



ESG Report

2023

as included in the
Annual Report 2023

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Annual Report 2023 and ESG Report 2023

This ESG Report 2023 is based on the Annual Report 2023 of TomTom N.V. and has been prepared for ease of accessibility. In case of discrepancies between this ESG Report 2023 and the Annual Report 2023, the latter prevails.



Sustainability

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TomTom's commitment to sustainability



At TomTom, we are dedicated to creating long-term value and are committed to doing this in a sustainable manner. We firmly believe that these two objectives go hand in hand, as future sustainability is essential for the success of our business as well as the well-being of our stakeholders.

Our commitment to sustainability is reflected in the positive impact we make through product and service innovation, as well as our efforts to minimize the negative impact of our operations.

We enable businesses to make smarter decisions, support governments planning infrastructure investments, help drivers avoid congested roads, and so much more. Our products and services help reduce mobility emissions and advance road safety. Beyond our products and services' immediate sphere of influence, we strive to inspire the next generation of tech talent and innovators, and regularly organize initiatives that give back to the communities in which we operate.

At the same time, we seek to minimize any negative effects originating from our operations, and are committed to operational sustainability. This is promoted through our company policies and programs, in which sustainability considerations play key roles. Our Green Building Program, for instance, ensures the energy efficiency of our workplaces, while our Travel Program encourages sustainable travel, such as by train. Ultimately, these policies and programs codify the sustainable business practices we champion.

Our efforts are also directed towards managing risks and opportunities associated with sustainability-related matters that might materially impact our business and our stakeholders.

We recognize that by optimizing long-term value creation in a sustainable fashion, we are able to provide lasting benefits to our shareholders, employees, customers, partners, and communities, while also safeguarding the health of our planet.

Our company impact activities are focused on five United Nations Sustainable Development Goals (SDGs) that align closely with TomTom's vision. These goals are SDG 4: Quality Education, SDG 5: Gender Equality, SDG 11: Sustainable Cities and Communities, SDG 13: Climate Action, and SDG 17: Partnerships for the Goals.



EVOLVING OUR ESG STRATEGY

Over the past years, we have significantly evolved the ways in which we assess and boost our positive impact as an organization. We have made good progress on our ESG efforts, and have established a comprehensive ESG strategy that guides our efforts and initiatives.

In 2023, we continued to advance our ESG strategy in various areas. This included making enhancements to our governance structure, our process of assessing material topics, and our process of managing impacts, risks, and opportunities associated with the identified material topics. For each of the topics we assigned responsibility to the respective business process owners, agreed on the required actions, and set the KPIs, metrics, and associated targets, where possible. We will periodically monitor and report on our progress toward those targets. For an overview of how we manage the identified topics, reference is made to the sections on each topic in this chapter.

In addition, we proactively started preparing for compliance with the Corporate Sustainability Reporting Directive (CSRD), and its detailed applications as incorporated in the European Sustainability Reporting Standards (ESRS), which will apply to us from reporting year 2024 once it is transposed into Dutch law.

Sustainability governance

Our company's governance structure ensures effective oversight of sustainability-related matters. The Supervisory Board is responsible for the oversight while our Management Board is accountable for setting and executing strategies and serves as the highest governing body in the organization. As part of our enhanced governance structure, we established an ESG Committee this year. This committee plays a crucial role in advising the Management Board on sustainability strategies and monitoring their operational execution. In advising on these strategies, the ESG Committee takes into account insights from the company's engagements with stakeholders and their input.

Led by a member of our Senior Leadership Team, who also acts as the executive sponsor, the ESG Committee consists of senior management from different areas of the business. Within the committee, various sustainability-related matters are discussed, and progress updates are communicated to both the Management Board and the Supervisory Board on a quarterly basis.

CSRD readiness

In preparing for CSRD compliance, we conducted a materiality analysis, incorporating the principle of 'double materiality' described in the ESRS. This enabled us to identify material topics as well as the material impacts, risks, and opportunities associated with them. To ensure tangible progress, we have initiated the process of defining concrete actions and setting targets for each topic.

These actions and targets have been discussed with and assigned to process owners across different areas in our organization. In addition, we have assessed the availability of data points required to be disclosed under ESRS standards.

For an overview of how we manage impacts, risks, and opportunities, reference is made to the sections on each topic in this chapter. These reflect the topics, actions, and approaches we have defined to date, and which we will continue to further mature and expand on in 2024.

| STAKEHOLDER ENGAGEMENT | | |
|-------------------------------|---|---|
| Stakeholder | Engagement | Themes |
| Customers | <ul style="list-style-type: none"> Continuous communication through account and product management, as well as engineering and customer support Collecting market intelligence to better understand customer needs | <ul style="list-style-type: none"> Ease of use of products Data privacy Products and technologies that reduce emissions and increase road safety Secure products |
| Employees | <ul style="list-style-type: none"> Constant dialogue between employees and management about contribution and development Bi-annual engagement survey to gather employee feedback Regular consultations with the Works Council | <ul style="list-style-type: none"> Employee engagement Diversity, equity and inclusion Opportunities for training and development Flexibility at work (work-life balance) An innovative work environment |
| Investors | <ul style="list-style-type: none"> Several recurring events, such as the Annual General Meeting and Capital Markets Day Regular meetings with investors, analysts, and proxy organizations (e.g., VEB, Eumedion, ISS), and regular attendance at investor conferences | <ul style="list-style-type: none"> Our commitment to create value Timely and accurate updates on how we track against our goals Sustainable practices |
| Suppliers | <ul style="list-style-type: none"> Contracting discussions handled by our centralized procurement and legal organizations, which engage with suppliers on their CSR policies | <ul style="list-style-type: none"> Long-term commitments Acceptable payment terms Compliance with the core principles of data protection and cyber security |
| Society | <ul style="list-style-type: none"> Monitoring of public perception of TomTom, on social media for example Discussions with local governments Participation in discussions and initiatives where our technologies have a role to play | <ul style="list-style-type: none"> Responsible remuneration Tax compliance Ethical business practices Products and technologies that reduce emissions and increase road safety |
| Data communities and partners | <ul style="list-style-type: none"> Engagement and communication with data communities such as OSM Organization of mapmaking gatherings for location data enthusiasts | <ul style="list-style-type: none"> Constructive collaboration Adherence to community guidelines and frameworks |

MATERIALITY ANALYSIS

We have performed our materiality analysis based on the reporting requirements of the Global Reporting Initiative (GRI). As part of our efforts to initiate our alignment with the requirements of CSRD, we conducted a materiality analysis in 2023 following the concept of 'double materiality' inspired by the principles described in the ESRS. Under this concept, a topic is considered material if our impact on people or the environment is material (impact materiality), or if the topic gives rise to risks and opportunities that can have material consequences for our (future) financial performance or position. To identify these material topics, we engaged with and gathered input from various stakeholders.

Our stakeholders

Central to our approach to sustainability lie the interests of our stakeholders. By engaging with them in a collaborative way, we build strong relationships and promote an open dialogue, through which there is room for stakeholders to raise their concerns, that bolsters sustainable long-term value creation and informs our sustainability strategy.

In identifying relevant stakeholder groups, we considered all actors in our value chains, as well as those impacted by our activities. Our employees, investors, customers, suppliers, local communities and governments (society), and data communities and partners were identified as relevant stakeholder groups. An overview of our regular engagement with these stakeholders is provided in the above table.

OUR APPROACH TO SUSTAINABILITY CONTINUED

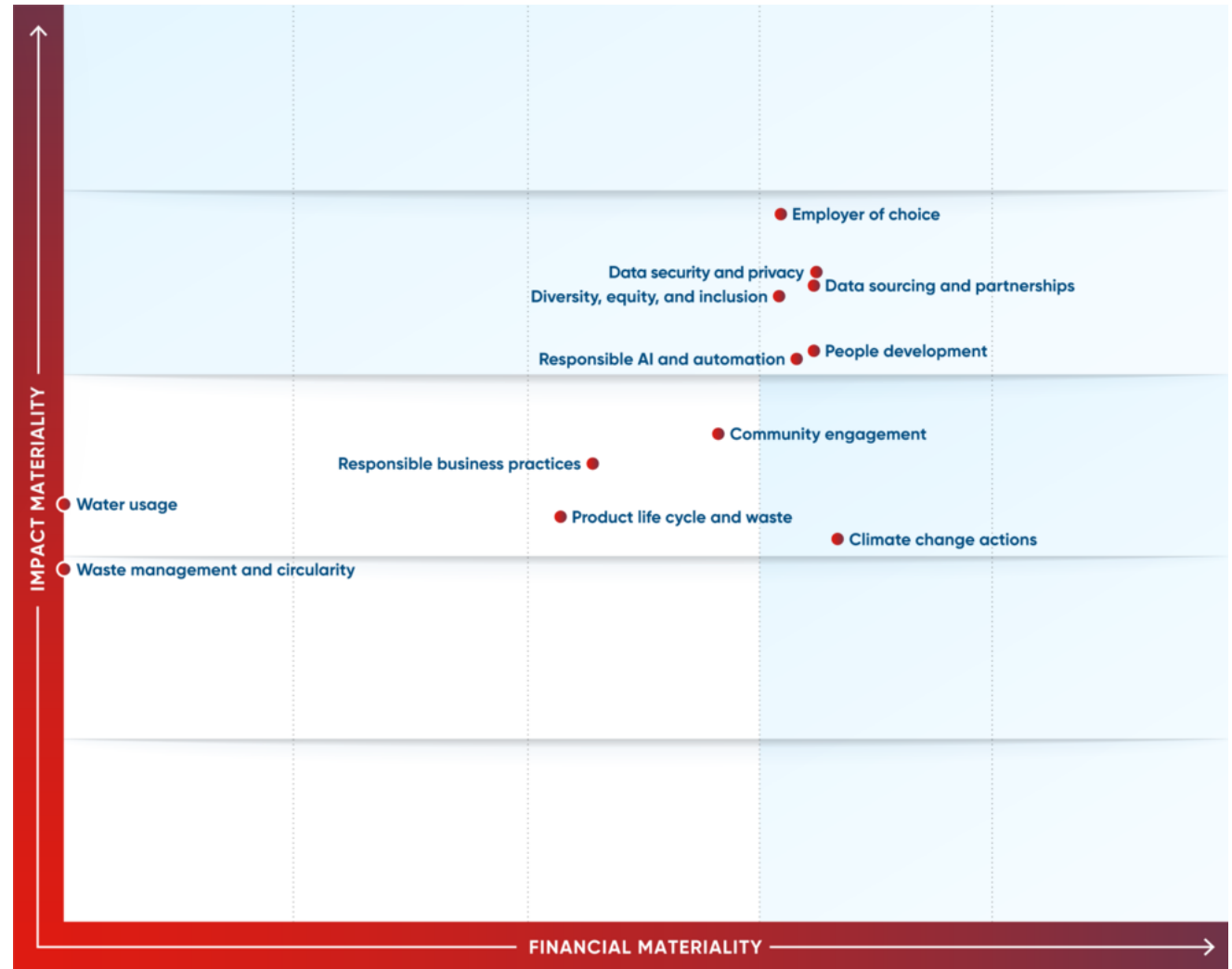
Double materiality assessment

Having identified the most important stakeholder groups, we assessed which sustainability topics could be relevant to them. In performing this assessment, we created an extensive list of potentially relevant topics which was narrowed down to a shorter list of topics that stakeholders were asked to score on materiality. We used different sources as input to our lists of topics, including the input from our regular interactions and previous surveys we conducted with various stakeholder groups, as well as topics listed in the ESRS, suggested topics for our industry by the Sustainability Accounting Standards Board, and those mentioned in analysts reports and sustainability benchmarks.

As noted, our regular interactions with stakeholders are instrumental as input to our sustainability strategy. Through continuous dialogue, we aim to have a dynamic materiality process through which we can quickly identify any emerging topics that are relevant for our business.

For each topic deemed relevant for inclusion, we assessed the impacts, risks, and opportunities on the short-, medium- and long-term, as well as their respective materiality. The materiality of a potential impact is assessed based on its severity, irremediability (if negative in nature), and likelihood. In this assessment on impact, we also took into account potential impacts on human rights. Conversely, risks and opportunities are assessed based on their anticipated size and likelihood to materialize.

This assessment was carried out with input from senior management and internal subject matter experts who regularly engage with respective external stakeholders and represent their perspectives. We leveraged the input provided by stakeholders in 2022 and as part of our regular interactions, and further engaged with representatives of certain stakeholder groups to gather perspectives on certain topics that required an updated examination. Our assessment resulted in the material topics presented in the matrix to the right. The topics which received an average score higher than three on any of the axes, as per the shaded areas in the matrix, are considered material for reporting purposes as they impact the company's strategy, influence stakeholder expectations, and are likely to become increasingly material in the future.



By addressing the identified topics, we demonstrate our commitment to transparency, trust, and responsible corporate citizenship.

While most of the material ESG topics remain unchanged from the prior year, we have identified two additional ESG topics that require attention because of changes in the industry and our strategy over the past year. These material topics include data sourcing and partnerships, and responsible AI and automation.

