

**PANDORA
SUSTAINABILITY
DATA**

2020



SUSTAINABILITY DATA

ENVIRONMENT

GREENHOUSE GAS EMISSIONS	Unit	2020	2019	2018
Scope 1¹	mtCO₂e	1,250	1,252²	1,305²
Scope 2¹ (location-based)	mtCO₂e	47,949	48,072²	48,202²
Scope 2, crafting facilities (location-based)	mtCO ₂ e	26,618	26,232	28,227
Scope 2, crafting facilities (market-based)	mtCO ₂ e	0 ³	- ⁴	- ⁴
Scope 3¹	mtCO₂e	242,416	245,663	-
C1: Purchased goods and services	mtCO ₂ e	157,908	176,895	-
C2: Capital goods	mtCO ₂ e	9,121	10,222	-
C3: Fuel-and-energy related activities	mtCO ₂ e	3,685	3,628	-
C4: Upstream transportation	mtCO ₂ e	40,637	21,586	-
C5: Waste generated in operations	mtCO ₂ e	2,654	2,513	-
C6: Business travel	mtCO ₂ e	350	920	-
C7: Employee commuting	mtCO ₂ e	606	918	-
C8: Upstream leased assets	mtCO ₂ e	1,298	1,421	-
C14: Franchises	mtCO ₂ e	26,158	27,559	-
Emissions intensity	mtCO ₂ e/revenue in DKK million	13.94	13.49	-

¹ Within audit's assurance scope (see the Independent auditors' limited assurance report on page 55).

² Scope 1 and 2 GHG emissions have been restated for 2019 and 2018 (see the restatement on page 54).

³ A market-based approach is used in 2020 to take into account the purchase of renewable energy certificates

⁴ Not calculated because residual mix emission factors are not available for Thailand.

§ ACCOUNTING PRINCIPLES

All emissions are accounted in accordance with the methodology set out in the Greenhouse Gas Protocol Corporate Standard. All CO₂e emission factors used for fossil fuels and electricity are in accordance with the 2006 Intergovernmental Panel on Climate Change Guidelines for National Greenhouse Gas Inventories.

SCOPE 1 emissions include on-site fuels used to craft jewellery, refrigerants to cool the crafting facilities, and fuel used in employee trams. Fossil fuel volumes and refrigerant leakage volumes are multiplied by emissions factors from the UK Department for Environment, Food and Rural Affairs (DEFRA).

SCOPE 2 emissions include the purchase of electricity and district heating for offices, warehouses, crafting facilities and Pandora owned stores. The emissions are calculated using the location-based approach. Additionally, at the crafting facilities, a market-based approach is used in 2020 to take into account the purchase of renewable energy certificates to source all energy consumption that is not from renewable sources. Where available, the electricity and district heating consumption from meter readings and invoices is used for crafting facilities, stores, distribution centers, and offices. Where meter readings and invoices are not available, the consumption is estimated based off spend or size of the location. The electricity and district heating consumption is multiplied by IEA emission factors for their respective countries to calculate the emissions. Emissions from satellite offices with less than 30 people are omitted.

SCOPE 3 emissions are reported based on the Greenhouse Gas Protocol which divides the Scope 3 inventory into 15 subcategories (C1-C15):

- **C1** – Includes materials and services. Where available, material volumes are multiplied by the Life Cycle Assessment (LCA) emission factors. If not available, spend amounts were used and multiplied by DEFRA supply chain emission factors for spending on products. Key LCA's include:
 - Mined and recycled silver CO₂e/kg: GaBi database, 2019
 - Mined gold CO₂e/kg: World Gold Council, 2018

- Recycled gold CO₂e/kg: C. Hafner, 2019. C1 also includes categorised spend amounts on services (e.g. media and marketing) multiplied by relevant supply chain emission factors for spending on products from DEFRA.

- **C2** – Includes categorised spend data for machinery, fixtures and furniture, and other capital goods multiplied by relevant supply chain emission factors for spending on products from DEFRA.
- **C3** – Includes upstream GHG emissions from fossil fuels, heating, and electricity based on invoices used in our crafting facilities, stores, offices, and distribution centers. Emission factors from DEFRA are used for fossil fuels and the IEA for transmission and distribution losses.
- **C4** – Includes inbound and outbound logistics, and transportation and distribution services conducted by third party logistics providers. A combination of supplier-specific and supply chain emission factors for spending on products from DEFRA are used to calculate the emissions. Emissions from other transport types are included in the emission factors used for purchased goods and services. The increase from 2019 to 2020 is a result of growth in e-commerce business.
- **C5** – Includes waste volumes and spend amounts on waste services, multiplied by relevant emission factors from DEFRA.
- **C6** – Includes spend amounts on car rental and travel expenses, multiplied by relevant emission factors from DEFRA.
- **C7** – Includes Pandora employees commute from home to work. It is based on a Trucost estimate from 2018 and the figure was revised in 2020 based on an updated estimation of employees working from home.
- **C8** – Includes spend amounts on upstream leased cars, multiplied by relevant emission factors from DEFRA.
- **C14** – Electricity consumption for franchises is estimated based on the square meters of the franchises and the kWh/square meter average across Pandora owned stores. The estimated electricity consumption is then multiplied by the corresponding IEA country emission factor.

