portfolio is continually updated.

TOGETHER WITH DUNLOP

By engaging with customers on collaborative initiatives, information sharing (CSRD) and by being the go-to-team for ESG questions, we take the lead in lowering the full supply chain footprint.

INSPIRED BY DUNLOP

Just as we have our own supplier champions, we wish to be that for our customers, raising the bar on ESG performance.



DUNLOP ON CSRD

THE WHAT AND WHY OF CSRD

From 2019 onwards, we have voluntarily reported on our ESG performance, preparing us well for the Corporate Sustainability Reporting Directive (CSRD) that will soon make ESG reporting mandatory for European companies of a certain size. The CSRD is a set of rules and guidelines introduced by the European Union to ensure that companies provide clear, accurate, and comprehensive information about their impact on the environment, society, and governance practices. It aims to enhance transparency and accountability, helping investors, consumers, and other stakeholders make informed decisions. Its key reporting dimensions are:

1. Environmental Impact
2. Social Responsibility
3. Governance Practices

STEPPING UP OUR ESG GAME: TAKING OUR SUSTAINABILITY REPORTING TO THE NEXT LEVEL

ENVIRONMENTAL IMPACT

We will report on our activities' effects on the environment. This includes information on carbon emissions, energy consumption and waste management. Our goal is to show how we at DUNLOP are reducing our environmental footprint and contributing to the fight against climate change.

SOCIAL RESPONSIBILITY

We will report on our social impact, including labor practices, diversity, inclusion, and community engagement. Our goal is to show that we at DUNLOP consider the well-being of our employees and the communities in which they operate, in addition to a clear focus on financial performance.

GOVERNANCE PRACTICES

We will provide information on our governance structures and practices. This includes details about our leadership, decision-making processes, and policies to prevent corruption and ensure ethical behaviour. We believe good governance is essential for maintaining trust and integrity in business operations.

**BASED ON A DOUBLE MATERIALITY ASSESSMENT
DUNLOP HAS IDENTIFIED 11 MATERIAL TOPICS:**

Nr	ESRS Standard	Topic	Sub-topic
ENVIRONMENTAL IMPACT			
1	E1 Climate Change	Climate change mitigation	
2	E1 Climate Change	Energy	
3	E2 Pollution	Microplastics	
4	E2 Pollution	Substances of concern	
5	E5 Circular Economy	Resources inflows (incl. use)	
6	E5 Circular Economy	Resources outflows (excl. waste)	
7	E5 Circular Economy	Waste	
SOCIAL RESPONSIBILITY			
8	S1 Own workforce	Working conditions	Health & Safety
9	S2 Workers in the Value Chain	Working Conditions	Health & Safety
10	S4 Consumers and end-users	Personal safety of end-users	Health & Safety
GOVERNANCE PRACTICES			
11	G1 Business conduct	Corporate culture	

EU Corporate
Sustainability
Reporting Directive



OUR DOUBLE MATERIALITY ASSESSMENT

The CSRD reporting guidelines offer a longlist of 90 topics that can be reported on. The relevance of reporting on each of these 90 topics for a particular organization depends on the type of organization that is doing the reporting. Topics around raising livestock, for example, are fairly meaningless in the context of a manufacturing company for industrial tools. We conducted a double materiality assessment on both environmental and financial impact to determine which of the 90 topics are most relevant for us at DUNLOP. Parameters for assessing Environmental Impact were 'scale', 'scope' and 'remediability', whereas those for Financial Impact were 'probability of occurrence' and 'potential size'. As a result, we arrived at the 11 topics shown here that best reflect the main impact areas of our business.



INTERVIEW

“THIS INITIATIVE STRENGTHENS SOCIAL COHESION. EMPLOYEES WHO FEEL AT HOME ARE MORE LIKELY TO STAY LONG-TERM”

DUNLOP Dutch Language Course

Dunlop's Dutch language course for international employees in Raalte has a strong local impact, benefiting both the workplace and the community. Better language skills improve communication with colleagues and supervisors, leading to a safer, more efficient work environment and enhanced productivity. Learning Dutch also helps international employees integrate into local society, reducing isolation and fostering a sense of belonging. This initiative strengthens social cohesion by bridging the gap between locals and international workers, supporting the town's inclusivity and benefiting local businesses, as employees who feel at home are more likely to stay long-term. Overall, Dunlop's language course enhances job satisfaction and social connections in Raalte.