Furthermore, we have now identified people development as a distinct topic, which was previously included within employee engagement. The topic Technologies that reduce emission and improve road safety is now covered as part of Climate change actions topic. The outcome of this materiality assessment as well as the material impacts, risks and opportunities of each material topic, were discussed within the ESG Steering Committee, approved by the Management Board and communicated to the Supervisory Board.

SETTING CLEAR TARGETS

The advancement of the identified sustainability themes is crucial in order to fulfill our shared value ambition. The Management Board has established appropriate key performance indicators (KPIs) and corresponding targets for the majority of the identified topics, while KPIs and targets on remaining topics are forthcoming.

At the same time, we have bolstered our reporting efforts, enabling us to obtain limited assurance on all the sustainability information in this chapter and the accompanying metrics on pages 119 and 120, with the exception of the EU Taxonomy disclosure, as included in the Annual Report 2023.

REPORTING ON OUR IMPACT

With our ESG strategy aligned with our stakeholders' perspectives and interests, we continue to drive improvements in our reporting.

The identified material topics are categorized into three categories, being Social, Environmental, and Governance. Each category, along with its topics, is discussed in subsequent sections. For more details on our ESG reporting practices in relation to the outlined themes and the related KPIs, reference is made to the Non-financial information chapter.

MATERIAL TOPICS

| | Topic | KPI | Target |
|---------------|----------------------------------|---|---|
| Social | Employer of choice | 1. Employee Engagement Score | 1. Employee Engagement Score that is equal to or higher than the benchmark score by 2025 |
| | People development | 1. Percentage of employees making use of development leaves | 1. No specific target set yet |
| | Diversity, equity, and inclusion | 1. Gender diversity ratio at company and senior management level 2. Belonging Score | 1. 30% female representation at company level and 20% for senior management by 2025 2. No target on Belonging Score set yet |
| Environmental | Climate change actions | 1. CO ₂ e emissions across Scopes 1, 2, and 3 2. Renewable electricity usage as a percentage of total electricity consumption | 1. 55% reduction of 2022 Scope 1 and 2 emissions by 2026, and carbon neutral on Scope 1 and 2 by 2030 2. 95% renewable electricity used in our offices by 2025 |
| Governance | Data security and privacy | 1. Percentage of engineers certifiably trained on data security | 1. 75% of engineers certifiably trained by 2025 |
| | Data sourcing and partnerships | 1. No specific KPI yet | 1. No specific target set yet |
| | Responsible AI and automation | 1. No specific KPI yet | 1. No specific target set yet |

BASIS OF PREPARATION

Our sustainability information has been prepared with reference to the GRI. As part of our efforts to align with the upcoming CSRD, we started to incorporate relevant reporting requirements of ESRS, where applicable and possible.

Unless otherwise indicated, the reports include the data on the company and all its subsidiaries ('the group') included in the company's consolidated financial statements and cover the same annual reporting period as the consolidated financial statements (1 January to 31 December) that were authorized for issue on 2 February 2024.

A list of all subsidiaries included in the consolidated financial statements and their countries of operation is included in the Supplementary information section of the Annual Report 2023.

The sustainability information includes data from the upstream and downstream value chain of each of our group segments, being Consumer and Location Technology, where such information is relevant and material for the group. This includes data relevant to Scope 3 emissions from purchased goods and services.

In preparing the information, management made use of assumptions, judgments, and estimates that affect the amounts reported, especially in relation to the group's Scope 3 emissions. There is therefore an inherent uncertainty in our calculations. Such estimates and underlying assumptions are reviewed on an ongoing basis and any revisions may impact the reported amounts.

For more information on estimates and assumptions applied, reference is made to the disclosures in the subsequent sections in this section, as well as the Non-financial information chapter. The group has not made any restatements in the current reporting period as part of preparation with reference to the GRI.

For inquiries or further information, please refer to the contact details at the back of this ESG Report.

Assurance

EY provided limited assurance on all the sustainability information in this chapter and the accompanying metrics on pages 119 and 120, with the exception of the EU Taxonomy disclosure, as included in the Annual Report 2023. The limited assurance report can be found on pages 133 and 134 of the Annual Report 2023.

Our people drive our impact

Doing good is more than good business at TomTom. It's in our DNA. We are committed to driving positive social impact. Impact is defined by the technology TomTom'ers create, making driving safer while saving people time. Impact is also found in the way TomTom'ers contribute to local communities and volunteer for causes that matter.

Our Social Impact Framework guides our actions and impact. Social impact is founded upon our culture and values, and starts with our people, and with their growth, development, and ownership of their career.

That is why, in 2023, we drove impact further by advancing the topics that improve TomTom'ers' well-being, including providing attractive employment, increasing development opportunities, and fostering greater diversity, equity, and inclusion.



EMPOWERING OUR PEOPLE

From creating impactful technologies to leading an inclusive culture, our people drive our impact. It is only by engaging, supporting, and ensuring TomTom'ers can bring their whole selves to work that we continue to be successful together.

To attract, retain, and engage the right talent, we aim to deliver what TomTom'ers want and need – flexibility, an impactful and stimulating role, and the opportunity to contribute to innovative technologies. We are supporting our talent through shared principles around leadership and development, and consistent and appealing benefits.

Choosing to lead

At TomTom, we believe that leadership is for everyone. Leadership refers to how TomTom'ers act, view themselves, and are perceived by others. Leadership means looking at situations positively, taking initiative, and driving solutions.

We introduced our Leadership Foundation in 2021 to encourage all TomTom'ers to take ownership of their growth and success, creating opportunities for them to make a greater impact and inspire others. We continue to reinforce the set of behaviors, principles, and values that, if embodied, lead to outstanding leadership.

Empowering growth

Being a leader also means taking ownership of your growth and success. To support this, we created empowering and enabling initiatives that give TomTom'ers the time and resources to achieve their learning goals. From mentorship, coaching, and sponsorship, to training opportunities and tools, and even paid leave and a new dedicated budget for growth and development, TomTom'ers are enabled to take time and get in the driving seat of their development.

Additional initiatives at TomTom include company-wide sessions on feedback culture, as well as collaborations with external partners to organize inspirational sessions on a range of topics, including high-performing teams, resilience, and change management.

Enhancing global benefits

Besides providing our people with tools and resources to lead and take ownership of their own development, we continue to provide appealing benefits.

Our benefits structure is designed to be fair and equitable, ensuring that all employees, regardless of their gender or the nature of their employment, are treated equitably. We ensure the benefits in each country meet all legislative requirements. Unless legislation or local practices dictate otherwise, all full-time employees, excluding interns and contingent workers, are given equal opportunity to take advantage of our benefits offerings in each country. This approach underlines our commitment to providing a supportive and inclusive work environment.

We recognize that time and flexibility play an important role in helping people to be at their best, and introduced paid caregiving days, paid volunteering days, and flexible public holidays for TomTom'ers, as well as global parental leave benefits for parents.

Beyond these benefits, we hosted well-being activities throughout 2023, including talks and workshops at our offices during Health Week. Further, TomTom featured in the news for breaking down taboos around menopause by hosting a menopause awareness and education session with a women's health charity.

Taking on board TomTom'ers' feedback

We continuously listen to TomTom'ers and take their feedback to heart. We regularly take in feedback, both in unstructured as well as structured form, through engagement surveys, and encourage TomTom'ers to speak up through our [Open Ears Procedure](#). We received six reports through our Open Ears Procedure in 2023. The reports have been related to claims of breaches of internal procedures and inappropriate behavior. All reports were duly investigated and cases which we could substantiate have been followed up in accordance with our policies.

ACHIEVING MORE, TOGETHER AS WE ARE

The impact our people can make is driven by our collaborative and inclusive work culture. We believe our differences are one of our greatest strengths. Together, we are addressing the most complex location-related challenges by combining our diverse perspectives and worldviews, inventiveness, self-expression, and talents.

Diversity goes hand-in-hand with inclusion and psychological safety. Our people drive our impact and, to do so, they need to feel comfortable being themselves at work. We strive to ensure a safe, supportive environment for all. We drive diversity, equity, and inclusion forward, so that we can all share in the excitement for the journey ahead.

MAKING IMPACT THROUGH VISION

With ambitious programs to deliver in 2023, every single TomTom'er was crucial to our efforts. To help drive engagement and retain talent, we increased our focus on inspiring and engaging our people around our vision.

To boost excitement within the business for TomTom's future, we increased our company-wide vision-sharing content, with videos from teams involved in major projects, live sessions with Product teams, hands-on demos, and a countdown to the release of TomTom Orbis Maps.

Importantly, our vision extends beyond our technologies, to the way in which we make broader social impact. We do this by supporting local communities, promoting quality tech education, volunteering for causes that matter to us, and so much more.



"Thanks to TomTom's volunteering benefit and the encouragement from my colleagues, it's much easier to dedicate time to helping people in need as part of my country's Mountain Rescue Service."

Miljan, Software Engineer II

OUR SOCIAL IMPACT

By sharing their expertise, skills, time, and funds, TomTom'ers around the world supported local communities and the global OSM community.

Mapping efforts in earthquake aftermath

Early 2023, a horrific earthquake struck Turkey and Syria. TomTom'ers mapped impacted areas to help support humanitarian efforts. More than 3,800 buildings and 50 km of roads were updated on the Humanitarian Open Street Map. To aid further, TomTom contributed €10,000 towards the Giro555 fund for earthquake victims.

When another earthquake shook Morocco in September 2023, TomTom'ers also united to support those in need. Together, TomTom'ers made 65,292 edits and added 9,940 buildings to Humanitarian Open Street Map projects related to the earthquake.

Making tech education accessible

Technology continues to evolve and solve new problems every day, playing a role in billions of people's lives. Yet not everyone has the same access to quality tech education.

As a global technology company, we have an opportunity to make a difference by taking collective action for inclusive tech education. That's why we partnered with like-minded organizations, like Codam Coding College, a free peer-to-peer engineering school, and Katalyst, a local NGO in India that supports the economic empowerment of young women.

Volunteering initiatives

In 2023, we supported underprivileged individuals through technical, mentoring, and financial support. Initiatives like TomTom Codam Fellows and OSM mapping parties helped students develop their technical and soft skills.

TAX PRINCIPLES

TomTom’s [approach to tax](#) is published on our website. TomTom has committed to the Dutch Tax Governance Code for multinational companies, as coordinated and published by VNO-NCW in 2022. TomTom complies with the requirements of this Code, with the exception of reporting on a legal entity basis. Instead, TomTom voluntarily reports its tax payments on a regional basis.

TomTom views taxation as an important contribution to a sustainable society, as they are a source of funding for public services in the countries where we operate.

Corporate income taxes are paid based on taxable profits and borne by TomTom as a taxpayer. TomTom’s taxable profits are calculated in accordance with TomTom’s OECD based transfer pricing model and local tax rules. Corporate income taxes include withholding taxes deducted by customers on TomTom’s invoices and withholding taxes on distribution of dividends.

In addition to income taxes, which are due by TomTom as a taxpayer, our local business activities also create a responsibility to collect and pay other types of taxes like payroll taxes and indirect taxes. By collecting and paying these taxes to local authorities, TomTom provides a meaningful contribution to the countries in which it operates.

Payroll taxes are paid by TomTom to authorities in the form of wage taxes and social security contributions, for example. These payments partly consist of employer’s contributions, but the majority is withheld from wages paid to employees and are as such remitted on behalf of TomTom’s employees.

Indirect taxes such as value added tax (VAT) are consumption taxes which are levied on the added value and have an output and input element. The overview to the right shows TomTom’s net VAT amounts paid, being the balance between output VAT and input VAT.

In addition to the taxes mentioned above, TomTom also contributes to society by means of other types of taxes such as customs duties, packaging taxes, environmental taxes, and batteries taxes. These other taxes are not included in the overview to the right, as they are not material for TomTom.

The following table provides an overview of TomTom’s net payments of taxes. As is reflected, taxation is an important part of our business and taxes are paid in the regions in which we operate.

| (€ in thousands) | 2023 | 2022 |
|--|----------------|----------------|
| Europe ¹ | 6,580 | 1,999 |
| North America | 2,225 | 1,244 |
| Rest of world | 2,026 | 1,840 |
| Total corporate income taxes | 10,831 | 5,083 |
| Europe | 115,569 | 99,762 |
| North America | 10,417 | 9,170 |
| Rest of world | 6,602 | 8,434 |
| Total payroll taxes² | 132,588 | 117,366 |
| Europe | 14,650 | 15,748 |
| North America | 605 | 1,160 |
| Rest of world ³ | -163 | 94 |
| Total value added taxes (net) | 15,092 | 17,002 |

¹ Amount includes withholding tax paid in jurisdictions outside Europe. The lower 2022 amount is mainly due to refunds.
² Higher payroll taxes in 2023 for Europe and North America are attributable to restructuring-related payments.
³ The negative amount in 2023 is due to input VAT being higher than output VAT.