The subcategories C9-C13 and C15 are not relevant for Pandora.



ENVIRONMENT

ENERGY CONSUMPTION	Unit	2020	2019	2018
Total energy consumption	MWh	110,876	111,029	110,942
Energy intensity	MWh/revenue in DKK million	5.83	5.08	4.86
Energy consumption, crafting facilities	MWh	56,909	56,265	60,454
Solar energy generated	MWh	1,141	1,307	1,316
Renewable energy certificates	MWh	55,768	-	-
Renewable energy at crafting facilities	%	100%	2.4%	2.2%
WATER CONSUMPTION AT CRAFTING FACILITIES	Unit	2020	2019	2018
Water consumption	m ³	973,481	931,072	953,175
Water recycled	%	16%	14%	10%
WASTE AT CRAFTING FACILITIES	Unit	2020	2019	2018
Total waste	tonnes	6,970	6,248	7,071
Hazardous waste (not recycled)	tonnes	22	17	9
Industrial waste to landfill	tonnes	44	23	95
Municipal waste to landfill	tonnes	618	685	837
Recycled waste	tonnes	6,287	5,523	6,130
Total recycled	recycled %	90%	88%	87%
Gypsum	recycled %	100%	100%	99%
Glass	recycled %	100%	100%	100%
Wax	recycled %	100%	100%	100%
Rubber	recycled %	100%	100%	100%

CIRCULAR AND SUSTAINABLE JEWELLERY

CIRCULAR AND SUSTAINABLE JEWELLERY	Unit	2020	2019	2018
Recycled silver and gold total	% ¹	~60%	~60%	n/a
Man-made stones	%	>99%	>99%	>99%
Total direct supplier spend audited by a third-party	%	>99%	>95%	>85%
Silver and gold grain suppliers certified by RJC/LBMA	%	100%	100%	100%

Product suppliers identified as having significant actual and potential negative social/environmental impacts with which improvements were agreed upon as a result of assessment.

Social impact issues were found in 13 out of 15 factory locations, with a total of 108 issues. 81 issues have been closed, 27 are in the process of being closed.

Environmental issues were found in 9 out of 15 factory locations, with a total of 17 issues. 12 have been closed, 5 are in the process of being closed.

¹ Recycled silver and gold are precious metals that have been previously refined. Our products may contain a fraction of silver or gold coming from certified but non-recycled sources due to difficulties in separating sources in the refining process. At Pandora, we continuously work with our suppliers to fully remove the fraction of non-recycled sources.



WORKPLACE AND SOCIETY

LOST TIME INJURY FREQUENCY RATE (LTIFR)	Unit	2020	2019	2018
Crafting facilities		0.27	0.15	-

GENDER RATIOS (FEMALE / MALE)	Unit	2020	2019	2018
Total Global Office¹	%	52% / 48%	-	-
Full-time	%	51% / 49%	-	-
Part-time	%	76% / 24%	-	-
Total crafting facilities¹	%	56% / 44%	-	-
Full-time	%	56% / 44%	-	-
Part-time	%	0% / 0%	-	-
Executive Leadership Team	%	12.5% / 87.5%	9% / 91%	0% / 100%
Board of Directors	%	75% / 25%	50% / 50%	43% / 57%

¹ Sufficient gender data is not available for the global organisation. Pandora expects to deliver more transparent reporting on these parameters in the following year(s).

AGE SPLIT	Unit	2020			2019	2018
		Total	Full-time	Part-time		
Total Global Office						
Below 20 years	%	0.6%	0.4%	2.4%	-	-
20-29 years	%	20.6%	16.8%	82.9%	-	-
30-39 years	%	44.9%	47.2%	7.3%	-	-
40-49 years	%	25.0%	26.3%	2.4%	-	-
50-59 years	%	8.2%	8.7%	2.4%	-	-
60-69 years	%	0.7%	0.6%	2.4%	-	-
Above 70 years	%	0.1%	0%	0%	-	-
Total crafting facilities						
Below 20 years	%	0%	0%	0%	-	-
20-29 years	%	31.9%	31.9%	0%	-	-
30-39 years	%	63.4%	63.4%	0%	-	-
40-49 years	%	4.3%	4.3%	0%	-	-
50-59 years	%	0.3%	0.3%	0%	-	-
60-69 years	%	0%	0%	0%	-	-
Above 70 years	%	0%	0%	0%	-	-



