



The independent impact rating agency™

Alphabet Inc

2023 Analysis

Published on January 24, 2023



Impact statement



Alphabet Inc

Summary

impak Score™



Impact type

Z Does cause harm

Where are the positive impacts in the business model

Impacts	Business lines		
	Other bets	Google cloud	Google services
- Supporting Black entrepreneurs in the U.S. through the implementation of a diverse suppliers program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
- Supporting emerging technology businesses through investments in Google's portfolio of Other Bets, along Google for Startups Accelerator: Climate Change	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Business line turnover	0.29%	7.46%	92.25%

Positive impact

Positive impact score 0 / 500

Actual positive impacts

	SDG	8. Decent work and economic growth	Impact type B
	Target	8.3. Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services	
	Outcome	Development of micro-enterprises and small and medium-sized enterprises	

Activity

- Supporting emerging technology businesses through investments in Google's portfolio of Other Bets, along Google for Startups Accelerator: Climate Change

Part of activities addressing SDG

1%

What

Outcome in period	No information
Importance of the outcome to stakeholder	High
Outcome threshold	No information
Company objective	No information
SDG	8. Decent work and economic growth
SDG target	8.3. Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services

Who

Stakeholders	- Indirect: Scientific and technological community - Direct: Small and medium technology companies
Geographical boundary	No information
Baseline	No information
Stakeholder characteristics	No information

How much

Scale	No information
Depth	No information
Duration	Long duration: more than one year

Contribution

Depth	No information
Duration	No information

Risk

Evidence risk	High: Sufficient high-quality data needs to be provided to know what impact is occurring. Alphabet provides limited qualitative information on investments in previous years. However, no quantitative data can quantify the impact and assess its evolution.
External risk	Non material
Stakeholder participant risk	Medium: Alphabet lacks comprehensive stakeholder mapping and analysis. There is no information disclosed on the scope of the process, timeline, and level of engagement for this specific outcome. There is a medium probability that the needs of the stakeholders are not fully considered for this impact.
Drop off risk	High: Without proper data on impact duration and company follow-ups, it is not possible to assess if the positive impact is likely to continue after the investment in small and medium technology companies is over, and there is a high probability that the positive impact does not endure.
Efficiency risk	Non material
Execution risk	Non material
Alignment risk	Medium: Alphabet is a for-profit company and has a governance structure that supports the generation of the outcome by incorporating the Board of Directors in the decision making process of new investments
Endurance risk	Non material
Unexpected risk	Non material



SDG 10. Reduced inequalities

Target 10.2. By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status

Outcome Empowerment and social, economic and political integration of all

Impact type

B

Activity

- Supporting Black entrepreneurs in the U.S. through the implementation of a diverse suppliers program

Part of activities addressing SDG

1%

What

Outcome in period No information

Importance of the outcome to stakeholder High

Outcome threshold No information

Company objective No information

SDG 10. Reduced inequalities

SDG target 10.2. By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status

Who

Stakeholders - Direct: Minority owned businesses

Geographical boundary Global
No information

Baseline No information

Stakeholder characteristics No information

How much

Scale No information

Depth No information

Duration Short duration: a few hours to a few days

Contribution

Depth No information

Duration No information

Risk

Evidence risk	High: Sufficient high-quality data needs to be provided to know what impact is occurring. Alphabet provides clear qualitative information, however, there are no quantitative data to quantify the impact and assess its evolution.
External risk	Non material
Stakeholder participant risk	Low: Alphabet considers vulnerable stakeholders as the primary beneficiaries of the outcome intended. However, it provides limited information on its stakeholder engagement process and method.
Drop off risk	High: Without proper data on impact duration and company follow-ups, it is not possible to assess if the positive impact is likely to continue after the supplier diversity initiative is over, and there is a high probability that the positive impact does not endure.
Efficiency risk	Non material
Execution risk	Non material
Alignment risk	High: Alphabet is a for-profit company and the generation of this impact is not locked into the company's business model and governance practices.
Endurance risk	Non material
Unexpected risk	Non material