ESG STEPS TAKEN

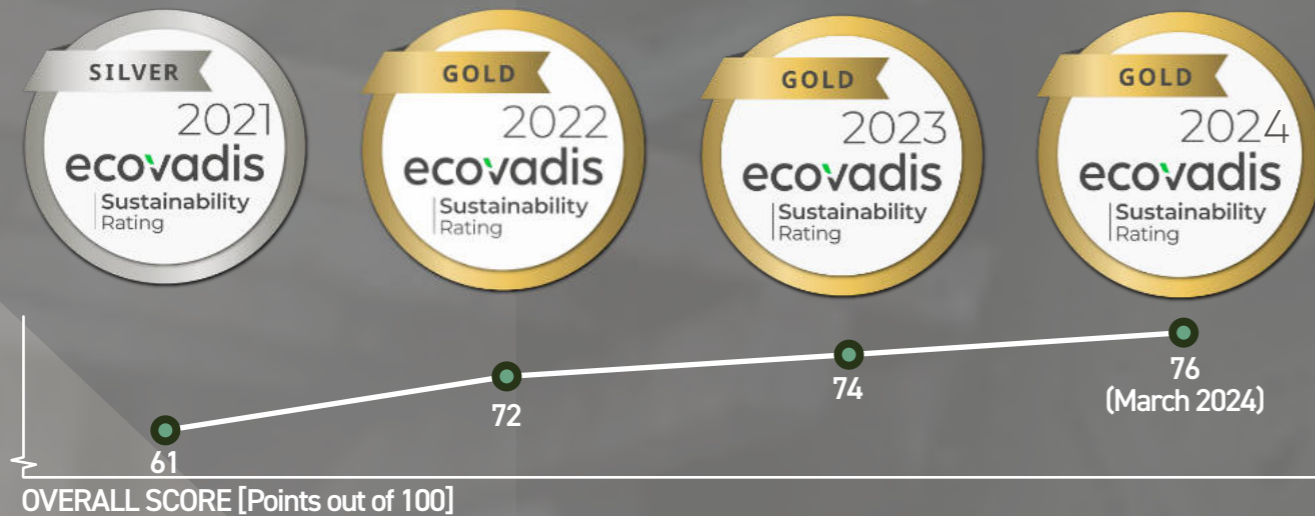
DUNLOP REMAINS THE ESG INDUSTRY LEADER



2024 ECOVADIS SCORES

DUNLOP IN TOP 3% OF ALL ECOVADIS RATED COMPANIES

ONLY THREE COMPANIES IN THE 'MANUFACTURER OF FOOTWEAR' CATEGORY AWARDED GOLD PUTTING DUNLOP IN THE TOP 1% PERFORMERS



RANKING BASED ON ENVIRONMENT, LABOUR & HUMAN RIGHTS, ETHICS AND SUSTAINABLE PROCUREMENT

WE ANSWERED 115 PAGES OF QUESTIONS AND PROVIDED DOZENS OF SUPPORTING DOCUMENTS

MEDALS ARE BASED ON PERFORMANCE RELATIVE TO OTHERS SO THE BAR TO ACHIEVE GOLD IS RAISED ANNUALLY

ECO Vadis, THE WORLD'S MOST TRUSTED BUSINESS SUSTAINABILITY RATING

From its inception in 2007, EcoVadis has grown to become the world's largest and most trusted provider of business sustainability ratings, creating a global network of more than 125,000+ rated companies. Companies are rated on Environment, Labor & Human Rights, Ethics and Sustainable Procurement. Depending on the combined outcome of these ratings a Bronze, Silver, Gold or Platinum medal is awarded.

Dunlop is one of the only three companies in the category "Manufacturer of Footwear" that were awarded a gold medal. (To date, no Platinum medals have been awarded in the 'Manufacturer of Footwear' category.)