WORKPLACE & SOCIETY

EMPLOYEE TURNOVER DURING THE REPORTING PERIOD ^{1,2,3}	2020		2019	2018
	Rate in %	No.		
Total	26.0%	5,589	-	-
Global Office	20.5%	109	-	-
Crafting facilities	2.5%	256	21.5%	7.5%
Europe Distribution Centre	30.0%	41	-	-
Thailand Distribution Centre	7.6%	2	-	-
Global Business Services	16.3%	27	-	-
North America	58.1%	1,416	-	-
Latin America	29.0%	301	-	-
Pacific	43.5%	207	-	-
Rest of Asia	38.5%	163	-	-
China	45.9%	548	-	-
Southern Europe and MEA	65.3%	775	-	-
Western Europe	57.3%	537	-	-
Eastern Europe	32.2%	156	-	-
Northern Europe	36.7%	545	-	-
British Isles	38.0%	506	-	-

¹ The reporting period is from March to December 2020.

² The scope of data reporting includes retail, distribution, crafting and office employees.

³ Turnover rate for crafting facilities in 2019 includes number from the voluntary resignation programme.

COLLECTIVE BARGAINING AGREEMENTS GLOBALLY	Unit	2020	2019	2018
Employees covered	%	56%	-	-

EMPLOYEES BY EMPLOYMENT CONTRACT	Unit	2020	2019	2018
Total	No.	26,003	-	-
Full-time	No.	19,097	-	-
Part-time	No.	3,834	-	-
Temporary	No.	3,102	-	-
Global Office¹	No.	715	-	-
Full-time	No.	674	-	-
Part-time	No.	41	-	-
Temporary	No.	-	-	-
Crafting facilities¹	No.	11,384	-	-
Full-time	No.	11,384	-	-
Part-time	No.	0	-	-
Temporary	No.	-	-	-
Europe Distribution Centre	No.	195	-	-
Full-time	No.	134	-	-
Part-time	No.	12	-	-
Temporary	No.	49	-	-
Thailand Distribution Centre	No.	36	-	-
Full-time	No.	36	-	-
Part-time	No.	0	-	-
Temporary	No.	0	-	-
Global Business Services	No.	203	-	-
Full-time	No.	193	-	-
Part-time	No.	0	-	-
Temporary	No.	10	-	-

¹ Data on temporary employment contract is not available for Global Office and crafting facilities.



WORKPLACE & SOCIETY

EMPLOYEES BY EMPLOYMENT CONTRACT	Unit	2020	2019	2018
North America	No.	3,565	-	-
Full-time	No.	808	-	-
Part-time	No.	1,575	-	-
Temporary	No.	1,182	-	-
Latin America	No.	1,334	-	-
Full-time	No.	1,295	-	-
Part-time	No.	39	-	-
Temporary	No.	0	-	-
Pacific	No.	662	-	-
Full-time	No.	209	-	-
Part-time	No.	87	-	-
Temporary	No.	366	-	-
Rest of Asia	No.	468	-	-
Full-time	No.	441	-	-
Part-time	No.	4	-	-
Temporary	No.	23	-	-
China	No.	1,385	-	-
Full-time	No.	1,385	-	-
Part-time	No.	0	-	-
Temporary	No.	0	-	-
Southern Europe and MEA	No.	1,709	-	-
Full-time	No.	620	-	-
Part-time	No.	480	-	-
Temporary	No.	609	-	-
Western Europe	No.	1,357	-	-
Full-time	No.	629	-	-
Part-time	No.	385	-	-
Temporary	No.	343	-	-

EMPLOYEES BY EMPLOYMENT CONTRACT	Unit	2020	2019	2018
Eastern Europe	No.	604	-	-
Full-time	No.	524	-	-
Part-time	No.	61	-	-
Temporary	No.	19	-	-
Northern Europe	No.	653	-	-
Full-time	No.	232	-	-
Part-time	No.	213	-	-
Temporary	No.	208	-	-
British Isles	No.	1,763	-	-
Full-time	No.	533	-	-
Part-time	No.	937	-	-
Temporary	No.	293	-	-

WE ARE RESTATING THE FOLLOWING KPIS:

Scope 1 CO₂ emissions: Restatement due to an underreporting of approximately 1000 tCO₂e in 2018 and 2019, respectively. From 2020 actual leakage data was obtained. Since this was significantly higher than the IPCC estimate used in 2018 and 2019, we have reassessed those leakage estimates and assumed that they were in line with 2020.

Scope 2 CO₂ emissions: Restatement due to an over-reporting of approximately 25,000 tCO₂e and 23,000 tCO₂e in 2018 and 2019, respectively, due to use of wrong emission factors in the retail footprint

and switch to IEA emission factors for our crafting facilities.

Water recycling rate: including additional buildings in Bangkok.

Waste at crafting facilities: improved data validation process.

Water consumption at crafting facilities: improved data validation process.

Recycled metals %: we have revised this percentage downwards as a result of our increased supplier engagement and detailed supplier survey conducted in 2020.

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