Considered positive impacts

SDG	4. Quality Education
Target	4.4. By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship
Outcome	Development of skills needed for employment, decent work and entrepreneurship

Activity

- Increasing the employability of underserved populations, including people transitioning out of prison in the U.S., by providing training and internship programs in the information and communication technology field

Criteria	Criteria justification(s)
✓ Activity actually delivered (vs. project or past activity)	Financial materiality: considered as positive impact, but lack of information to calculate % of activities
✓ Linked to SDG target	
✓ Reached threshold to be a positive impact vs a negative impact mitigation	
✓ Clear causal links between the activity and the intended positive outcome (Theory of Change)	
✗ Reached financial materiality (>0.01% of activities)	



SDG 11. Sustainable cities and communities
Target 11.3. By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries
Outcome Enhancement of inclusive and sustainable urbanization

Activity

- Helping cities manage and reduce GHG emissions through the Environmental Insights Explorer, which uses exclusive data sources and modelling capabilities in a freely available platform, allowing cities to measure emission sources, run analyses and identify strategies to reduce emissions

Criteria	Criteria justification(s)
✓ Activity actually delivered (vs. project or past activity)	Considered as positive impact but lack of information to calculate % of activities
✓ Linked to SDG target	
✗ Reached threshold to be a positive impact vs a negative impact mitigation	
✓ Clear causal links between the activity and the intended positive outcome (Theory of Change)	
✗ Reached financial materiality (>0.01% of activities)	



SDG 12. Responsible consumption and production
Target 12.2. By 2030, achieve the sustainable management and efficient use of natural resources
Outcome Sustainable management and efficient use of natural resources

Activity

- Providing Google search users in the US additional information on the environmental impact of products and travel routes, prioritizing products and services with low carbon emissions.

Criteria	Criteria justification(s)
✓ Activity actually delivered (vs. project or past activity)	The organization does not provide sufficient proof the activities can turn into the desired outcome
✓ Linked to SDG target	
✓ Reached threshold to be a positive impact vs a negative impact mitigation	
✗ Clear causal links between the activity and the intended positive outcome (Theory of Change)	
✗ Reached financial materiality (>0.01% of activities)	



SDG 12. Responsible consumption and production
Target 12.2. By 2030, achieve the sustainable management and efficient use of natural resources
Outcome Sustainable management and efficient use of natural resources

Activity

- Developing a commercial application for sustainable commodity sourcing that combines the power of cloud computing with satellite imaging and AI

Criteria	Criteria justification(s)
✓ Activity actually delivered (vs. project or past activity)	The organization does not provide sufficient proof the activities can turn into the desired outcome
✓ Linked to SDG target	
✓ Reached threshold to be a positive impact vs a negative impact mitigation	
✗ Clear causal links between the activity and the intended positive outcome (Theory of Change)	
✗ Reached financial materiality (>0.01% of activities)	



SDG 12. Responsible consumption and production
Target 12.2. By 2030, achieve the sustainable management and efficient use of natural resources
Outcome Sustainable management and efficient use of natural resources

Activity

- Enabling sustainable transit by offering users the most fuel-efficient route using Google Maps in the US and, Integrating Bike and scooter share information in over 300 cities across the world and offering alternative transit options, such as public transportation, biking routes and carpooling

Criteria	Criteria justification(s)
✓ Activity actually delivered (vs. project or past activity)	The organization does not provide sufficient proof the activities can turn into the desired outcome
✓ Linked to SDG target	
✓ Reached threshold to be a positive impact vs a negative impact mitigation	
✗ Clear causal links between the activity and the intended positive outcome (Theory of Change)	
✗ Reached financial materiality (>0.01% of activities)	



SDG	13. Climate action
Target	13.2. Integrate climate change measures into national policies, strategies and planning
Outcome	Reduction of greenhouse gas emissions