ENVIRONMENT



LABOUR & HUMAN RIGHTS



ETHICS



SUSTAINABLE PROCUREMENT



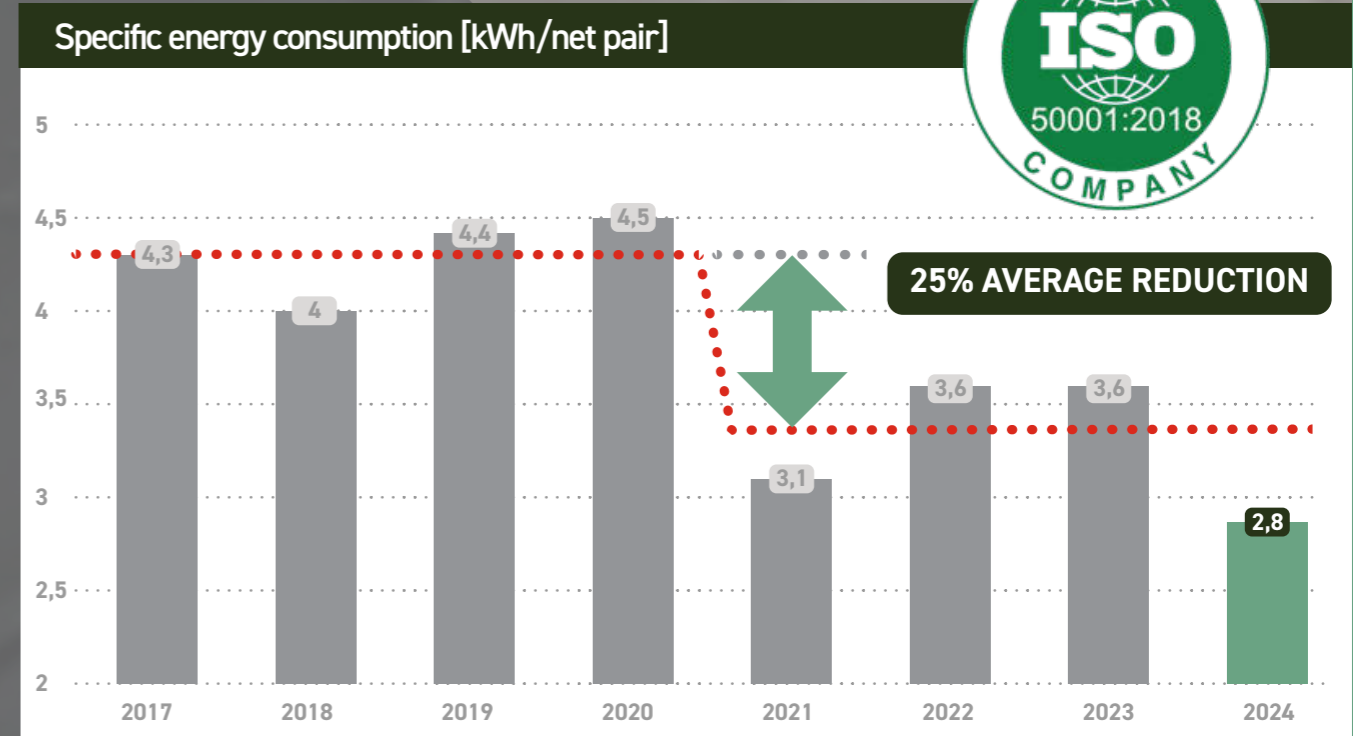


DUNLOP ENERGY MANAGEMENT SYSTEM

MONITORING & MANAGING OUR ENERGY USE

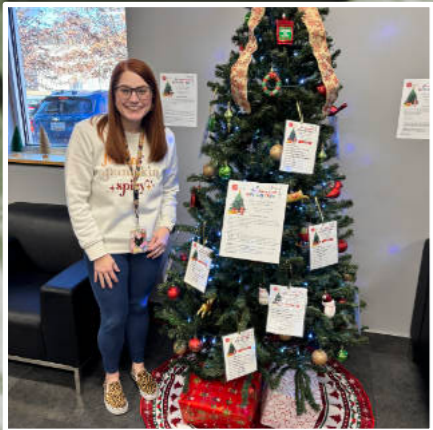
In 2021, we first started to work with our energy management system. With more precise tracking and detailed monitoring of energy consumption over time, the system goes beyond conventional methods of managing overall energy use. It allows us to pinpoint when and where in our operations energy is being wasted. We have acted on that information directly from the start, using it to devise and implement measures to improve our energy-efficiency. Now, with the system in use for over four years, we can say with confidence that our approach has proven to be effective. We've achieved an average reduction of 25% (as compared to yearly averages before 2021) in every year since 2021, the net specific electricity consumption per pair in 2024 was at its lowest since 2017.

NET SPECIFIC ELECTRICITY CONSUMPTION LOWEST IN 8 YEARS





INTERVIEW

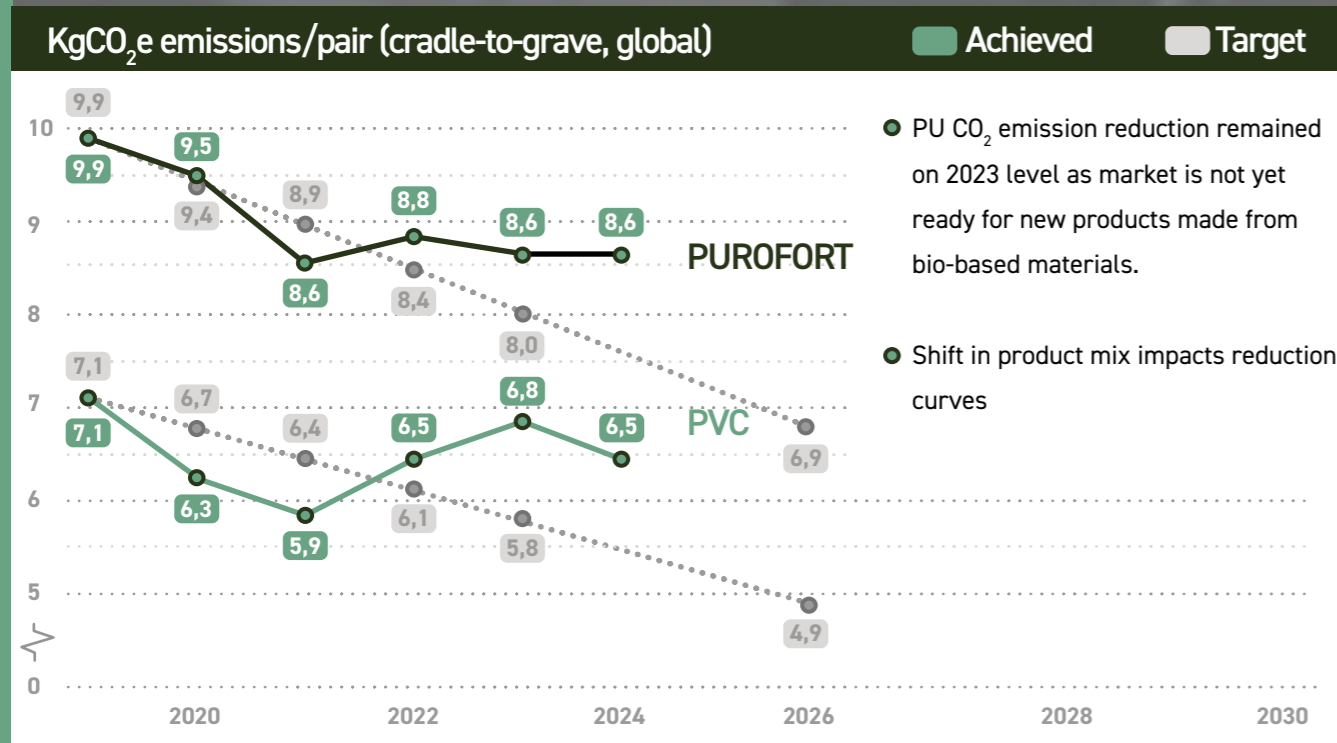


“AT DUNLOP, WE BELIEVE A STRONG COMMUNITY IS BUILT THROUGH CARE, GENEROSITY AND OPPORTUNITY”