KPI

1. Employee Engagement Score

Target

1. Employee Engagement Score that is equal to or higher than the Glint Technology Industry benchmark score by 2025

Performance

1. Employee Engagement Score of 76 (2022: 75), as compared to the Glint Technology Industry benchmark score of 78 (2022: 78)

A reputation as an employer of choice makes us more appealing to potential employees, as well as customers and partners. Such a reputation, however, is not only important in attracting the right talent, but also in engaging our talent to achieve greatness in their work and drive TomTom forward. Prioritizing our employees' needs and well-being fosters a culture of innovation and collaboration.

Supporting TomTom'ers' whole self is essential in achieving our strategy. To continue attracting, retaining, and engaging TomTom'ers, we have formulated a people strategy, around which we have set clear objectives. As we move forward, we remain committed to listening to feedback from our TomTom'ers, relentlessly improving our practices, and sustaining our open culture.

We recognize the positive impact we have on our people's well-being. Ultimately, our goal is to ensure that every TomTom'er feels valued, heard, and excited to contribute to our shared success.

Our people drive our success. As such, being an employer of choice is crucial. We put people first, offering an inspiring and intellectually challenging work environment, along with competitive rewards and benefits, work flexibility, and development opportunities to ensure we attract and retain the right talent.

BENEFITS THAT BOOST ENGAGEMENT

We offer a comprehensive rewards and benefits package that is designed to attract and retain talent while also fostering performance and engagement within TomTom.

Our employee engagement survey, conducted via Glint, gives us crucial insights into employee happiness. Along with our turnover ratio, it enables us to gauge how the work experience is perceived by TomTom'ers, and helps us identify areas of improvement. We strive to achieve an Employee Engagement Score that is equal to or higher than our industry's benchmark. This target reflects a change from our previously communicated target, resulting from our updated people strategy.

We listen to TomTom'ers' feedback to guide our actions. In 2023, we introduced empowering and enabling initiatives. These included Grow and Develop benefits, which bolster development opportunities that can be read about in the section on People development, as well as Support for Your Whole Self benefits, which are touched upon below.

TAILOR-MADE WORK EXPERIENCES

We believe it is important to support TomTom'ers' well-being and work-life balance by offering a flexible working program and extended location flexibility. In addition, we recognize that time flexibility plays an important role in helping our people be at their best. Our Support for Your Whole Self benefits include We Care days, which entail paid caregiving days and paid volunteering days, as well as flexible public holidays and enhanced global parental leave benefits.

The success of these initiatives is measured by our employee engagement score. We also continue listening to TomTom'ers' feedback and monitor the use of special leaves, including We Care and enhanced parental leaves, though we do not have specific targets on these metrics.

ENGAGING AND RETAINING TALENT THROUGH VISION

Besides enhancing our benefits, we launched several initiatives throughout 2023 which aimed to further empower TomTom'ers to make an impact. Following insights from our employee engagement surveys, we organized Ask Me Anything sessions and regular question-and-answer panels with our leadership team, allowing us to better listen to, respond to, and enthuse our teams.

Importantly, in October 2023, we achieved record attendance numbers at our online and in-person TomTom Orbis Maps launch events. Being a significant milestone that each and every TomTom'er contributed to, these high attendance rates showed the level of company-wide interest in and excitement for our vision and shared success.



OUR PERFORMANCE IN 2023

The response to our new benefits and initiatives throughout 2023 has been overwhelmingly positive, with our Employee Engagement Score rising from 75 in 2022 to 76 this year. This follows from the two Glint engagement surveys we carried out over the year, one in April and another one in October. For the former, we achieved a score of 77, while we achieved a score of 75 for the latter. In comparison, the Glint Technology Industry benchmark score was 78 (2022: 78).

Please see the Non-financial information chapter for further details on our performance.



KPI

1. Percentage of employees making use of development leaves

Target

1. No specific target yet

Performance

1. 11% of employees made use of development leaves, for an average of 4.2 days per employee.

The continuous development and growth of our people plays a crucial role at TomTom. It is the driving force behind our adaptability, innovation, and ultimately, our success.

As such, investments in employees' growth should extend beyond imparting technical skills. Growth is also about nurturing a culture of continuous learning, personal growth, and improvement that permeates every level of our organization. We are committed to creating a culture where continuous learning and improvement are not just encouraged but celebrated.

As we believe every TomTom'er has the potential to perform at their best in the right job, with the right support, and the right management and coaching, we are focused on providing learning resources and support that enable them to design their own learning journeys. Through this approach, we aim to advance the positive impact on our employees' development.

We want to provide fair and equitable growth and career opportunities to all TomTom'ers. Having a skilled group of employees leads to increased performance, productivity, adaptability to change, innovation, and creativity. As such, we continue to elevate the learning and development opportunities available to TomTom'ers.

ENABLING LEADERS AT EVERY LEVEL

We believe that every TomTom'er, regardless of their position or tenure, can grow into a leader. We introduced the Leadership Foundation to support them in doing so. The Leadership Foundation promotes a set of behaviors, principles, and values that lead to outstanding leadership. TomTom'ers are encouraged to take ownership of their development and performance. They create opportunities for more significant impact, increase their knowledge, raise their performance levels, and use their expertise to influence and inspire others.

In 2023, we worked on further embedding the principles of the Leadership Foundation within our performance management and hiring processes.

We measure the percentage of employees with regular performance or career development reviews, by category and gender, to gauge to what extent TomTom'ers are able to take charge.

DEDICATED TO CONTINUOUS PEOPLE DEVELOPMENT

With every TomTom'er in charge of their own development, we feel it is important to support them in meaningful ways. As such, we launched our Grow and Develop benefits in 2023. These benefits offer a dedicated development budget and paid development leave, giving employees the freedom to tailor their growth paths to their needs and desires.

The number of employees that make use of development-specific leaves, and the number of hours spent on those leaves, provide us with meaningful insights into how our benefits help TomTom'ers achieve their growth and development goals. Though we have not set specific targets on this metric, we continue to encourage TomTom'ers to take advantage and further their development.

FURTHER EMPOWERING GROWTH

To further support our employees' learning journeys, we have several initiatives and benefits in place. From mentorship, coaching, and sponsorship to training opportunities and tools, TomTom'ers are enabled to get in the driving seat of their development through our range of offerings that we continue to expand.

In 2023, we hosted company-wide information sessions and worked with external partners to organize inspirational sessions on topics including high-performing teams, resilience, and change management. Further, we offered a wide range of on-demand learning resources, so TomTom'ers are able to design their own learning journeys as they expand their growth and development at TomTom.

The success of our learning offerings is measured by the average number of learning hours per employee, by gender. We do not yet have specific targets on this metric, except for certain specific, topical trainings.

OUR PERFORMANCE IN 2023

Our continued people development-related efforts have yielded meaningful results. The launch of our new Grow and Develop benefits, for instance, led to a four-point increase in the score TomTom'ers give to the available development opportunities available to them in our engagement surveys.

We also saw strength in the extent to which TomTom'ers made use of their development leaves. In 2023, 11% of our employees (as a percentage of average headcount) already made use of their development for an average of 4.2 days per employee.

The growing adoption of the Grow and Develop benefits is a testament to our employees' positive reception of our learning and growth opportunities. TomTom'ers value our new growth and learning opportunities, as well as the encouragement to dedicate more time to their personal development. On top of this, through their feedback, we found that most TomTom'ers agree that the Leadership Foundation supports them in their professional development and performance.

Please see the Non-financial information chapter for further details on our performance.



KPIs

1. Gender diversity ratio at company and senior management level
2. Belonging Score

Targets

1. 30% female representation at company level and 20% for senior management by 2025
2. No specific target yet

Performance

1. 27% female representation at company level (2022: 27%) and 18% for senior management (2022: 17%)
2. Belonging Score of 74 (2022: 73)

Diversity, equity, and inclusion (DEI) drive innovation, enhance problem-solving, and promote a healthy working environment. A diverse team brings together a range of perspectives and talents, fostering creativity and allowing for complex challenges to be addressed more effectively. Strengthening DEI ensures that everyone feels valued, included, and empowered to perform at their best.

We believe in the power of diversity to solve complex mapping use cases and strive to maintain an inclusive and safe work environment. Our Diversity, Equity, and Inclusion Policy and DEI Advisory Council help optimize our initiatives, which relate to all aspects of our business, including our practices and policies for talent recruitment, compensation and benefits, professional development and training, promotions, and work flexibility.

We encourage all TomTom'ers to join us in advancing DEI and our positive impact, thereby creating a work culture in which everyone feels at home and can excel.

We are proud to have 3,700 unique, curious, and passionate problem-solvers from more than 80 different countries. By combining our diverse backgrounds, perspectives, and talents, we are addressing complex challenges. As such, the advancement of diversity, equity, and inclusion (DEI) is crucial for our collective impact.

A FORMALIZED APPROACH

We have a Diversity, Equity, and Inclusion Policy in place that guides our actions. In 2023, we formalized our leadership's commitment towards DEI by forming the TomTom DEI Advisory Council, which advises on and advocates for DEI.

ATTRACTING AND RETAINING DIVERSE TALENT

As diversity helps us drive our collective impact further, we seek to improve representation of underrepresented groups through targeted recruitment practices and learning and development programs. In 2023, with the support of the DEI Advisory Council, we reviewed and standardized our hiring practices and policies, enabling us to be more intentional in improving representation. Further, to help us attract top talent, we continued to work with partners such as myGwork, the global recruitment and networking hub for LGBTQIA+ professionals. We also piloted a sponsorship program for the development of women in technology who show great potential for growth, whose impact and success led us to incorporate sponsorship as a key component of our learning and development offering.

We monitor our effectiveness in driving diversity by measuring the distribution of employees by gender, by country, type, and seniority, as well as the distribution of employees by age. These metrics are reported in the Non-financial information chapter. Specifically related to gender diversity, we aim to achieve 30% female representation as well as 20% female representation for senior management, defined as roles at director level or above, by 2025.

AN EQUITABLE WORK ENVIRONMENT

We recognize the importance of equity in TomTom'ers' well-being. Our goal is to ensure an equitable work environment in which each and every TomTom'er can thrive, work collaboratively, and drive shared success.

In monitoring our progress, we pay special attention to the broader equitability of our benefits, as well as the annual total compensation ratio of the highest-paid individual to the median annual total compensation. The latter metric is reported in the Non-financial information chapter.

CHAMPIONING A MORE INCLUSIVE CULTURE

Representation goes hand in hand with inclusion and psychological safety. To drive our collective impact, our people need to feel comfortable being themselves at work. We strive to ensure a safe, supportive environment for all.

Importantly, as inclusion is a shared responsibility, we aimed to increase ownership of DEI across TomTom. We launched the TomTom Inclusion Advocates Network, enabling TomTom'ers to stay up to date on priorities and initiatives, and encouraged TomTom'ers to join various employee-led communities, including several launched in 2023. To further champion an inclusive culture, we continued to recognize important moments of awareness and celebration at TomTom. In addition, our flexible holidays benefit enables TomTom'ers to celebrate the moments that matter to them.

The score assigned to employees' sense of belonging in our engagement surveys serves as a good indicator of inclusion.

OUR PERFORMANCE IN 2023

In 2023, female representation at company level remained constant at 27% (2022: 27%). For senior management, female representation was 18% (2022: 17%), which translates into 29 females and 128 males. Due to us primarily hiring for tech roles, for which the candidate pool may be less diverse than for other roles, we experience challenges in moving the needle on female representation. Initiatives such as our sponsorship program should help enhance representation. Importantly, the scores TomTom'ers attribute to their sense of belonging rose from 73 to 74, on a scale of 1 to 100.

In 2024, we will continue working towards greater representation by growing and retaining our employee base and continuing to attract top talent.

Please see the Non-financial information chapter for further details. The diversity policy in relation to our Management Board is included in the Annual Report 2023.

Promoting environmental sustainability

As a forward-thinking technology company, we acknowledge the urgent need to address climate change and the responsibility we have in promoting environmental sustainability. Our dedication to reducing emissions and enhancing operational sustainability is strong. We are committed to continually identifying and minimizing our impact on the environment through responsible and innovative business practices, while helping others to operate more sustainably.

MINIMIZING OUR FOOTPRINT

We recognize that our environmental impact starts with ourselves, and the adverse impact our operations might have due to their associated emissions. As such, we are working on minimizing our footprint by increasing our operational sustainability.

Our Environmental Policy serves as a guiding framework for our sustainability efforts. As a primary measure of our performance, we consistently report our direct and indirect emissions, as per the Greenhouse Gas (GHG) Protocol. For 2023, we are pleased to report a further decrease in our Scope 1 and 2 emissions, thanks to the execution of a wide range of ongoing initiatives aimed at fostering an environment-conscious mindset across our organization. The launch and successful continuation of initiatives like our Green Building Program and environmental awareness campaigns help us operate more sustainably.

These initiatives are part of our decarbonization plan, which includes the ambitious goal to achieve carbon neutrality in Scope 1 and 2 emissions by 2030. As part of our decarbonization plan, we are increasing our purchases of renewable energy, promoting electrified mobility in our vehicle fleets, and increasing the energy efficiency of our operations, lowering our overall energy demand.