Activity

- Helping people save on energy with the commercialization of Nest thermostats, enabling customers to be more thoughtful about their individual impact, streamlining a customer's daily decisions about resource consumption and optimizing energy consumption when the power grid supplies renewable energy , thus making sustainable choices easier for busy households

Criteria	Criteria justification(s)
✓ Activity actually delivered (vs. project or past activity)	The organization does not provide sufficient proof the activities can turn into the desired outcome
✓ Linked to SDG target	
✓ Reached threshold to be a positive impact vs a negative impact mitigation	
✗ Clear causal links between the activity and the intended positive outcome (Theory of Change)	
✗ Reached financial materiality (>0.01% of activities)	



SDG	17. Partnership for the goals
Target	17.16. Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries
Outcome	Increase in impact finance

Activity

- Funding environmentally and socially responsible projects by issuing sustainability bonds in the following areas: energy efficiency, clean energy, green buildings, clean transportation, circular economy and design, affordable housing, commitment to racial equity, support for small businesses and COVID-19 crisis response

Criteria	Criteria justification(s)
✓ Activity actually delivered (vs. project or past activity)	The activities are considered as mitigation activities of the companie's negative impacts
✓ Linked to SDG target	
✗ Reached threshold to be a positive impact vs a negative impact mitigation	
✓ Clear causal links between the activity and the intended positive outcome (Theory of Change)	
✗ Reached financial materiality (>0.01% of activities)	

Negative impact

Negative impact score **30** / 300

Actual negative impacts

	SDG	3. Good health and well-being	Impact type <div style="border: 1px solid black; padding: 2px 10px;">Z</div>
	Outcome	Consumer welfare, health and safety	
	Company acknowledgement	Yes	

Activity generating negative impact Mitigated

- Risk of creating psychological addictions to digital media and platforms that can have adverse cognitive effects on consumers' health ;- Distributing harmful products;- Generating an impact on consumer welfare, health and safety by allowing the spread of violent or other forms of harmful online content and by allowing the promotion of negative messages (normalization of discrimination, anorexia, and the sexualization of young adolescents)

Activity mitigating negative impact

- Actively assessing solutions to ensure fairness and unbiasedness in the search engine
- Implementing content policies to avoid spreading harmful online content

Stakeholders

Indirect Civil society Indirect Administration and governments Direct Consumers Direct Clients

	SDG	3. Good health and well-being	Impact type <div style="border: 1px solid black; padding: 2px 10px;">A</div>
	Outcome	Air pollution	
	Company acknowledgement	No	

Activity generating negative impact Mitigated

- Emitting air pollutants through operational activities, such as nitrous oxides (NOx) and sulphur oxides (SOx) from data center power generation

Activity mitigating negative impact

- Increasing the share of renewable energy across company sites (scope: 100% of the Company's electricity consumption in data centers and offices)

Stakeholders

Indirect Planet Direct Local ecosystems Direct Inhabitants, neighbors

	SDG	5. Gender Equality	Impact type <div style="border: 1px solid black; padding: 2px 10px;">Z</div>
	Outcome	Diversity and inclusion	
	Company acknowledgement	Yes	

Activity generating negative impact Mitigated

- Contributing to gender inequalities through under-representation of women in management and STEM-related positions, and a potential gender pay gap across the organization
- Contributing to ethnic inequalities through a lack of ethnic diversity in the workforce

Activity mitigating negative impact

- Implementing recruiting practices and processes aimed at eliminating personal biases through the Inclusive Hiring Steps and Culture Add training for hiring managers and recruiters
- Establishing employee resource groups aimed at promoting diversity and inclusion
- Implementation of group-wide Guiding Principles which include diversity, equity and inclusion guidelines
- Integrating people with disabilities through workplace adaptations
- Implementing dedicated mentoring and leadership programs to encourage the professional development of employees of racial minorities
- Implementing procedures to address pay inequalities, including conducting pay equity reviews on a regular basis

Stakeholders

Indirect Civil society Indirect Local communities Direct Vulnerable groups Direct Women employees