Alissa Francher, HR Generalist

At DUNLOP, we believe a strong community is built through care, generosity, and opportunity. In 2024, our employees made a meaningful impact by supporting local organizations and individuals in need. During the holiday season, we partnered with the Salvation Army's Giving Tree, ensuring ten local families received Christmas gifts. Our employees generously contributed, embodying the spirit of giving and brightening the holidays for those in need. Investing in the future workforce, we supported a student in the local apprenticeship programme, providing hands-on experience and mentorship to help build a successful career path. Our commitment to environmental and community resilience led us to donate waders to the Hurricane Helen project, aiding efforts to protect and restore areas affected by flooding. Additionally, we partnered with The ARC, a non-profit dedicated to empowering individuals with differing abilities. Through this partnership, we welcomed three new employees, reinforcing our commitment to creating an inclusive workplace. At Dunlop, we don't just work in the community—we are part of it. We are proud of our team's collective efforts and look forward to continuing to make a difference.

2024 EMISSIONS



OUR APPROACH TO EMISSION REDUCTION

From 2019 onwards we have used Ecocosts, a specialized Environmental Footprint methodology to monitor our environmental performance. Additionally, we've integrated the Ecocost database in our ERP system, building our own dashboards that provide insights in real-time footprints. In this way, we track of our progress and analyze results per location and product category in a single system. Our main KPI is kg CO₂e emission per pair; both for the total assortment and separately for PVC and PU boots.

Although, in production, CO₂e emissions/pair are higher for PU than for PVC, PU boots have a lower eco-impact over their entire useful lifetime as they last 3 - 4 times longer.

2024 REDUCTION EFFORT RESULT:

7,0 KG CO₂E/PAIR WEIGHTED TOTAL PRODUCTION AVERAGE

9% REDUCTION FROM 2019
2030 TARGET: 55% REDUCTION FROM 2019

KEY ACTIONS TAKEN IN 2024 TO REDUCE EMISSIONS:

- rPVC recycled content replacing virgin PVC increased from 65 tonnes in 2023 to 220 tonnes in 2024
- Value engineering of new products with reduced CO₂ impact
- Reducing energy consumption

(SOURCE FOR ALL DATA SHOWN: DUNLOP ECOCOST DASHBOARD)





INTERVIEW

DUNLOP x LARCOM collaboration

Dunlop's collaboration with Larcom, a leading work-learning company, is creating truly positive change. By outsourcing various preparation activities to Larcom, Dunlop helps provide stable job opportunities to those facing employment barriers, thereby promoting social inclusion.

Larcom offers structured training programmes, enabling individuals to develop essential skills and achieve financial independence. This initiative boosts the local workforce and fosters societal contribution.

Dunlop's choice to work with Larcom signifies a direct investment in the local economy, emphasizing the importance of inclusive employment. It's a great example of how business success and social responsibility can work together, benefitting both the company and the community.

“BUSINESS SUCCESS AND SOCIAL RESPONSIBILITY CAN WORK TOGETHER, BENEFITTING BOTH THE COMPANY AND THE COMMUNITY”

RECYCLED & RECOVERED CONTENT

INCREASING RECYCLED CONTENT & ELIMINATING WASTE

At DUNLOP, we reduce our production's environmental impact by increasing the amount of recycled content in our products and by minimizing waste. Our recycled PVC content is purchased from third parties on the market and contains either PIR or PCR. In addition, we recover virtually all PVC from boots that fail to meet our stringent quality criteria at any stage in our production process. Although this PVC recovered from our own production is only a tiny fraction of our total production and we can't formally count it as 'recycled', we believe it makes economic and ecologic sense to not let any material go to waste. We have developed a special process to separate the protective inserts from the PVC and recover both materials. The steel toecaps and midsoles can be reused into new safety boots. The PVC is grinded and after filtering out most of the lining, it can go straight back into our manufacturing process.

220 TONNES OF RECYCLED PVC PROCESSED ACROSS PORTFOLIO



HIGH QUALITY AND REDUCED CO₂:
UPPERS 100% VIRGIN PVC
SOLES UP TO 30% RECYCLED PVC



INSIDE OUR STF INNOVATION CENTRE

Gerrit Zekveld & Ilse Wiggers, STF Innovation Centre staff

In our Slips, Trips & Falls Innovation Centre, we are discovering how to design better products through scientific pioneering and testing. Never before have we gained so many insights into the slip performance of our boots, making our work truly challenging and rewarding. First, we examine the sole's performance in a user's specific environment. It's crucial to consider the type of use and interaction between user and boot. Factors like choosing sneaker or classic fit and preferred sole thickness play significant roles.

In our tests, we strive to accurately simulate various work situations. Using a self-developed method, we create PU material prototypes that closely resemble real-life products. These prototypes allow us to test different shapes, surface structures, and compounds. This innovation has been crucial in obtaining the level of information we have now.

We also use various test lasts for our tests. We've developed a 'human' test last that generates the same pressure as that measured from a human test panel. Of all the lasts we use, we think this 'human' test last is the most realistic.



DUNLOP WILL
REDUCE SLIPS BY UP TO

25%

DUNLOP
PROTECTIVE FOOTWEAR

In our business, meeting applicable standards is essential. Performing rigorous and reliable tests ourselves is crucial. For example, the 2022 Slip Resistance (SR) standard no longer considers slip resistance performance on steel flooring. At DUNLOP, however, we believe that high slip resistance on a greasy steel surface remains highly relevant, as this scenario often results in a very low coefficient of friction, creating a high-risk situation, one that is challenging to address. Through extensive in-house testing, we've been able to develop boots with high slip resistance on both ceramic and greasy steel surfaces, not only meeting the current SR standard but exceeding it.

