

Sustainability aspirations 2011-2015

	Realization 2015
Dow Jones Sustainability Index	
Top ranking (RobecoSAM Gold Class)	Silver Class ¹
ECO+ (innovation)	
At least 80% of pipeline is ECO+ ²	91%
ECO+ (running business)	
From approximately 34% towards 50%	57%
Energy efficiency	
20% improvement in 2020, compared to 2008	19%
Greenhouse-gas emissions	
25% reduction (absolute) by 2020, compared to 2008	75% reduction ³
Employee Engagement Survey	
Towards High Performance Norm ⁴	69% favorable
Diversity⁵	
Women in executive positions	15%
Under-represented nationalities in executive positions	49%
People+⁵	
DSM People LCA	Achieved

¹ DSM has returned to Gold Class for 2016

² See page 0 for a definition of ECO+

³ Reduction of total emissions (absolute) of 75% was mainly attributable to the deconsolidation of DSM Fibre Intermediates; the GHG efficiency, which accounts for changes in production volume, has improved by 20% in 2015 compared to 2008

⁴ The High Performance Norm (over 80% favorable) is the composite of the top 25% employee responses of the selected external benchmark organizations

⁵ See 'People+' and 'Inclusion & Diversity' in the chapter 'People' in 2015 on page 0 and page 0 for a definition of People+