Our decarbonization plan calls for a continuous reduction in our emissions from 2022's levels. We use 2022 as a base year, because it reflects the post-pandemic work situation. Our targets are not yet science-based, though we view them as good starting points for further improvement. We will continue to mature our efforts and targets, exploring and implementing diverse initiatives to limit our environmental footprint as we proceed toward a more sustainable future.

PROMOTING SUSTAINABLE MOBILITY

Beyond our operational sustainability, we recognize the role our products and technologies play in enabling smarter mobility decisions for individuals, governments, and businesses, thereby making a positive impact.

Features such as jam tail warnings contribute to road safety by alerting drivers that a traffic jam might be approaching. This allows them to ease up on the gas earlier and avoid harsh braking, diminishing risks of rear-end collisions and smoothing traffic waves. In addition, our technologies enable emission reductions by offering drivers options for more ecological routes, and supporting the move to electrified mobility. As regards the latter, our EV Routing and Range products help drive EV adoption, considering factors like driving speed, traffic, road type, and elevation for efficient route planning and precise range predictions.

We continually strive to maximize the positive impact of our offerings, improving road safety and supporting the transition to more sustainable transportation solutions.

SUSTAINABILITY AS A KEY CONCERN

Our steadfast commitment to environmental sustainability permeates every aspect of our business, from our day-to-day operations and company culture to the design and development of our cutting-edge products and technologies.





KPIs

1. CO₂e emissions across Scopes 1, 2, and 3
2. Renewable electricity usage as a percentage of total electricity consumption

Targets

1. 55% reduction of 2022 Scope 1 and 2 emissions by 2026, and carbon neutral on Scope 1 and 2 by 2030
2. 95% renewable electricity procurement by 2025

Performance

1. 1,979 tCO₂e Scope 1 and 2 emissions (37% lower than 2022), 18,957 tCO₂e Scope 3 emissions
2. 86% renewable electricity used in our offices (2022: 69%)

At TomTom, we recognize the significant risk climate change poses to society and the environment.

We are committed to reducing our emissions by enhancing operational sustainability, thereby mitigating our negative impact. To do so, we cultivate a sustainability-focused culture among TomTom'ers by providing training, resources, and opportunities for active participation in our environmental initiatives. We believe that empowering our workforce to take ownership of our collective sustainability goals is crucial in driving meaningful and lasting change.

Furthermore, we have taken a proactive approach in developing technologies that facilitate smarter mobility decisions. Our products and services contribute to emission reductions and enhance road safety, thus making a positive environmental and social impact.

We are dedicated to lowering emissions through both our offerings as well as enhanced operational sustainability.

MONITORING EMISSIONS AND SETTING TARGETS

We adhere to the GHG Protocol to systematically report on our direct and indirect emissions. To accurately measure our emissions, we have established rigorous data collection and analysis processes across our operations.

In 2022, we set the long-term target to become carbon neutral on Scope 1 and 2 (market-based) by 2030. In 2023, we set intermediate targets, as part of our decarbonization plan, to support our long-term target. By 2025, we now aim to purchase renewable electricity for at least 95% of our global office operations following the RE100 technical criteria. And by the end of 2026, we target a 55% reduction in Scope 1 and 2 (market-based) emissions from 2022 levels.

Our Scope 1 and 2 emissions decreased year on year, reflecting the effectiveness of our ongoing initiatives, such as our Green Building Program and fleet electrification. In addition, we started reporting on all relevant categories of Scope 3 this year. The Non-financial information chapter includes an emissions overview and further information.

GREENER BUILDINGS

Our Green Building Program plays a pivotal role in reducing our footprint. We actively strive for certifications from widely recognized rating systems like BREEAM (Building Research Establishment Environmental Assessment Method) and LEED (Leadership in Energy and Environmental Design).

In 2023, we achieved LEED Gold certification for our Berlin office, securing high marks for energy efficiency. Furthermore, our eye for sustainability in the renovation of our Amsterdam headquarters led our BREEAM In Use rating to rise to Very Good. Today, 50% of our offices hold a valid green building certification.

In addition, we worked on sourcing renewable electricity for our offices. In 2023, we acquired unbundled Renewable Energy Certificates (REC) for eight of our office locations, promoting future wind, solar, and hydro energy production in the region. These RECs elevated our overall renewable energy utilization to 86%, from 69% recorded in 2022.

MORE SUSTAINABLE TRAVEL

To minimize the adverse impact of our travel, we adhere to a sustainability-focused Company Car Policy and Travel Policy. Belgium, home to our largest company car fleet, saw the launch of the new Company Car Policy. Eligible employees can now choose between an EV with charging station or a mobility budget. This shift led to a year-on-year increase in the number of fully electric vehicles, from 3% of our global fleet in 2022 to 19% in 2023.

Further, to address Scope 3 emissions, we analyzed our business travel habits and associated impact. This resulted in a reviewed sustainability-centric Travel Policy introducing five mandatory international rail routes and promotion of electric rental cars, fuel-efficient airliners, and eco-certified hotels. We choose direct flights where possible.

MITIGATING RISKS AND CAPTURING OPPORTUNITIES

In addition to minimizing our footprint, we actively seek to mitigate the risks climate change poses to our business and capture opportunities for positive contributions. We are currently in the process of assessing physical risks from climate change and business and operational risks from the transition to a low-carbon economy. Please refer to the Risk management and control section of the Annual Report 2023.

This transition also brings about significant growth of sustainability-related use cases and associated opportunities for us. Our products and technologies facilitate smarter mobility decisions, enhancing road safety, and enabling a reduction in mobility-related emissions. For example, our annual [Traffic Index](#) provides insight into congestion, delays, and emissions from traffic across the globe.

If consumer behavior changes, such as a shift from internal combustion to electric vehicles or from vehicle ownership to other transportation models, we aim to be well-positioned to capture these trends. TomTom is constantly exploring opportunities to innovate and address emerging customer needs. Our EV Routing and Range product, for instance, plays into the large and growing interest in EVs.

We are committed to maximizing our positive impact and continuously encourage our team to innovate in ways that contribute to a more sustainable world.

Making impact, responsibly

Our commitment to making a significant difference for all stakeholders is supported by a comprehensive governance structure that emphasizes sustainable long-term value creation, ethical business practices, and a values-driven culture. By conducting business in a transparent, ethical, and accountable manner, we aim to build and maintain trust with our stakeholders, including customers, employees, investors, and the communities we operate in.

ETHICAL BUSINESS PRACTICES

Our [Code of Conduct](#) serves as the foundation of our ethical business practices, guiding our employees in their work and interactions with external stakeholders.

Our Code of Conduct training and awareness program and control mechanisms play a pivotal role in preventing bribery, corruption, and other misconduct at TomTom. The program is designed to instill an awareness of everyone's responsibility to uphold TomTom's business principles and speak up in case of misconduct. The program includes gamified trainings, interactive refresher sessions, tailored communication, and custom-made campaigns on specific topics like human rights, safe working environments, anti-bribery and corruption, security, confidentiality, and our [Open Ears Procedure](#). Outside of this program, our policies are available to all employees through our internal network. No anti-corruption or bribery-related KPIs were set for 2023.

Our Open Ears Procedure encourages stakeholders, including employees in specific, to anonymously report potential misconduct without fear of retaliation. All reports are reviewed and duly followed up on. This reflects our commitment to fostering a culture of openness, trust, and accountability, where stakeholders feel empowered to speak up and contribute to the continuous improvement of our business practices. As such, the procedure is reviewed and updated on a regular basis in consultation with relevant stakeholders. For instance in 2023, we updated the policy following updated EU Whistleblower regulations.

We are also deeply committed to respecting human rights and promoting fair labor practices across our operations. Our labor principles cover a wide range of issues, including freely chosen employment, respect for age requirements, non-discrimination, and freedom of association. We recognize that these principles are not only essential for the well-being of our employees but also for the long-term success and sustainability of our business. [Our Slavery and Human Trafficking Statement](#), under the UK Modern Slavery Act, summarizes our actions to address the risk of modern slavery within our operations and those of our suppliers. No human rights-related KPIs were set for 2023.

Further, we believe it is imperative that our suppliers integrate fundamental human rights, safety, and sustainability into their operations as well. Suppliers should adhere to our Supplier Code of Conduct and are asked to acknowledge our Environmental Policy. We also work proactively with major suppliers, like our cloud providers, to identify and limit our footprint. Specifically related to the manufacture and shipment of our navigation devices, we have a Corporate Environmental Product Compliance program in place.

Each of our policies, upon creation or revision, is approved by the Management Board, being our highest governing body. In our pursuit of continuous improvement, we regularly review and enhance policies, risk management processes, and KPIs related to environmental impact, human rights, and anti-corruption and bribery. This ongoing effort ensures that our business remains resilient.

INFORMATION SECURITY AND DATA PRIVACY

Safety, security, and privacy are top priorities at TomTom, and we are dedicated to ensuring that our customers can trust our products and services with their personal data. We follow a safety-, security-, and privacy-by-design approach, which means that we carefully consider data privacy, security, and proper management of data throughout the entire design, engineering, and operations process.

Data privacy is a fundamental aspect of our business, and we adhere to the EU General Data Protection Regulation (GDPR) on a global scale. This enables us to offer a high level of protection to our users worldwide, as we can only use their data when strict regulations are met. We invest in comprehensive training programs for our employees to ensure they are fully aware of data privacy and security requirements. These training programs include company-wide e-learning sessions and targeted trainings.

DATA SOURCING AND PARTNERSHIPS

We recognize the importance of responsible data sourcing and the establishment of strategic partnerships in our quest to drive innovation. We collaborate with partners to access the latest advancements in data collection, processing, and analysis. Our commitment to responsible data sourcing ensures we adhere to the highest ethical standards when obtaining and utilizing data, while safeguarding the privacy and security of our users. By forging strong partnerships, we can leverage synergies, share knowledge, and develop cutting-edge solutions for a more sustainable world.

RESPONSIBLE AI AND AUTOMATION

As a technology company, we are at the forefront of leveraging AI and automation to enhance user experiences and improve efficiency. We are committed to the responsible development and application of AI and automation technologies, ensuring that they are aligned with our values and ethical principles. This includes prioritizing transparency, fairness, privacy, and security, as well as addressing potential biases and unintended consequences.

We actively engage with stakeholders to understand their perspectives and concerns and collaborate with industry experts and researchers to stay informed about best practices and emerging trends. By incorporating these principles into our technology, we strive to create innovative solutions that not only drive our business forward but also contribute to the greater good of society.



Information security and data privacy

KPI

- 1. Percentage of engineers certifiably trained on security

Target

- 1. 75% of engineers certifiably trained by 2025

Performance

- 1. 19% of engineers certifiably trained at year-end (2022: 9%)

As a software company, information security and data privacy have always been a priority at TomTom. We focus on giving everyone the right to privacy when using our technology.

TomTom follows a safety-, security-, and privacy-by-design approach to ensure the entire life cycle of our products and services is designed to enable user privacy, user control over their data, and strong data security. As part of this approach, we consider data privacy, security, and the proper management of data from the start of design through the entire engineering and operations process.

Our core values emphasize the importance of treating personal data with the utmost care, ensuring that our products and services protect user privacy while delivering the best experience possible. Through this approach, we seek to mitigate risk of potential negative impacts on our employees, customers, partners, and broader society.

We are deeply committed to developing and maintaining a secure, ethical, and controlled digital environment where our users can confidently engage with our technology, knowing their personal information is protected and managed responsibly.

SECURITY AND PRIVACY AS CORE PRINCIPLES

Our approach to information security and data privacy is rooted in fundamental human rights, which we use as core guiding principles. We prioritize the right to privacy and strive to create a culture of awareness and continuous improvement. By implementing stringent global regulations, such as the GDPR, we demonstrate our dedication to upholding the highest standards in data protection.

Furthermore, our focus on employee training and education ensures that TomTom'ers are aligned with our mission to safeguard user data, and contribute to developing secure, innovative, and privacy-focused products and services.

Importantly, information security and data privacy are also essential elements of the responsible usage AI. As such, our security and privacy governance frameworks guide how TomTom maximizes the experienced benefits of AI while managing possible risks, including security and privacy. For more information on our approach to AI, please refer to the Responsible AI and automation section.

STRENGTHENING SECURITY

In 2023, we continued to strengthen our certified Information Security Management System (ISMS). TomTom achieved ISO 27001:2022 certification, becoming one of the first organizations to be certified based on this latest standard. This accreditation distinguishes us from competitors and demonstrates our commitment to continuously improving security – safeguarding data, protecting systems and networks, and maintaining information confidentiality, integrity, and availability.

TomTom also achieved an accreditation as Trusted Information Security Assessment Exchange (TISAX), covering our Automotive business. This label meets our customers' high demands for information security and data privacy.

We have also launched the Security Champions Program, a network of employees passionate about learning, promoting, and driving security in their respective areas. These champions are force multipliers for promoting security and will play a critical role in scaling security initiatives and helping to implement security requirements across TomTom.

TomTom continued implementing the security education program, launched in mid-2022, and targets certifiably training over 75% of engineers on security by 2025.