Our tests and research at the STF Centre have resulted in significant improvements. In the past, it was sometimes a real challenge to meet requirements, but now we know how to design outsoles that outperform.

While meeting standards is rewarding, it is crucial to keep the bigger picture in mind. At DUNLOP, we strive to offer users the safest and most comfortable boots, a challenge that goes well beyond merely meeting standards.



**EXTENSIVE TESTING ALLOWS
US TO EXCEED EVEN THE
TOUGHEST STANDARDS**

INCREASING SAFETY THROUGH INNOVATION:

MAXIMUM SAFETY THROUGH INNOVATION

Making good on our value proposition promise to reduce slips, trips and falls by up to 25%, we are constantly researching and developing new ways to further increase our boots' the safety performance.

In our most recent round of innovations, we combined our DUNLOP signature 'sneaker fit' on the inside with our newly designed 'increased slip resistance' soles on the outside. And, last but not least, we reduced the weight. As a result, our latest DUNLOP boots provide users with a direct, comfortable and safe contact interface on any type of indoor or outdoor surface that performs well beyond standard requirements: Our new FieldPRO Thermo+ boots, for example, have a 1.5 times higher slip resistance than specified in the EN ISO SR standard.

SAFETY IS BOTH ON THE INSIDE AND ON THE OUTSIDE



LIGHTWEIGHT FACTS:

Thermo+
New FieldPROThermo+

Our new Fieldpro Thermo+ is 10% lighter than our classic Thermo+, reducing fatigue and risks of slips, falls and trips.

**INNOVATIONS IN COMFORT AND
SAFETY GO HAND IN HAND**



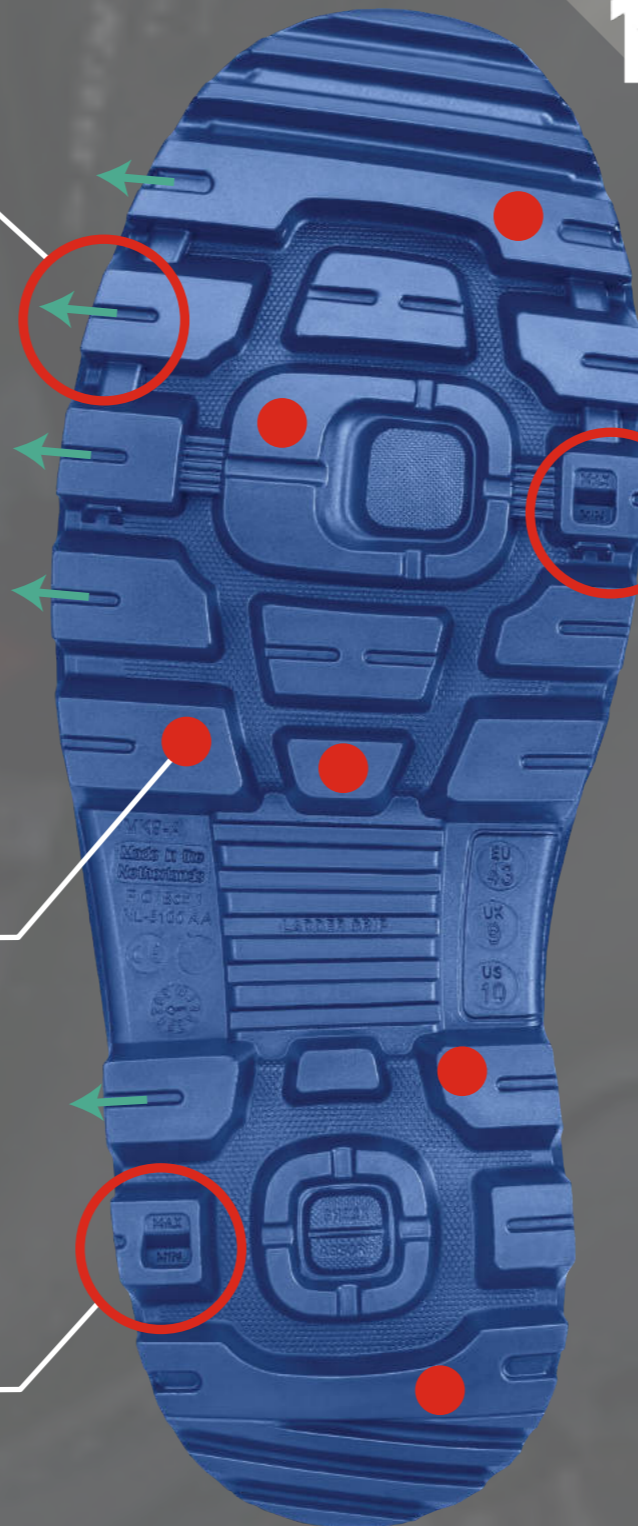
STF REDUCTION THROUGH INNOVATION:

1.5 TIMES MORE GRIP* THROUGH OPTIMIZED OUTSOLE GEOMETRY

CONTAMINATION WICKING GROOVES

EXTRA LARGE AND WIDESPREAD
FLOOR CONTACT SURFACES

TREAD WEAR INDICATOR REAR



TREAD WEAR INDICATOR FRONT

* MORE GRIP FACTS:

EN ISO SR Standard

Thermo+

New FieldPROThermo+

Our Thermo+ has a slip resistance that is 116% of the EN ISO SR standard.

Our new Fieldpro Thermo+ has a slip resistance that is 147% of the EN ISO SR standard.