SDG 6. Clean water and sanitation
 Outcome Water withdrawal and consumption
 Company acknowledgement **Yes**

Impact type

A

Activity generating negative impact **Mitigated**

- Consuming large volumes of water linked to electricity generation and cooling equipment to operate data centers

Activity mitigating negative impact

- Implementing local water-efficiency projects near company locations, including watershed preservation initiatives
- Improving water efficiencies across operations through landscape guides to minimize water use
- Developing water circularity solutions to recycle and reuse water in data centers
- Implementation of a water management plan across company operations that include water saving projects at local sites like wetland restoration, rainwater harvesting, and land conservation

Stakeholders

Indirect Planet **Direct** Local ecosystems **Direct** Local communities



SDG 7. Affordable and clean energy
 Outcome Energy consumption
 Company acknowledgement **Yes**

Impact type

A

Activity generating negative impact **Mitigated**

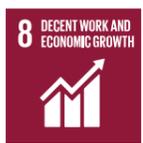
- Consuming significant amounts of energy through operational activities: network operations and assets including data centres, IT infrastructure, buildings and facilities, vehicle fleet, purchased electricity and heating.

Activity mitigating negative impact

- Utilizing machine learning solutions to reduce energy consumption of own data centers
- Implementation of LEED certifications for buildings (Scope: 1.7 million m2 of Google office facilities, of which 26% is LEED Platinum-certified, and 60% is LEED Gold-certified)
- Increasing energy efficiency of operations through the expansion and improvement of energy-efficient facilities and infrastructure at four data centers
- Implementation of ISO 50001 energy management system certifications for buildings (Scope: operational European data centers)

Stakeholders

Indirect Planet **Direct** Local communities **Direct** Local ecosystems



SDG 8. Decent work and economic growth
 Outcome Poor labour and working conditions
 Company acknowledgement **Yes**

Impact type

Z

Activity generating negative impact **Mitigated**

- Contributing to poor labour and working conditions, such as restricted freedom of association, harassment and hostile working environment
- Risk of violating human rights due to child or forced labour in the supply chain

Activity mitigating negative impact

- Implementation of a whistleblowing platform to receive complaints of breaches of labour and human rights across company operations
- Implementing a policy on harassment, discrimination, retaliation, standards of conduct, and workplace concerns
- Providing employees who manage relationships with higher-risk suppliers with supplemental in-person training on human rights
- Conducting human rights impact assessments and due diligence of company sites to ensure the respect of labour and human rights
- Conducting due diligence of suppliers to ensure the respect of labour and human rights

Stakeholders

Indirect Local communities **Indirect** Sub-contractors **Indirect** Contractors **Direct** Vulnerable groups
Direct Vulnerable groups



SDG 12. Responsible consumption and production
 Outcome Product or service lifecycle management
 Company acknowledgement **Yes**

Impact type

Z

Activity generating negative impact **Mitigated**

Generating environmental and social impacts throughout the lifecycle of operating activities:

- Cloud operations: reliance on data centers which need to be continuously powered and are energy-intensive
- Consumer hardware: large amounts of greenhouse gases are emitted due to energy consumption during the product use phase; contribution to the planned obsolescence of devices due to high rates of technological advancement, as well as electronic waste at the product's end-of-life
- Artificial intelligence: artificial intelligence may enable several social issues including breaches of privacy, discrimination, human rights violations, etc.

Activity mitigating negative impact

- Training employees on technology ethics to support responsible innovation of AI solutions
- Working with non-governmental institutions in the research on the application of IA as a tool to facilitate a transition towards circular economy
- Raising awareness of internet users on best practices of google services to promote a circular economy
- Eco-designing electronics using recyclable metals to ensure lower impact during the lifecycle
- Contributing to the circular economy loop by using refurbished servers and repairing IT infrastructure in data centers
- Contributing to the circular economy through take-back programs to recycle used IT devices
- Utilizing raw materials with lower environmental impacts, including recycled materials