MONITORING INTENSIVELY AND RESPONDING QUICKLY

We have developed and implemented comprehensive information security and safety dashboards. These provide transparency, visibility, and easy access across the organization's information security and data privacy status and KPIs, which we follow and report regularly.

We also monitor information security and data privacy progress and status by conducting regular internal and external assessments and through our 24/7 monitoring and external security researcher program.

We continued to monitor the progress of employee training initiatives to ensure our team was well-equipped to handle information security and data privacy challenges.

OUR PERFORMANCE IN 2023

Throughout the year, we made solid progress with our information security and data privacy efforts. Our ISO27001-certified ISMS continued to serve as a cornerstone of our commitment while getting the TISAX L3 label exceeded expectations and demonstrated the maturity of our ISMS.

Further, we strengthened our continuous security monitoring and security incident response capabilities and managed all security incidents without any business impact.

As regards our goal of training our engineers on security, we note that, at year-end, 19% of our engineers were trained (2022: 9%). We aim to ramp up our training efforts over the coming two years.

For more information

How we use our customers' data:

[Privacy at TomTom](#)



Data sourcing and partnerships

KPIs, targets, and performance

We are in the process of developing measures that give us insight into our success in responsibly sourcing data and establishing constructive partnerships.

Since the development of relevant and reliable measures is ongoing, we have not yet set specific KPIs or targets on this topic.

Building a global map that is richly detailed, highly accurate, and always up-to-date requires the ingestion of vast amounts of data. Our mapmaking platform brings together location-related data from various sources, including open sources such as the OSM community, our customers and partners, and ourselves.

We recognize the importance of responsibly sourcing this data and establishing partnerships built on trust, transparency, and a shared set of values, thereby advancing our partners' goals. As such, our approach to data sourcing and partnerships is focused on ethical business practices, respect for user privacy, and the delivery of high-quality products and services.

We firmly believe that the establishment of collaborative partnerships, and specifically those geared toward the exchange of standardized location-related data, is crucial in revolutionizing location technology. At the same time, we are mindful to protect proprietary data and technologies to maintain our competitive edge.

Our strategy involves bringing together data from a wide range of sources to create a smarter map of the world. This requires strong collaboration with our data providers and partners, as well as attracting other parties to be part of our common data standard and ecosystem.

FOSTERING COLLABORATION

A key aspect of our approach is fostering collaboration with OSM and other partners. We believe in uniting all data on a common standard to create and sustain an up-to-date map of the world. As a good member of the OSM community, we adhere to their guidelines and support their goals of promoting diversity and inclusion within the fields of GIS, mapping, and technology.

In 2023, our Community & Partnerships team worked closely with OSM communities worldwide. We collaborated with organizations like Meninas De Geo and Geo Chicas in Latin America, providing training, resources, and ongoing support to empower women in mapping and technology. Through initiatives like these, we aimed to bridge gaps in undermapped regions and contribute to humanitarian efforts, such as those led by HOTOSM (Humanitarian OSM).

To that end, we actively engaged with local OSM communities throughout 2023, in places like Ghana, Poland, Brazil, India, Egypt, and Thailand. These collaborations facilitated map quality improvement efforts and supported educational initiatives. We also played a vital role in humanitarian mapping endeavors, particularly in response to emergencies like the February 2023 earthquakes in Turkey. Our contributions of thousands of map changes aided in rescue efforts.

Besides these collaborations with OSM communities, we also worked with authorities, helping them to leverage OSM. In Italy, for instance, our Community & Partnerships team worked with local authorities to enhance emergency response by incorporating missing street and mountain path details into OSM, thereby benefiting both residents and tourists. These efforts have not only improved emergency routing but also serve as a model for other communities to follow.

ROBUST DATA GOVERNANCE

To protect both our proprietary data and that of other parties, we prioritize the implementation of robust data governance protocols. We govern the ingestion of third-party data through contractual terms on data sources, ensuring compliance and safeguarding proprietary information. We maintain a vetted restriction list for suppliers to ensure that data from trusted sources is used.

Further, to maintain data integrity and quality, we review product configuration at the creation level. We ensure that there is no unintentional mix of OSM and proprietary data, guaranteeing the accuracy and reliability of our maps.

In 2023, our data governance protocols were put into action through rigorous analysis of source data. We analyzed the quality and accuracy of the data to ensure that it met our standards. This meticulous process helped us maintain the integrity and reliability of our maps.

ATTRACTING AND ONBOARDING NEW PARTNERS

In order to expand our map platform ecosystem, we develop strategies to attract and onboard new partners. We highlight the benefits and value proposition of joining our ecosystem and the data standard promoted through the Overture Maps Foundation, showcasing the advantages of collaborating with TomTom.

NURTURING SHARED SUCCESS

Through collaboration with OSM and other partners, including those within the Overture Maps Foundation, we unite data on a common standard. This way, we create rich, accurate, and fresh maps. Further, by attracting and onboarding new customers and partners to mapmaking ecosystem, we continue to enhance our data sourcing capabilities and provide customers and their end-users with high-quality, reliable, and impactful location technology.



Responsible AI and automation

KPIs, targets, and performance

We are in the process of formalizing our AI and automation strategy, which includes the development of measures that provide insights into our success in responsibly deploying these technologies.

Since the development of relevant and reliable measures is ongoing, we have not yet set specific KPIs or targets on this topic.

The integration and utilization of AI enables computer systems to perform tasks that typically require human intelligence. As such, AI and automation can be integral to business operations within the technology and software industry.

TomTom embraces the transformative power of AI and automation to redefine our industry, foster innovation, and unlock new opportunities, thereby advancing our positive impact. By prioritizing responsible AI and data governance, we ensure that our AI technologies are developed and utilized in an ethical and transparent manner so as to mitigate any potential risks and negative impacts associated with the use of AI.

Through our commitment to education, training, and support for our employees, we empower them to make the most out of AI and drive their personal development as well as our collective success.

In the rapidly evolving technological landscape, we recognize the importance of harnessing the power of generative AI to unlock new possibilities, foster innovation, and stay at the forefront of location technology. We are committed to responsibly infusing AI into our products and operations, while prioritizing data governance and adhering to ethical standards.

HARNESSING AI TO ADVANCE INNOVATION

We actively promote and support our tech teams in leveraging the capabilities of generative AI to foster innovation. We provide our teams with the necessary resources, including access to advanced AI tools, datasets, and computing infrastructure. We encourage cross-functional collaboration, enabling our engineers to work together and leverage their collective expertise in developing AI-driven solutions.

Our collaborative embrace of and approach to AI and automation allow us to push the boundaries of what is possible and deliver cutting-edge, value-add products and services to our customers

BOOSTING OUR IMPACT

We recognize the potential of AI technology to significantly boost our engineers' effectiveness and impact. To achieve this, we support the use of AI tools such as GitHub Copilot and Office 365 Copilot. In addition, we also invest in developing proprietary AI-driven tools tailored to TomTom's specific needs, including internal LLMs, to safeguard privacy and security.

These tools enable teams at TomTom to streamline their workflows, automate repetitive tasks, and enhance their overall productivity. By incorporating AI into our day-to-day operations, we empower our employees to enlarge and enhance their impact.

EMPOWERING OUR PEOPLE

At TomTom, we understand that effective and responsible utilization of AI requires a knowledgeable workforce. To empower our employees, we provide comprehensive training programs and workshops on AI technologies,

including machine learning, deep learning, and natural language processing. These programs are designed to cater to employees at all levels, from technical specialists to non-technical staff, ensuring that everyone has a foundational understanding of AI concepts and their potential applications.

Additionally, we organize knowledge-sharing sessions where employees can learn from experts within the organization and stay updated on the latest industry trends. Our newsletters and internal forums provide a platform for employees to discuss AI-related topics and share their experiences and insights.

By investing in the education and upskilling of our workforce, we foster a culture of continuous learning and enable our employees to leverage AI technologies effectively. This not only enhances their professional growth but also ensures AI is utilized responsibly and ethically throughout TomTom.

RESPONSIBILITY AND DATA GOVERNANCE

Data governance and responsible AI principles are a top priority for TomTom. We strive to adhere to all legal and ethical standards, ensuring the protection of sensitive data and user privacy. Transparency is key to our approach, and we are committed to promoting AI ethics education within our organization. By prioritizing robust data governance and responsible AI practices, we ensure that our AI technologies are developed and utilized in a manner that is trustworthy and beneficial to all stakeholders.



EU Taxonomy reporting

The EU Taxonomy establishes an EU-wide classification framework intended to provide businesses and investors with a common language to identify and report on to what degree economic activities can be considered environmentally sustainable through the creation of activity-specific sustainability criteria.

Under the requirements of the EU Taxonomy, companies currently in scope of Directive 2014/95/EU on the disclosure of non-financial information, which has been implemented into Dutch law through the Decree disclosure on non-financial information ('Besluit bekendmaking niet-financiële informatie'), need to disclose the proportion of their activities that are taxonomy-eligible and taxonomy-aligned in terms of their turnover, Capital Expenditures (CAPEX) and Operating Expenses (OPEX) including certain qualitative information.

From reporting year 2022, we have been assessing the extent of eligibility as well as the alignment of our economic activities with the environmental objectives: Climate change mitigation and Climate change adaptation. Additionally for reporting year 2023, we are also required to assess the eligibility of our activities against the remaining four environmental objectives as defined by Article 9 of the Taxonomy Regulation: Sustainable use and protection of water and marine resources, Transition to a circular economy, Pollution prevention and control, and Protection and restoration of biodiversity and ecosystems

Our assessment on the eligibility and alignment of our business activities with the Taxonomy is made based on EU Delegated Acts. For the assessment of eligibility, we consider the NACE macro sectors and activities listed in the Annexes for all the above-mentioned objectives, as published by the EU. Given the nature of our activities and industry, we did not identify any economic activities that can be considered as eligible activities for the four environmental objectives mentioned above.

For an assessment of eligibility and alignment with Climate change mitigation and Climate change adaptation objectives, our conclusion for the turnover remains unchanged compared with 2022. Our revenue-generating activities still do not fall under any of the activities described in those Annexes as they mostly apply to specific sectors with high CO₂ emissions. Consequently, the proportion of our current revenue that can be considered as Taxonomy-eligible and Taxonomy-aligned is 0% for both 2023 and 2022. The applied denominator for EU Taxonomy turnover is defined as Revenue as disclosed in note 6 to the consolidated financial statements. Further disclosures as well as the applied accounting policy can be found in the same note.

More information on our product offerings and their contribution in making a positive impact on the environment can be found in the Environmental section of this chapter.

For the CAPEX and OPEX KPIs, our efforts to make our offices and facilities more sustainable through activities such as the implementation of energy management systems and energy efficient lighting, can be considered as eligible activities.

Based on our assessment we identified 6.6% of CAPEX to be eligible, and 1.4% to be aligned (2022: 0.2% eligible and aligned). For OPEX, 0.08% is eligible and 0.02% is aligned (2022: 0.02% eligible and aligned). In the Non-financial information chapter on pages 125 to 127, we present the outcome of our assessment in more detail.

For assessing the extent of alignment we reviewed the criteria in article 3 of the Regulation (EU) 2022/852 and the associated technical screening criteria included in the Delegated Acts. We identified the portion of our eligible activities that meet all technical criteria, and can thus be considered as Taxonomy-aligned activities. Such activities are included as part of the numerators of the respective KPIs. We ensured that expenditures are not double counted and are only allocated once to each of the KPIs.

The denominator for the CAPEX KPI includes additions in Intangible assets, Property, plant & equipment (PP&E), and Lease assets, including reassessment. Refer to note 14-16 of the financial statements for more information on the additions to the above-mentioned assets as well as the related accounting policies. The denominator for the OPEX KPI is determined based the EU Taxonomy definition which covers direct non-capitalized costs that relate to research and development, building renovation measures, short-term leases, maintenance and repair, and any other direct expenditures relating to the day-to-day servicing of assets or property, plant and equipment. This differs from the total of operating expenses in our financial statements.

Our assessment is based on our interpretations of how the regulation applies to our business activities and the impact thereof on eligibility and alignment. We will continue to assess our eligibility and the extent of EU Taxonomy alignment in 2024. Future guidance could result in more accurate definitions and altered decision-making in meeting reporting obligations that may come into force, which could impact future EU Taxonomy reporting.





Non-financial information

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NON-FINANCIAL INDICATORS

This section provides an overview of our sustainability-related metrics, the basis of calculation, and certain contextual information related to TomTom's ESG disclosures, included in the Sustainability chapter and the sections contained therein as well as other metrics which are either required by GRI or are provided to give additional insights on our sustainability performance.