INCREASING SAFETY BY FIT FOR PURPOSE:



CLASSIC FIT
SERIES



DUNLOP PUROFORT PROFESSIONAL



DUNLOP PUROFORT+



DUNLOP FOODPRO PUROFORT MULTIGRIP

EASY ON & OFF

The Classic Fit allows for easy movement, reducing cuts and tears with its flexibility.



SNEAKER FIT
SERIES



DUNLOP TERRAPRO



DUNLOP ACIFORT METGUARD



DUNLOP JOBGUARD

ELIMINATES HEEL SLIPPAGE

The innovative Sneaker Fit locks in your foot and ankle, reducing walking weight and increasing safety.

DIFFERENT FITS FOR DIFFERENT NEEDS OF TWO MAIN CUSTOMER TYPES



SAFETY HERO PROGRAMME

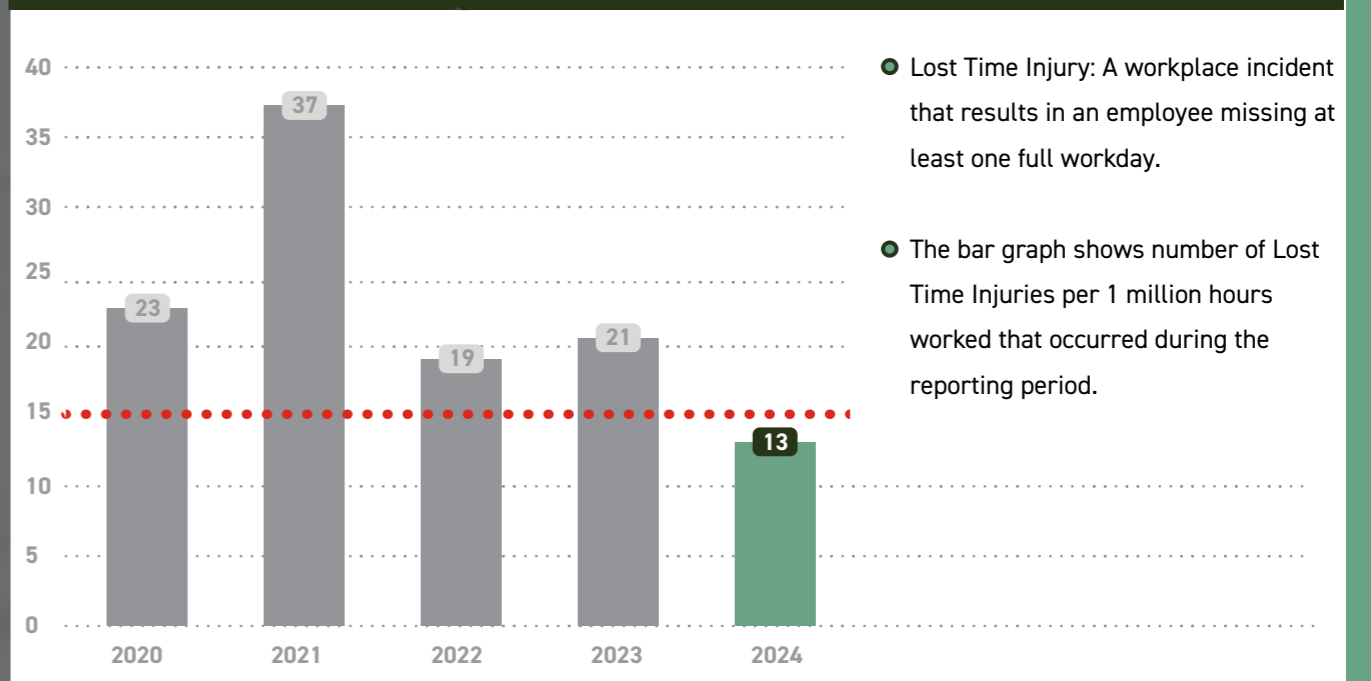


DUNLOP SAFETY HERO PROGRAM SINCE 2021

At DUNLOP we are completely committed to safety. For our customers, we provide safety by delivering the safest boots we can make. Moreover, we increase our own workers' workplace safety by fostering a safety culture. Employees are stimulated to raise potential safety risks they have identified. These potential safety risks are then registered and discussed at a daily meeting, so preventive measures can be developed and put in place. Every four weeks, one of the employees with a keen eye for safety is rewarded and acknowledged as one of our Safety Superheroes.

Since the start of our Safety Superhero programme, we've been able to significantly lower our Lost Time Injury Frequency rate. In 2024, together with our employees, we have managed to bring down our LTIFR to 13, achieving our 'below 15' target we set at the start of the programme.

LTIFR (Lost Time Injury Frequency Rate)



RECOGNIZING OUR SAFETY HEROES



**TOGETHER WITH ALL OUR EMPLOYEES
WE HAVE REACHED OUR SAFETY TARGET**



NEXT STEPS

2025



2029



2026



2040



2027



2030

2050



EXPANDING OUR SOURCING OF rPVC BY 500-1000 TONNES EACH YEAR

INITIATING CUSTOMER TAKEBACK PROGRAMS

LAUNCHING MORE REDUCED ECO IMPACT PRODUCTS IN PUROFORT, ACIFORT AND PVC

DEVELOP NEW MATERIALS AND PROCESSES

FURTHER REDUCING MATERIAL USE BOTH IN RAW MATERIALS AND PRODUCT PACKAGING

CONTINUALLY IMPROVING OUR OPERATIONS

THIRD PARTY VERIFICATION OF OUR LCI & LCA DATA BASED ON ISO14040 AND EN15804

PUBLISH ENVIRONMENTAL PRODUCT DECLARATIONS

ISCC+ VERIFICATION OF SUSTAINABLE RAW MATERIAL SOURCES

FACTS & FIGURES

GRI TABLE ▶

GLOSSARY ▶

GRI TABLE

The Global Reporting Initiative (GRI) is an international independent standards organization that helps businesses understand and communicate their impacts on issues as like climate change, human rights and corruption.