Stakeholders

Indirect Civil society Indirect Planet Direct Local ecosystems Direct Local communities



SDG 12. Responsible consumption and production
 Outcome Waste generation and hazardous materials management
 Company acknowledgement **Yes**

Impact type

A

Activity generating negative impact **Mitigated**

- Generating hazardous waste through electrical and electronic equipment (WEEE) generated from consulting activities and IT infrastructure services
- Generating non-hazardous waste through corporate services: office waste (paper, plastic, cardboard)

Activity mitigating negative impact

- Implementing initiatives following the 3R (Recycle, Reuse, Recover)
- Implementation of the UL 2799 Zero Waste to Landfill certification standard for several final assembly manufacturing sites

Stakeholders

Indirect Planet Direct Local ecosystems Direct Local communities



SDG 13. Climate action
 Outcome Greenhouse gas emissions
 Company acknowledgement **Yes**

Impact type

A

Activity generating negative impact **Mitigated**

Emitting greenhouse gases through direct and indirect activities:

- Scope 1: direct emissions from direct heating, emergency generators, fuel consumption by corporate vehicles, and fugitive emissions from refrigerant gases
- Scope 2: indirect emissions from electricity consumed to power company offices, servers and cloud data centres
- Scope 3: indirect emissions from purchased goods and services, business travel, capital goods, and fuel-and-energy-related activities

Activity mitigating negative impact

- Implementation of LEED certifications for buildings (Scope: 1.7 million m2 of Google office facilities, of which 26% is LEED Platinum-certified, and 60% is LEED Gold-certified)
- Implementing an internal carbon price to data center emissions
- Reducing emissions along the supply chain by engaging with suppliers to promote sustainable practices, such as improving their carbon footprint
- Reducing employee travel through the promotion of commuting initiatives, such as shuttles, carpooling, the installation of bicycle and electric vehicle charging stations
- Introducing electric vehicles in the company fleet
- Increasing the share of renewable energy across company sites (scope: 100% of the Company's electricity consumption in data centers and offices)

Stakeholders

Direct Planet



SDG 16. Peace, justice and strong institutions
 Outcome Communication and selling practices
 Company acknowledgement **Yes**

Impact type

Z

Activity generating negative impact **Mitigated**

- Spreading inaccurate or misleading marketing information through the Company's advertisement activities
- Employing unethical marketing strategies such as spam emails

Activity mitigating negative impact

- Implementing enforcement procedures for businesses incurring in advertisement policy violations
- Implementing spam policies to protect users from unethical web marketing practices such as cloaking, sneaky redirects and link spam
- Restricting specific ad formats to advertisers until they are certified according to the Company's advertising policies
- Limiting data collection from advertisers engaging in personalized advertising publications
- Limiting targeting categories for personalized advertising to protect user integrity from sensitive topics
- Implementation of a whistleblowing platform to receive complaints of communication and selling practices misconduct
- Implementing advertising policies that include advertising guidelines, covering topics such as advertising targeting policies, permitted practices and content restrictions

Stakeholders

Indirect Civil society **Indirect** Administration and governments **Direct** Consumers **Direct** Clients



SDG 16. Peace, justice and strong institutions
 Outcome Anti-competitive practices
 Company acknowledgement No information

Impact type

Z

Activity generating negative impact **Mitigated**

- Exacerbating anti-competitive behaviour in the software sector through the infringement of intellectual property rights or the abuse of a dominant position, particularly as a major industry player

Activity mitigating negative impact

- Implementation of a Code of Conduct including fair competition guidelines to ensure fair competitive behaviour across the organization

Stakeholders

Indirect Clients Indirect Local communities Direct Administration and governments Direct Competitors



SDG 16. Peace, justice and strong institutions
 Outcome Unethical business conducts
 Company acknowledgement **Yes**

Impact type

Z

Activity generating negative impact **Mitigated**

- Contributing to unethical business practices involving public and private entities: as an employer in the consumer digital services industry, Alphabet Inc poses a risk of employing or enabling unethical business practices