People-related metrics across the company

| (% of employees, unless stated otherwise) | 2023 | 2022 |
|--|------|------|
| Employer of choice | | |
| Employee engagement score (scale from 1 to 100) | 76 | 75 |
| Employee voluntary turnover | 7 % | 16 % |
| Employee total turnover | 13 % | 27 % |
| Percentage of employees using enhanced parental leave | 2 % | N/A |
| Percentage of employees using care giving leave | 10 % | N/A |
| Diversity, equity, and inclusion | | |
| Employee belonging score (scale from 1 to 100) | 74 | 73 |
| Ratio of the annual total compensation for the organization's highest-paid individual (CEO) to the average annual total compensation for all other employees | 23.5 | 23.3 |
| Number of non-employee workers | 293 | 192 |
| Information security and data privacy | | |
| Engineers certifiably trained on security | 19 % | 9 % |

People-related metrics by gender

| (number of employees, unless stated otherwise) | 2023 | | | 2022 | | |
|---|-------|------|-------|-------|-------|-------|
| | M | F | NB/ND | M | F | NB/ND |
| People development | | | | | | |
| Employees that completed performance review cycle as a percentage of total employees | 89 % | 90 % | 75 % | — % | — % | — % |
| Employees that completed performance review cycle as a percentage of eligible employees | 99 % | 99 % | 100 % | 99 % | 99 % | 100 % |
| Percentage of employees making use of development leaves | 7 % | 4 % | — % | — % | — % | — % |
| Diversity, equity, and inclusion | | | | | | |
| Distribution of employees by gender: | | | | | | |
| Company | 2,696 | 990 | 11 | 2,761 | 1,052 | 11 |
| Company (in %) | 73 % | 27 % | 0 % | 72 % | 27 % | 0 % |
| Senior management | 128 | 29 | 0 | 131 | 27 | 0 |
| Senior management (in %) | 82 % | 18 % | — % | 83 % | 17 % | — % |
| Distribution of employees by region: | | | | | | |
| EMEA | 1,872 | 654 | 10 | 1,882 | 685 | 9 |
| AMER | 151 | 56 | 1 | 170 | 70 | 1 |
| ROW | 673 | 280 | 0 | 709 | 297 | 1 |
| Distribution of employees by age: | | | | | | |
| Aged below 30 | 355 | 178 | 2 | 381 | 216 | 2 |
| Aged between 30 and 50 | 2,044 | 739 | 6 | 2,079 | 759 | 6 |
| Aged above 50 | 297 | 73 | 3 | 301 | 77 | 3 |
| Distribution of employees by category: | | | | | | |
| Permanent | 2,662 | 956 | 11 | 2,721 | 1,014 | 10 |
| Temporary | 34 | 34 | 0 | 40 | 38 | 1 |
| Full-time | 2,583 | 906 | 10 | 2,625 | 955 | 9 |
| Part-time | 113 | 84 | 1 | 136 | 97 | 2 |

¹ M (Male), F (Female), NB (Non-binary), ND (Not disclosed).

Emission-related metrics

| (tonnes CO ₂ e, unless stated otherwise) | 2023 | 2022 | Method ³ |
|--|---------------|---------------|---------------------|
| Scope 1¹ | 1,301 | 1,860 | Combination |
| Facilities | 282 | 419 | Combination |
| <i>EMEA</i> | 196 | 326 | |
| <i>NAM</i> | 81 | 79 | |
| <i>APAC</i> | 5 | 14 | |
| Lease fleet | 404 | 652 | Asset-specific |
| MoMA vehicles | 615 | 789 | Asset-specific |
| Scope 2 (Location) | 2,342 | 2,825 | |
| Facilities | 2,342 | 2,825 | Combination |
| <i>EMEA</i> | 1,577 | 2,003 | |
| <i>NAM</i> | 107 | 208 | |
| <i>APAC</i> | 658 | 614 | |
| Scope 2 (Market)² | 678 | 1,305 | Combination |
| Facilities | 678 | 1,305 | Combination |
| <i>EMEA</i> | 404 | 604 | |
| <i>NAM</i> | 54 | 87 | |
| <i>APAC</i> | 220 | 614 | |
| Scope 3 | 18,957 | 18,470 | |
| Purchased goods and services | 11,916 | 13,126 | |
| <i>Cloud computing</i> | 100 | 187 | |
| Capital goods | 1,806 | 705 | |
| Upstream transportation and distribution | 1,270 | 1,591 | |
| Business travel | 3,430 | 2,468 | |
| Employee commute | 335 | 319 | |
| Downstream transportation and distribution | 200 | 261 | |
| Total emissions | 20,936 | 21,635 | Combination |
| <i>Emission intensity (per FTE)⁴</i> | 1.55 | 1.44 | |
| <i>Emission intensity (mtCO₂ per thousand € of revenue)</i> | 0.04 | 0.04 | |

¹ Year-on-year reduction resulting from office closures and the electrification of our lease fleet.

² Year-on-year reduction resulting from increase of the proportion of renewable energy, as well as office closures.

³ Calculation methods are derived from the GHG Protocol and are explained in this section.

⁴ Emissions include Scope 1 and 2 (market-based), as well as Scope 3 emissions from business travel and employee commute.

Environment-related metrics

| (various units, stated separately) | 2023 | 2022 |
|---|--------|--------|
| Energy usage | | |
| Share of renewable electricity (%) | 86 % | 69 % |
| Final energy usage in Netherlands (GJ) | 8,173 | 11,430 |
| <i>Amsterdam</i> | 7,380 | 10,600 |
| <i>Eindhoven</i> | 793 | 830 |
| Energy intensity in Netherlands (GJ/m ²) | 0.39 | 0.53 |
| <i>Amsterdam</i> | 0.42 | 0.61 |
| <i>Eindhoven</i> | 0.24 | 0.20 |
| Green Building Program | | |
| Number of offices eligible for certification | 18 | 28 |
| Number of BREEAM or LEED certifications | 9 | 10 |
| Share of certified green buildings (%) | 50 % | 36 % |
| Water usage | | |
| Water use in Netherlands (m ³) | 4,280 | 3,288 |
| <i>Amsterdam</i> | 3,982 | 2,959 |
| <i>Eindhoven</i> | 298 | 329 |
| Water efficiency in Netherlands (m ³ /FTE) | 3.92 | 3.11 |
| <i>Amsterdam</i> | 4.48 | 3.50 |
| <i>Eindhoven</i> | 1.47 | 1.56 |
| Operational waste | | |
| Waste in Netherlands (kg) | 26,092 | 39,865 |
| <i>Reuse</i> | — % | — % |
| <i>Recycle</i> | 49 % | 45 % |
| <i>Compost</i> | 21 % | 25 % |
| <i>Energy recovery</i> | 30 % | 31 % |
| <i>Landfill</i> | — % | — % |

PEOPLE-RELATED METRICS

This section provides an explanation of all people-related indicators distributed across the three material topics, being Employer of choice, People development, Diversity, equity, and inclusion (DEI) as well as the training-related metric from the Information security and data privacy topic. Unless otherwise indicated, the term 'employee' includes all individuals with employment contracts, including interns. Contingent workers or contractors are not included in this definition.

Employee engagement and Belonging score

Employee engagement and Belonging score is measured bi-annually, through an anonymous survey sent out to all employees. Individuals who are known to be leaving the company and interns, are excluded from the survey results.

We utilize a widely-used external tool for this survey, which also provides benchmark scores specific to the Technology industry. To ensure accuracy, we have implemented controls to provide our external tool provider with a complete employee list, allowing everyone to participate in the survey. The outcome of the survey can range between 0 and 100.

Employee (voluntary) turnover ratio

Employee (voluntary) turnover ratio is measured as the total number of (voluntary) leavers over the last twelve months divided by the average number of employees over the last twelve months. All employees with employment contracts are included except for interns.

Percentage of employees that make use of enhanced parental leave, caregiver leave and development leave.

These percentages are derived from data in our HR system, representing the number of employees (excluding interns) who have requested enhanced parental, caregiver, or development leaves since the implementation of these initiatives in March 2023, divided by the average number of employees (excluding interns) for the selected period. Comparative numbers for 2022 are not available as these leaves were introduced in 2023.

Enhanced parental leaves constitute additional parental leaves offered to employees on top of the statutory parental leaves the eligible employees are entitled to take in their respective country of employment.

Caregiver leaves are leaves of up to five working days that employees can avail to care for family members or other important persons in their life, when such care is required.

Development leaves constitute leaves of absence for the purposes of taking courses, attending conferences, or engage in other structured learning that will contribute to the employees' personal development. Paid development leave can be taken for up to ten days per year.

Number of non-employee workers

The number of non-employee workers represents the number of external contingent workers who are not employed by the company but are contracted to support the primary activities of the company. The number presented is the headcount at 31 December.

Number of employees that have completed performance review cycles as a percentage of total employees

These percentages are calculated as the number of employees that have completed a previous-year performance review in the current year divided by the total number of employees (excluding interns) at 31 December.

Number of employees that have completed performance review cycles as a percentage of number of entitled employees

These percentages are calculated as the number of employees that have completed a previous-year performance review cycle in the current year divided by total number of employees (excluding interns) at 31 December that were actually entitled to take part in the previous year's performance review cycle. Employees hired since the fourth quarter of the previous year are not entitled to take part and hence are excluded from the denominator.

Distribution of employees by gender, seniority, region, age, and employee type

Data on characteristics of our workforce such as age, gender, country of employment, employee type are captured in our HR system. The data on the distribution of our employees covers all individuals with an employment contract with TomTom, including interns.

Our employees can identify themselves as male, female, or non-binary. Employees also have the option to withhold from disclosing their gender should they prefer to do so. Less than 1% of our workforce prefers not to disclose their gender identity or identifies as non-binary.

Senior management is defined as director and above (i.e., grade 19 and up) as administrated in our HR system.

Pay ratio between highest paid individual and the average annual compensation of all other employees

The pay ratio is calculated by dividing the total compensation of the CEO as disclosed in the Remuneration report with the average annual compensation of all other employees. The average compensation of all other employees is calculated as the total of all compensations and benefits excluding social securities, divided by the average number of FTEs (excluding interns) during the year.

Information security and data privacy

We prioritize information security and data privacy in our products and services, following a safety-, security-, and privacy-by-design approach. Our full product and service life cycle emphasizes user privacy, providing security of and control over personal data.

We have a dedicated Group Safety and Security function with established processes and controls. Reporting mechanisms cover topics like the risk of security breaches in our information systems and products. The Safety and Security Committee regularly meets to monitor risks, investments, and progress in reducing safety and security risks. We place great importance on maintaining the highest standards of product safety and security, with various training options available for employees, including group-wide security awareness training and specialized sessions for specific groups of employees.

Percentage of engineers certifiably trained on security

In 2022, we launched the Security Journey, a program offering specialized security training for software engineers. The training aims to detect security vulnerabilities early and reduce their occurrence over time. Our software engineers follow different learning paths, such as the white belt and yellow belt, each consisting of a set number of modules. Completion of applicable training paths is mandatory for engineers working on customer-facing applications. Our KPI focuses on tracking the completion of training paths that apply to all engineers. If a training path changes after completion, engineers are still considered to have successfully finished based on the program as it was when they completed the modules.

The online security training platform includes a dashboard feature that allows us to track the completion of security training by software engineers. Within TomTom, roles are categorized as software engineering or non-software engineering in our HR system. Software engineers are defined as individuals involved in designing, developing, testing, deploying, and managing our software or services. For our KPI we only consider software engineers employed by TomTom in the 'maps' and 'platform products' clusters and exclude contractors. To calculate the percentage of software engineers who completed the white and yellow belt training paths as of December 31st, we divide the number of engineers who completed both belts by the total number of employed software engineers.

ENVIRONMENT-RELATED METRICS

This section provides explanation of various environmental metrics such as our own carbon emissions, as well as other metrics which we believe are useful to be reported on, although they do not form part of our material topics.

CO₂E EMISSIONS

We report our emissions as per the methods set out in the GHG Protocol. Under the GHG Protocol, emissions are categorized into Scope 1, 2, and 3. Scope 1 focuses on direct emissions, mainly from company facilities and vehicles. Scope 2 captures indirect emissions resulting from purchased electricity, district heating, and cooling. Scope 3 focuses on all other indirect emissions that occur in a company's value chain, both upstream and downstream. We only report on CO₂ emissions as part of the GHG protocol as all other emission types (i.e., CH₄, N₂O, HFCs, PFCs, SF₆, NF₃, ODS) have been determined to not be applicable or deemed immaterial for the group.

Aside from categorizing emissions into three scopes, the GHG Protocol also provides guidance on how to set organizational boundaries as regards to emissions reporting. We report on emissions from all entities over which we have operational control, as per the organizational boundary-setting methodology under the GHG Protocol. Consequently, our reporting includes emissions from owned as well as leased assets.

Scope 1 emissions

The reported Scope 1 emission figures have been carefully computed. Due to limited real-time data availability, we have applied diverging methodologies per emissions source.

Under the GHG Protocol, several calculation methods are given. The most accurate reporting is achieved by using the asset-specific method, which considers actual emissions from individual assets. This method requires detailed consumption data. Should these data not be available, the average-data method allows us to calculate emissions from assets using externally-sourced emission factors and intensities. Figures for most sources of emissions are computed using a combination of the asset-specific and average-data method, as applicable.

Facilities

A portion of our Scope 1 emissions originate from fossil fuel consumption for office heating and fugitive refrigerants. These emissions are estimated using actual consumption data for all of our offices in the Netherlands, our Lebanon, NH, office, our offices in Lodz, and a few minor offices. During 2023, there were no leakages of refrigerants reported for these offices.