The table lists Dunlop's metrics for a large number of GRI topics and present a quantitative assessment of our impact on Environmental, Social and Governance topics.

Topic	GRI code number	Topic specific disclosure	Total 2023	Total 2024
FTE Gender	GRI 102-7	Total number of employees 31/12/2023, 31/12/2024 (FTE)	379	414
	GRI 405-1	Total number of female employees 31/12/2023, 31/12/2024 (FTE)	137	140
	GRI 405-1	Total number of male employees 31/12/2023, 31/12/2024 (FTE)	242	274
	GRI 405-1	% of women on 31/12/2023, 31/12/2024	36%	34%
	GRI 405-1	% of men on 31/12/2023, 31/12/2024	64%	66%
General Management Team (GMT)	GRI 405-1	Number of women in GMT 31/12/2023, 31/12/2024	1	0
	GRI 405-1	% of women in GMT 31/12/2023, 31/12/2024	14%	0%
	GRI 405-1	Number of men in GMT 31/12/2023, 31/12/2024	6	7
	GRI 405-1	% of men in GMT 31/12/2023, 31/12/2024	86%	100%
Occupational injury and accident	GRI 403-2	Number of workplace accidents with no lost time	33	66
	GRI 403-2	Number of workplace accidents with lost time	13	11
	GRI 403-2	Total number of lost days due to workplace accidents	185	104
Annual appraisal	GRI 404-3	Number of employees who completed the annual appraisal during the reporting period	379	414
	GRI 404-3	% of employees who have received an annual appraisal	100%	100%
Social performance	GRI 102-41	Number of employees covered by collective bargaining agreements	271	272
	GRI 102-41	% of employees covered by collective bargaining agreements	72%	66%
Fair business practices	GRI 205-3	Number of breaches in ethical behaviour policies	0	0
Energy consumption	GRI 302-1	Consumption of electricity (M. Kwh)	10.29	11.93
	GRI 302-1	Quantity of electricity from renewable sources (M. kWh)	10.29	11.93
	GRI 302-1	Consumption of natural gas for buildings (K. m ³)	173	136
CO ₂ emissions	GRI 305-1	Total CO ₂ emissions scope 1 (tCO ₂ e)- direct emissions controlled sources (heating)	558	424
	GRI 305-2	Total CO ₂ emissions scope 2 (tCO ₂ e)- Electricity	-	-
	GRI 305-3	Total CO ₂ emissions scope 3 (tCO ₂ e)	34,410	45,610
	GRI 305-1	Total CO ₂ emissions (tCO ₂ e)	34,968	46,034
	GRI 305-4	Ratio of CO ₂ emissions per employee (scope 1 and 2) (t CO ₂ e /employee)	1.47	1.02
Water	GRI 305-1	Quantity of water used (m ³)	3,923	3,000

GLOSSARY

At Dunlop, we take science and data as the departure points and benchmarks for our ESG activities. We analyze and measure before we decide on the best course of action to increase our performance in the ESG domains. After we have implemented our ideas for improving our performance, we measure again, or have independent institutions assess our progress to check to what extent our interventions have been successful. In this way, we can be certain that the results we achieve and communicate are real, as they have been verified objectively.

In this section, we present an overview (in alphabetical order) of the most important concepts, metrics, institutions and certifications that we work with to help us stay on track towards achieving our ESG objectives.

CSRD

The Corporate Sustainability Reporting Directive (CSRD) is a set of rules and guidelines introduced by the European Union to ensure that companies provide clear, accurate, and comprehensive information about their impact on the environment, society, and governance practices. It aims to enhance transparency and accountability, helping investors, consumers, and other stakeholders make informed decisions.

The key components of CSRD are:

- Environmental Impact
- Social Responsibility
- Governance Practices

CSRD applies to large companies operating in the European Union, including publicly listed companies and financial institutions. It also affects non-EU companies with significant operations within the EU. This broad scope ensures that many businesses adhere to the same standards, promoting a level playing field.

CSRD is implemented through regular reporting requirements. Companies must prepare sustainability reports that follow standardized formats and guidelines. These reports are then audited by independent third parties to ensure accuracy and reliability. The information is made publicly available, allowing stakeholders and the wider public to access and review it.

ECO-COST METHODOLOGY

Many organizations adopt the emission of CO₂ equivalents as their sole unit of measurement when determining the impact of their economic activities on the environment. Although CO₂ equivalent emissions are, of course, an important measurement, they don't paint the whole picture.

At Dunlop, we've therefore opted for the Eco-cost methodology developed at the Delft University of Technology in the Netherlands. There are two important characteristics that set the Eco-cost methodology apart from other approaches to determining the eco-impact of products over their entire lifecycle. Firstly, it is a prevention-based approach. With most other approaches, calculations are performed to determine the amount of damage done to the environment. What distinguishes the Eco-cost methodology from these other approaches is that the outcome (in Euros) represents prevention costs, i.e., the additional costs that an organization would need to take on in order to prevent the eco-impact currently being caused by their economic activity. Secondly, the Eco-cost methodology not only considers the effects of CO₂ equivalent emissions, but in addition it calculates the effects on human toxicity, eco-system toxicity, resource depletion, and fossil-based resource depletion. The latter are especially relevant in a circular economy context. As such, this methodology helps us develop a fuller picture of the effects of our actions and interventions.