Activity mitigating negative impact

- Offering anti-bribery training to employees
 - Implementation of a whistleblowing platform to receive complaints of ethical breaches across company operations
 - Implementation of a code of conduct to ensure ethical behaviour across the organization

Stakeholders

Indirect Customers Indirect Local communities Direct Civil society Direct Employees



SDG 16. Peace, justice and strong institutions
 Outcome Supply chain management
 Company acknowledgement **Yes**

Impact type

A

Activity generating negative impact **Mitigated**

- Generating negative impacts along the supply chain through ineffective supply chain management such as poor labour standards and human rights violations

Activity mitigating negative impact

- Implementation of a whistleblowing platform to receive complaints of human rights or environmental breaches along the supply chain
 - Conducting investigations to ensure that no sourced material contains conflict minerals
 - Implementation of a sustainable sourcing program across the organization
 - Training procurement staff to ensure proper implementation of the company's policies to ensure good procurement practices
 - Providing training to suppliers on responsible environmental and health and safety practices
 - Conducting audits of suppliers to ensure compliance to labour and human rights
 - Extending the code of conduct to suppliers to ensure ethical and sustainable behaviour across the supply chain

Stakeholders

Indirect Planet Indirect Civil society Direct Local communities Direct Suppliers and distributors Direct Local ecosystems



SDG 16. Peace, justice and strong institutions
 Outcome Customer privacy and data security
 Company acknowledgement **Yes**

Impact type

Z

Activity generating negative impact **Mitigated**

- Impacting data security and customer privacy connected to products and services sold, as well as company operations, as software services require personal information from customers to operate its advertising algorithm;- Generating an impact on data security and consumer privacy through the aggressive collection of sensitive information about clients from operations: voice data, geographical location, consumption patterns and preferences, and operational data relating to corporate customers
- Generating disruptions in IT systems, cyber-attacks, or other data security incidents

Activity mitigating negative impact

- Developing technologies that limit data collection from users
- Implementing ethical principles policy for artificial intelligence
- Implementation of a data privacy policy across the organization to set out rules and controls to follow to prevent data and privacy breaches
- Reinforcing cybersecurity capabilities in handling customers' data through password management tools

Stakeholders

Indirect International organizations **Indirect** Civil society **Direct** Consumers **Direct** Clients

Potential negative impacts



SDG 17. Partnership for the goals
 Outcome Critical incidents and systemic risk management
 Company acknowledgement No information

Impact type

A

Activity generating negative impact **Mitigated**

- Potential risk of disrupting local, national, and/or global communication and information flow caused by unexpected events, e.g. infrastructural breakdowns, natural disasters, cyberattacks, etc.

Activity mitigating negative impact

- Offering customers backups and disaster recovery cloud services for applications and sensible data
- Collaborating with the US government in the development of cybersecurity solutions to avoid damage to critical governmental data infrastructure