As per the GHG Protocol, we have prioritized the asset-specific method of calculating our emissions over other methods. Data on our actual consumption was calculated from bills, invoices, and (smart) consumption meters, where applicable. When full year data is not available, we extrapolate the consumption data.

For offices where actual consumption data is not available, we compute emissions using the average-data method. We use the most recent available figures from the U.S. Energy Information Administration's (EIA) Commercial Buildings Energy Consumption Survey (CBECS) as our main source of office energy intensity, corrected for applied heating and cooling methods, building use and localized climates across our global footprint. The correction for localized climate was mainly done using EIA data and data from European Climate Design. Energy intensity figures are multiplied by gross leasable floor space, to arrive at consumption estimates.

To make the translation from consumption figures to emissions, we relied primarily on emission factors for each type of consumed fuel as reported by the EIA. In applying the reported emission factor for natural gas, which was based on gigajoules (GJ), our natural gas consumption was translated to GJ using net calorific values per cubic meter as reported by the Netherlands Enterprise Agency.

Vehicle fleet

Our vehicles also contribute to our Scope 1 emissions. We operate a fleet of leased passenger vehicles and an array of specialist Mobile Mapping (MoMa) vehicles.

We collected consumption data for all MoMa vehicles and the vast majority of leased passenger vehicles. Fuel consumption is converted to emissions using established emission factors per fuel source. For vehicles where mileage data was not available, we estimated the emissions using average vehicle emissions across our fleet.

Scope 2 emissions

Scope 2 includes our indirect emissions from purchased electricity and district heating. These emissions center around our office locations, both owned and leased.

Facilities

Actual consumption data was available for our offices in the Netherlands, our Lebanon, NH, office, our offices in Lodz, and a few minor offices. Data on the consumption of electricity, heating, and cooling, was collected from (smart) consumption meters, invoices, and bills, where applicable.

For the offices for which we could not obtain actual data, we used average-data formulas to estimate energy consumption for other offices. Consumption was estimated by using energy intensity figures from EIA's CBECS and gross leasable floor area data. In using the energy intensity figures we adjusted for applied heating and cooling methods, building use, and localized climates, where appropriate. Corrections for local climate were made using assumed climate regions gathered from the EIA and data from European Climate Design. We aim to strengthen our data collection in 2024 to further improve data accuracy and consistency.

The GHG Protocol demands us to report on Scope 2 emissions using two methods, being location-based and market-based. Location-based emissions from purchased electricity and district heating are computed using grid average emission factors per location. The location-based method does not allow for the consideration of contractual instruments. Conversely, using the market-based method, we take the renewable energy certificates in place for our energy consumption in offices in the Netherlands, Belgium, Poland, and some other locations, into consideration, thereby lowering our overall footprint.

To convert consumption data to emissions, we apply grid average emissions data from a multitude of local sources. For our offices in Europe, we leverage data from the European Environment Agency, while U.S. grid average emissions are gathered from the U.S. Environmental Protection Agency (EPA). Similarly, grid average emissions from local national bodies were used for other countries. In all, local-specific grid average emissions were used for both emissions from purchased electricity as well as purchased heating and cooling.

Scope 3 emissions

For Scope 3 emissions we report on categories below that have been assessed to be material. All other Scope 3 categories which are not included below have been assessed to be not material or relevant for the group. Methodologies for calculating emissions for each of the categories is explained below.

Purchased goods and services and Capital goods

Emissions from purchased goods and services are calculated, to the extent possible, using supplier-specific information received directly from suppliers or estimated based on publicly available information such as annual reports or websites, when deemed appropriate. The supplier-specific information includes data on emissions from our cloud usage, reported through dedicated dashboards that are managed by our cloud service providers. In case the emission data was not available for the full year, we extrapolated the data using current-year as well as previous years' usage trends. When supplier-specific emission data is used we include their Scope 1 and Scope 2 (market-based) emissions in our calculation for Scope 3 emissions.

When supplier-specific information is not available we calculated the emissions using 2021 spend-based factors from the U.S. Environmental Protection Agency (EPA). The percentage of emissions calculated using supplier-specific data in 2023 were 3% (2022: 7%) for Purchased goods and services and 0% (2022: 17%) for Capital goods.

Business travel

Emissions from business travel includes emissions from air travel, hotels, rail travel, and car rentals. The emissions are calculated by a third party service provider (Advito) using their own proprietary and ISO certified methodology (GATE4).

Upstream and downstream transportation

Emissions from upstream and downstream transportation are calculated using supplier-specific information or 2021 spend-based factors from the EPA, where supplier-specific information was not available. Our supplier-specific emissions for the current reporting year are estimated based on prior-year data when required. The percentage of emissions calculated using supplier-specific data in 2023 was 77% (2022: 78%) for Upstream transportation and 28% (2022: 74%) for Downstream transportation.

Employee commute

Emissions from employee commute were calculated using inputs such as actual or estimated data on commuting distance, mode of transport, frequency of commuting, and 2023 emission factors from the U.K. Department for Environment, Food and Rural Affairs (Defra). As the majority of this calculation is based on estimates, employee surveys were sent out to identify travel patterns and distances in order to determine what population to include for calculation purposes. We used a combination of distance-based method and average-data method for calculating the emissions of our largest office locations providing us with coverage of more than 90% for total employee commute.

Emission intensity per FTE

Emission intensity per FTE is calculated as the total of Scope 1, Scope 2 (market-based), and Scope 3 emissions from business travel and employee commute divided by the average number of FTE during the year.

OTHER ENVIRONMENTAL METRICS

Share of renewable electricity

Share of renewable electricity is calculated as the total electricity usage in the offices that make use of renewable electricity or for which we have purchased renewable energy certificates divided by total electricity usages of all offices.

Final energy usage in the Netherlands

Final energy usage in the Netherlands represents the total energy we use in our offices in the Netherlands from electricity, natural gas, and (thermal) heating. This measure does not take into account the generation and transportation of energy from the power plant to the building, as is the case with the measure of primary energy.

The previously reported primary energy usage in 2022 has been replaced with final energy usage for comparability with 2023 figures.

Energy intensity in the Netherlands

Energy intensity in the Netherlands is calculated as the final energy usage (in GJ) divided by the total lettable floor area for our offices in Amsterdam and Eindhoven.

Operational waste in the Netherlands

Operational waste in the Netherlands only includes waste generated in the day-to-day operations of our offices in Amsterdam and Eindhoven and excludes waste generated from the renovation of office buildings.

EXTERNAL ASSURANCE

EY has provided limited assurance on the sustainability information in the Sustainability chapter and the accompanying metrics on pages 119 and 120, with the exception of the EU Taxonomy disclosure, as included in the Annual Report 2023.

Please refer to the Limited Assurance report of the independent auditor on pages 133 and 134 of the Annual Report 2023.

EU TAXONOMY INFORMATION

EU TAXONOMY ANALYSIS ON TURNOVER

| Economic activities | Codes | Absolute Turnover (€ '000) | Proportion of Turnover | Substantial contribution criteria | | | | | | Do no significant harm criteria | | | | | | | | |
|--|-------|----------------------------|------------------------|-----------------------------------|---------------------------|----------------------------|------------------|-----------|-----------------------------|---------------------------------|---------------------------|----------------------------|------------------|-----------|-----------------------------|--------------------|--|------------------------------|
| | | | | Climate change mitigation | Climate change adaptation | Water and marine resources | Circular economy | Pollution | Biodiversity and ecosystems | Climate change mitigation | Climate change adaptation | Water and marine resources | Circular economy | Pollution | Biodiversity and ecosystems | Minimum safeguards | Taxonomy aligned (A.1) or eligible (A.2) proportion of turnover 2023 | Category (enabling category) |
| A. Taxonomy eligible activities | | | | | | | | | | | | | | | | | | |
| A.1. Environmentally sustainable activities (Taxonomy-aligned) | | | | | | | | | | | | | | | | | | |
| Turnover of environmentally sustainable activities (Taxonomy aligned) (A.1) | | — | — % | | | | | | | | | | | | | | | |
| Of which Enabling | | — | — % | | | | | | | | | | | | | | | |
| Of which Transitional | | — | — % | | | | | | | | | | | | | | | |
| A.2. Taxonomy eligible but not environmentally sustainable activities (non Taxonomy aligned activities) | | | | | | | | | | | | | | | | | | |
| Turnover of Taxonomy eligible but not environmentally sustainable activities (non Taxonomy aligned activities) (A.2) | | — | — % | | | | | | | | | | | | | | | |
| Total (A.1 + A.2) | | — | — % | | | | | | | | | | | | | | | |
| B. Taxonomy non eligible activities | | — | — % | | | | | | | | | | | | | | | |
| Turnover of taxonomy non eligible activities | | 584,760 | 100 % | | | | | | | | | | | | | | | |
| Total (A + B) | | 584,760 | 100 % | | | | | | | | | | | | | | | |

EU TAXONOMY ANALYSIS ON CAPEX

| Economic activities | Codes | Absolute CAPEX (€ '000) | Proportion of CAPEX | Substantial contribution criteria | | | | | | Do no significant harm criteria | | | | | Minimum safeguards | Taxonomy aligned (A.1) or eligible (A.2) proportion of CapEx 2023 | Category (enabling category) | Category (transitional activity) | |
|--|---|-------------------------|---------------------|-----------------------------------|---------------------------|----------------------------|------------------|-----------|-----------------------------|---------------------------------|---------------------------|----------------------------|------------------|-----------|--------------------|---|------------------------------|----------------------------------|-----------------------------|
| | | | | Climate change mitigation | Climate change adaptation | Water and marine resources | Circular economy | Pollution | Biodiversity and ecosystems | Climate change mitigation | Climate change adaptation | Water and marine resources | Circular economy | Pollution | | | | | Biodiversity and ecosystems |
| A. Taxonomy eligible activities | | | | | | | | | | | | | | | | | | | |
| A.1. Environmentally sustainable activities | | | | | | | | | | | | | | | | | | | |
| 7.3. Installation, maintenance and repair of energy efficiency equipment | F42, F43, M71, C16, C17, C22, C23, C25, C27, C28, S95.21, S95.22, | 41 | 0.12 % | 100 % | — % | — % | — % | — % | — % | — % | — % | Y | Y | Y | Y | Y | Y | 0.12 % | E |
| 7.5. Installation, maintenance and repair of instruments and devices for measuring, regulation and controlling energy performance of buildings | F42, F43, M71, and C16, C17, C22, C23, C25, C27, C28 | 426 | 1.30 % | 100 % | — % | — % | — % | — % | — % | — % | — % | Y | Y | Y | Y | Y | Y | 1.30 % | E |
| CAPEX of environmentally sustainable activities (Taxonomy aligned) (A.1) | | 467 | 1.42 % | 100 % | — % | — % | — % | — % | — % | — % | — % | | | | | | | 1.42 % | |
| Of which Enabling | | 467 | 1.42 % | 100 % | — % | — % | — % | — % | — % | — % | — % | | | | | | | 100.0 % | E |
| Of which Transitional | | — | — % | — % | — % | — % | — % | — % | — % | — % | — % | | | | | | | — % | |
| A.2. Taxonomy eligible but not environmentally sustainable activities (non Taxonomy aligned activities) | | | | | | | | | | | | | | | | | | | |
| 6.5. Transport by motorbikes, passenger cars and light commercial vehicles | H49.32, H49.39, H77.11 | 1,718 | 5.21 % | EL | N/EL | N/EL | N/EL | N/EL | N/EL | N/EL | N/EL | | | | | | | 5.21 % | |
| CAPEX of Taxonomy eligible but not environmentally sustainable activities | | 1,718 | 5.21 % | 100 % | — % | — % | — % | — % | — % | — % | — % | | | | | | | 5.21 % | |
| Total (A.1 + A.2) | | 2,185 | 6.63 % | | | | | | | | | | | | | | | | |
| B. Taxonomy non eligible activities | | | | | | | | | | | | | | | | | | | |
| CAPEX of taxonomy non eligible activities | | 30,773 | 93.37 % | | | | | | | | | | | | | | | | |
| Total (A + B) | | 32,958 | 100.00 % | | | | | | | | | | | | | | | | |

¹ Absolute CAPEX includes additions to Property, plant and equipment under IAS 16, Intangible assets under IAS 38, as well as additions (including reassessments) to Right-of-use assets under IFRS 16.