Building on the Eco-cost methodology, we've mapped out our entire process and developed an 'Eco-cost' dashboard' that allows us to monitor our eco-impact, almost in real-time. This helps us identify 'hotspots', i.e., places in our process that cause the largest eco-impact, thus guiding future interventions. Moreover, it allows us to track whether these interventions have the intended effect over time.



ECOVADIS

Since its founding in 2007, EcoVadis has grown to become the world's largest and most trusted provider of business sustainability ratings, creating a global network of more than 90,000+ rated companies. The EcoVadis methodology is built on international sustainability standards, including the Global Reporting Initiative, the United Nations Global Compact, and ISO 26000, covering more than 200 spend categories and over 160 countries. The EcoVadis Sustainability Scorecard illustrates performance across 21 indicators in four main themes:

1. Environment
2. Labor & Human Rights
3. Ethics
4. Sustainable Procurement

ESG

Environmental, Social, and Governance refers to the three central factors in measuring the sustainability and societal impact of a company or business.

GHG or GREENHOUSE GASES

Greenhouse gas emissions refer to the six greenhouse gases covered by the UNFCCC Kyoto Protocol – carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), and sulfur hexafluoride (SF₆).

GHG PROTOCOL

The Greenhouse Gas Protocol is the most widely used international accounting tool for government and business leaders to understand, quantify, and manage GHG emissions.



GLOBAL COMPACT

The United Nations Global Compact is a voluntary initiative based on CEO commitments to implement universal sustainability principles and to take steps to support UN goals. Their set of ten Global Compact Principles represents a non-binding pact to foster the adoption of sustainable and socially responsible policies by businesses worldwide, and to report on their implementation.



GLOBAL REPORTING INITIATIVE

GRI is an international independent standards organization that provides best practice standards for impact reporting. The GRI standards cover a wide array of topics ranging from biodiversity to waste and emissions. At present, GRI is the most widely adopted sustainability reporting standard.



ISO

The standards from the International Organization for Standardization are internationally agreed upon by experts and can be considered as "formulas that describe the best way of doing something." ISO standards cover a wide range of activities, such as product development and manufacture, delivering a service, or supplying materials.

LCA

A lifecycle assessment is a compilation and evaluation of the inputs, outputs, and the potential environmental impacts of a product throughout its lifetime. This comprehensive examination of environmental impacts includes raw

material extraction, transportation, manufacturing, use, and disposal.

PARIS AGREEMENT

The Paris Agreement refers to a 2016 agreement within the United Nations Framework Convention on Climate Change (UNFCCC), which aims to limit global average temperature increase to 1.5°C through GHG mitigation, adaptation, and finance.

RECYCLED VS RECYCLABLE

It is important to understand there is a large difference between 'recycled' and 'recyclable'. Many plastics are recyclable in theory, however this doesn't necessarily mean that they actually are recycled in practice. It is therefore fairly easy to claim that a plastic product is 'recyclable'. It is much more difficult to make sure that plastic products actually are recycled and used again in new products.

At Dunlop, we recycle in practice. Our PVC boots are partially made from recycled plastic and, through our ReBoot program, they are collected to be recycled again and again, once their useful lifetime has ended.

RENEWABLE OR GREEN ENERGY

Renewable or Green electricity refers to purchased electricity that is generated from renewable sources, such as wind, hydro, or solar and/or is certified with a Renewable Energy Certificate (REC), Guarantee of Origin (GoO), or equivalent.



SCIENCE BASED TARGETS initiative

The SBTi is an international partnership between CDP (formerly known as the Carbon Disclosure Project), the United Nations Global Compact, World Resources Institute (WRI) and the Worldwide Fund for Nature (WWF). The SBTi defines and promotes best practice in emissions reductions and net-zero targets in line with climate science and provides technical assistance, expert resources, and independent validation to companies who set themselves science-based targets. The SBTi is the lead partner of the Business Ambition for 1.5°C campaign.

SCOPE 1 EMISSIONS

Scope 1 emissions are direct GHGs from owned or controlled sources. For example, those from fuel burned in a manufacturing facility, or from diesel used in a company car.

SCOPE 2 EMISSIONS

Scope 2 emissions are indirect GHGs from the generation of purchased electricity, heating and cooling. For example, from burning coal to create electricity used at a manufacturing site, or from burning natural gas to create heating used at an office.

SCOPE 3 EMISSIONS

Scope 3 emissions are all indirect GHGs not

included in scope 2 that occur in the value chain, including both upstream and downstream emissions. For example, the those from raw materials and other goods from suppliers, purchased logistics services, business travel, product use, and employee commuting.

SDGs

The United Nations Sustainable Development Goals are 17 goals covering the sustainability areas of economy, environment, and society. They provide a framework for companies to set targets to support these goals.

Supply chain

A network of organizations (e.g., manufacturers, wholesalers, distributors and retailers) involved in the production, delivery, and sale of a product to the consumer.

COLOFON

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Woman Studying Inside the Classroom image (pexels-rdne-7092336) on page 09:
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Interview disclaimer: All interviewees featured in this report are real people. Interview texts as presented here were written based on individual questions posed by us and answered by them in writing. Minor editing has been done to merge the answers to these separate questions into a single, flowing text. The general content, spirit and meaning of the answers, however, has not been altered.

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