Stakeholders

Direct Planet

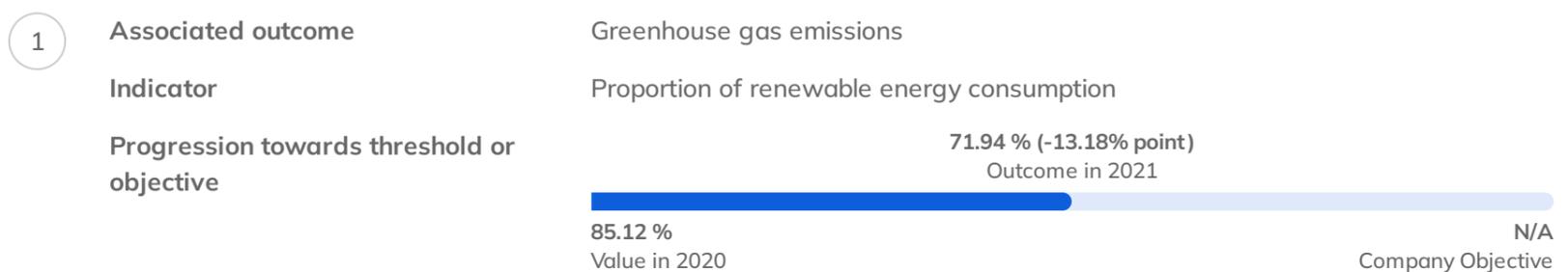
Impact results

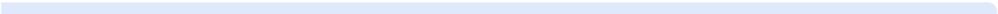
Reducing negative impact

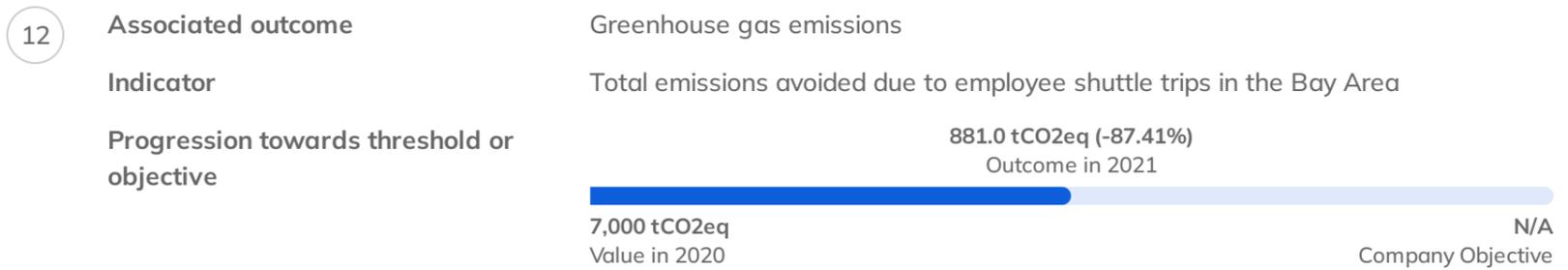
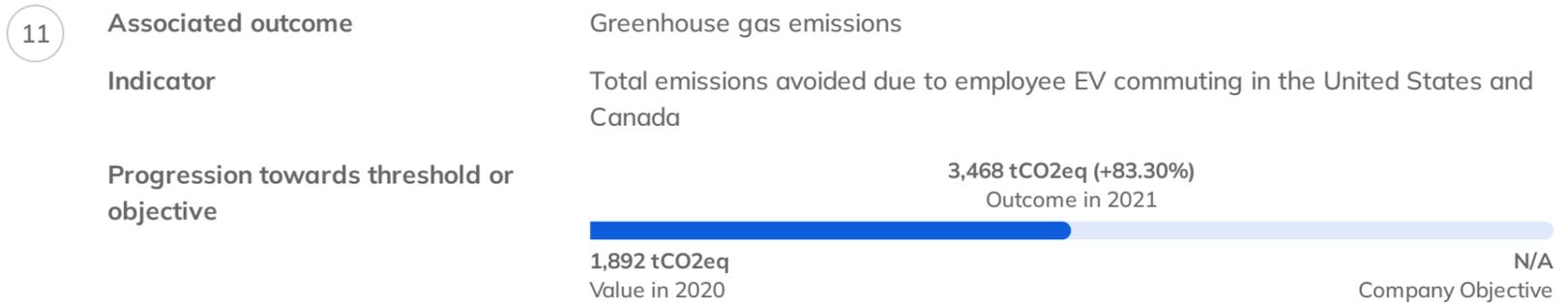
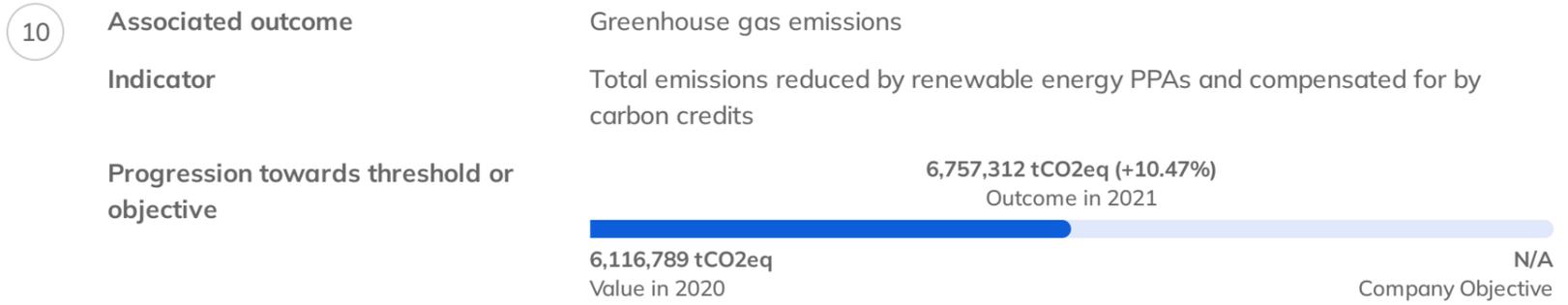
SDG	Outcomes covered	Total indicators
-----	------------------	------------------