EU TAXONOMY ANALYSIS ON OPEX

| Economic activities | Codes | Absolute OPEX (€ '000) | Proportion of OPEX | Substantial contribution criteria | | | | | | Do no significant harm criteria | | | | | | Minimum safeguards | Taxonomy aligned (A.1) or eligible (A.2) proportion of OPEX 2023 | Category (enabling category) | Category (transitional activity) | |
|--|--|------------------------|--------------------|-----------------------------------|---------------------------|----------------------------|------------------|-----------------|-----------------------------|---------------------------------|---------------------------|----------------------------|------------------|-----------------|-----------------------------|--------------------|--|------------------------------|----------------------------------|---|
| | | | | Climate change mitigation | Climate change adaptation | Water and marine resources | Circular economy | Pollution | Biodiversity and ecosystems | Climate change mitigation | Climate change adaptation | Water and marine resources | Circular economy | Pollution | Biodiversity and ecosystems | | | | | |
| A. Taxonomy eligible activities | | | | | | | | | | | | | | | | | | | | |
| A.1. Environmentally sustainable activities | | | | | | | | | | | | | | | | | | | | |
| 6.4. Operation of personal mobility devices, cycle logistic | N77.11, N77.21 | 4 | — % | 100 % | — % | — % | — % | — % | — % | — % | — % | — % | — % | — % | — % | — % | — % | — % | E | |
| 7.4. Installation, maintenance and repair of charging stations for electric vehicles in buildings (and parking spaces attached to buildings) | F42, F43, M71, C16, C17, C22, C23, C25, C27, C28 | 8 | — % | 100 % | — % | — % | — % | — % | — % | — % | — % | — % | — % | — % | — % | — % | — % | — % | E | |
| 7.5. Installation, maintenance and repair of instruments and devices for measuring, regulation and controlling energy performance of buildings | F42, F43, M71, and C16, C17, C22, C23, C25, C27, C28 | 3 | — % | 100 % | — % | — % | — % | — % | — % | — % | — % | — % | — % | — % | — % | — % | — % | — % | E | |
| 9.3. Professional services related to energy performance of buildings | M71 | 69 | 0.02 % | 100 % | — % | — % | — % | — % | — % | — % | — % | — % | — % | — % | — % | — % | — % | — % | E | |
| OPEX of environmentally sustainable activities (Taxonomy aligned) (A.1) | | 84 | 0.02 % | 100 % | — % | — % | — % | — % | — % | — % | — % | — % | — % | — % | — % | — % | — % | — % | 0.02 % | |
| Of which Enabling | | 84 | 0.02 % | 100 % | — % | — % | — % | — % | — % | — % | — % | — % | — % | — % | — % | — % | — % | — % | 100 % | E |
| Of which Transitional | | — | — % | — % | — % | — % | — % | — % | — % | — % | — % | — % | — % | — % | — % | — % | — % | — % | — % | |
| A.2. Taxonomy eligible but not environmentally sustainable activities (non Taxonomy aligned activities) | | | | | | | | | | | | | | | | | | | | |
| 3.2 Renovation of building | F41 and F43 | 203 | 0.06 % | EL;N/EL N/EL | EL;N/EL N/EL | EL;N/EL N/EL | EL;N/EL EL | EL;N/EL N/EL | EL;N/EL N/EL | EL;N/EL N/EL | EL;N/EL N/EL | EL;N/EL N/EL | EL;N/EL N/EL | EL;N/EL N/EL | EL;N/EL N/EL | EL;N/EL N/EL | EL;N/EL N/EL | EL;N/EL N/EL | 0.06 % | |
| OPEX of Taxonomy eligible but not environmentally sustainable activities | | 203 | 0.06 % | — % | — % | — % | 100 % | — % | — % | — % | — % | — % | — % | — % | — % | — % | — % | — % | 0.06 % | |
| Total (A.1 + A.2) | | 287 | 0.08 % | | | | | | | | | | | | | | | | | |
| B. Taxonomy non eligible activities | | | | | | | | | | | | | | | | | | | | |
| OPEX of taxonomy non eligible activities | | 366,386 | 99.92 % | | | | | | | | | | | | | | | | | |
| Total (A + B) | | 366,470 | 100 % | | | | | | | | | | | | | | | | | |

¹ Absolute OPEX includes direct non-capitalized costs that relate to research and development, building renovation measures, short-term lease, maintenance and repair, and any other direct expenditures relating to the day-to-day servicing of assets of property, plant, and equipment by the undertaking or third party to whom activities are outsourced that are necessary to ensure the continued and effective functioning of such assets.

GRI INDEX

| Disclosure number | Disclosure name | Section reference (as included in Annual Report 2023) |
|----------------------------|--|--|
| Statement of use | | |
| GRI 1 | TomTom N.V. has reported the information cited in this GRI content index for the period January 1, 2023 to December 31 2023, with reference to the GRI Standards | |
| General disclosures | | |
| 2-1 | Organizational details | Our approach to sustainability - Basis of preparation Notes to the consolidated financial statements - General |
| 2-2 | Entities included in the organization's sustainability reporting | Our approach to sustainability - Basis of preparation Notes to the consolidated financial statements - Basis of consolidation Supplementary information - List of subsidiaries |
| 2-3 | Reporting period, frequency and contact point | Our approach to sustainability - Basis of preparation Notes to the consolidated financial statements - General |
| 2-4 | Restatements of information | Our approach to sustainability - Basis of preparation |
| 2-5 | External assurance | Our approach to sustainability - Basis of preparation |
| 2-6 | Activities, value chain, and other business relationships | We are TomTom |
| 2-7 | Employees | Non-financial information - Non-financial indicators |
| 2-8 | Workers who are not employees | Non-financial statements - Non-financial indicators |
| 2-9 | Governance structure and composition | Sustainability - Governance Governance - Corporate Governance Governance - Management Board Governance - Supervisory Board |
| 2-10 | Nomination and selection of the highest governance body | Governance - Management Board Governance - Supervisory Board |
| 2-11 | Chair of the highest governance body | Governance - Supervisory Board |
| 2-12 | Role of the highest governance body in overseeing the management of impacts | Sustainability - Our approach to sustainability Governance - Supervisory Board |
| 2-13 | Delegation of responsibility for managing impacts | Governance - Management Board |
| 2-14 | Role of the highest governance body in sustainability reporting | Sustainability - Our approach to sustainability Governance - Supervisory Board |
| 2-15 | Conflicts of interest | Governance - Management Board - Conflicts of interest Governance - Supervisory Board - Conflicts of interest |
| 2-16 | Communication of critical concerns | Governance - Supervisory Board report |
| 2-17 | Collective knowledge of the highest governance body | Governance - Supervisory Board report |
| 2-18 | Evaluation of the performance of the highest governance body | Governance - Supervisory Board report |
| 2-19 | Remuneration policies | Governance - Remuneration report |
| 2-20 | Process to determine remuneration | Governance - Remuneration report |


| | | |
|-------------|--|--|
| 2-21 | Annual total compensation ratio | Not applicable - TomTom is using the average annual total remuneration per FTE, instead of the median annual total remuneration per FTE as required by the GRI. We have applied this different indicator in order to comply with the disclosure requirements of the Dutch Corporate Governance Code. The Dutch Corporate Governance Code is embedded in Dutch law as a comply or explain requirement, while GRI is not embedded. |
| 2-22 | Statement on sustainable development strategy | Sustainability - Our approach to sustainability |
| 2-23 | Policy commitments | Sustainability - Governance |
| 2-24 | Embedding policy commitments | Sustainability - Governance |
| 2-25 | Processes to remediate negative impacts | Sustainability - Social - Taking on board TomTom's feedback Sustainability - Governance - Ethical business practices |
| 2-26 | Mechanisms for seeking advice and raising concerns | Sustainability - Governance - Ethical business practices |
| 2-27 | Compliance with laws and regulations | Governance - Corporate governance - Compliance with laws and regulations |
| 2-28 | Membership associations | We are TomTom - Message from the CEO We are TomTom - Our strategy We are TomTom - How we create value Sustainability - Governance - Data sourcing and partnerships |
| 2-29 | Approach to stakeholder engagement | Sustainability - Our approach to sustainability |
| 2-30 | Collective bargaining agreements | While employees in certain countries may be part of collective bargaining agreements, this information is currently not centrally tracked and hence not yet available for reporting purposes. |

| GRI standard | Disclosure | Section reference (as included in Annual Report 2023) |
|------------------------------------|---|---|
| Material topics | | |
| GRI 3: Material Topics 2021 | 3-1 Process to determine material topics | Sustainability - Our approach to sustainability |
| | 3-2 List of material topics | Sustainability - Our approach to sustainability |
| Climate change actions | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | Sustainability - Our approach to sustainability Sustainability - Environment - Promoting environmental sustainability Sustainability - Environment - Climate change actions |
| GRI 305: Emissions 2016 | 305-1 Direct (Scope 1) GHG emissions | Sustainability - Environment - Climate change actions Non-financial information - Non-financial indicators - Emission-related metrics |
| | 305-2 Energy indirect (Scope 2) GHG emissions | Sustainability - Environment - Climate change actions Non-financial information - Non-financial indicators - Emission-related metrics |
| | 305-3 Other indirect (Scope 3) GHG emissions | Sustainability - Environment - Climate change actions Non-financial information - Non-financial indicators - Emission-related metrics |
| | 305-4 GHG emissions intensity | Sustainability - Environment - Climate change actions Non-financial information - Non-financial indicators - Emission-related metrics |
| | 305-5 Reduction of GHG emissions | Sustainability - Environment - Climate change actions Non-financial information - Non-financial indicators - Emission-related metrics |
| | 305-6 Emissions of ozone-depleting substances (ODS) | Not material for the group and therefore not disclosed |
| Own indicators | CO ₂ e emissions across Scopes 1, 2, and 3 (tonnes CO ₂ -equivalent) | Sustainability - Environment - Climate change actions Non-financial information - Non-financial indicators - Emission-related metrics |
| | Renewable electricity usage as a percentage of total electricity consumption | Sustainability - Environment - Climate change actions Non-financial information - Non-financial indicators - Emission-related metrics |
| Employer of choice | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | Sustainability - Our approach to sustainability Sustainability - Social - Our people drive our impact Sustainability - Social - Employer of choice |
| GRI 401: Employment 2016 | 401-1 New employee hires and employee turnover | Non-financial information - Non-financial indicators - People-related metrics across the company |
| | 401-2 Benefits provided to full-time employees that are not provided to temporary or parttime | Sustainability - Social - Our people drive our impact This will not be disclosed in more detail |
| | 401-3 Parental leave | Non-financial information - Non-financial indicators - People-related metrics across the company We will only be reporting on enhanced parental leave |
| Own indicator | Employee engagement score (as number from 1 to 100) | Sustainability - Social - Employer of choice Non-financial information - Non-financial indicators - People-related metrics across the company |

| GRI standard | Disclosure | Section reference (as included in Annual Report 2023) |
|--|--|---|
| People development | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | Sustainability - Our approach to sustainability Sustainability - Social - Our people drive our impact Sustainability - Social - People development |
| GRI 404: Training and Education 2016 | 404-1 Average hours of training per year per employee | Data not yet available and therefore not disclosed |
| | 404-2 Programs for upgrading employee skills and transition assistance programs | Sustainability - Social - People development |
| | 404-3 Percentage of employees receiving regular performance and career development reviews | Non-financial information - Non-financial indicators - People-related metrics by gender. Breakdown by employee category is not available and hence is not provided |
| Own indicator | Number of employees making use of development leaves | Sustainability - Social - People development Non-financial information - Non-financial indicators - People-related metrics by gender |
| Diversity, equity, and inclusion | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | Sustainability - Our approach to sustainability Sustainability - Social - Our people drive our impact Sustainability - Social - Diversity, equity, and inclusion |
| GRI 405: Diversity and Equal Opportunity 2016 | 405-1 Diversity of governance bodies and employees | Non-financial information - Non-financial indicators - People-related metrics by gender |
| | 405-2 Ratio of basic salary and remuneration of women to men | Data not yet available and therefore not disclosed |
| Own indicators | Gender diversity ratio at company and senior management level | Non-financial information - Non-financial indicators - People-related metrics by gender |
| | Employee belonging score (as number from 1 to 100) | Sustainability - Social - Diversity, equity, and inclusion Non-financial information - Non-financial indicators - People-related metrics across the company |
| Data security and privacy | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | Sustainability - Our approach to sustainability Sustainability - Governance - Making impact, responsibly Sustainability - Governance - Data security and privacy |
| Own indicator | Percentage of engineers certifiably trained on data security | Sustainability - Governance - Data security and privacy Non-financial information - Non-financial indicators - People-related metrics across the company |
| Data sourcing and partnerships | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | Sustainability - Our approach to sustainability Sustainability - Governance - Making impact, responsibly Sustainability - Governance - Data sourcing and partnerships |
| Own indicator | No specific KPI set yet | Not applicable |

GRI INDEX CONTINUED

| GRI standard | Disclosure | Section reference (as included in Annual Report 2023) |
|--------------------------------------|-----------------------------------|--|
| Responsible AI and automation | | |
| GRI 3: Material Topics 2021 | 3-3 Management of material topics | Sustainability - Our approach to sustainability Sustainability - Governance - Making impact, responsibly Sustainability - Governance - Responsible AI and automation |
| Own indicator | No specific KPI set yet | Not applicable |

An aerial photograph of a multi-lane highway. The highway is flanked by lush green trees and vegetation. In the center of the highway, there are two long, narrow, raised green walls made of plants, extending along the road. Several cars are visible on the highway, including a red car, a white car, and a black car. The overall scene is bright and green, suggesting a focus on environmental friendliness or sustainable infrastructure.

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