1	12
---	----

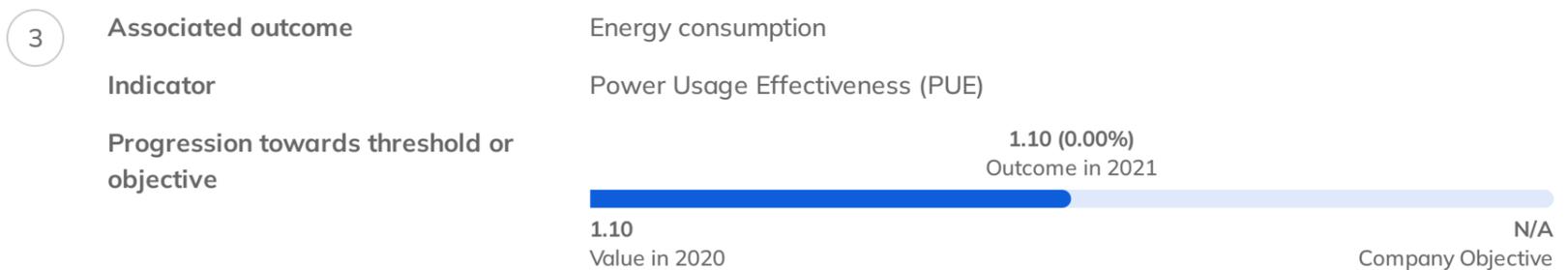
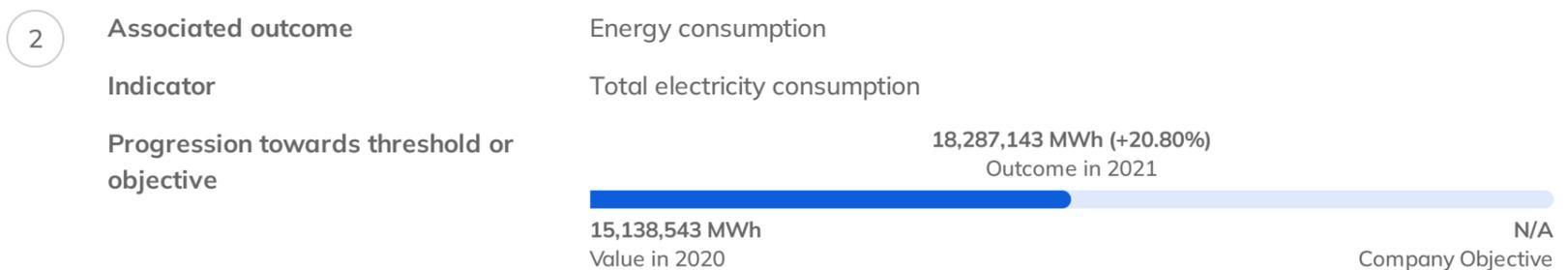
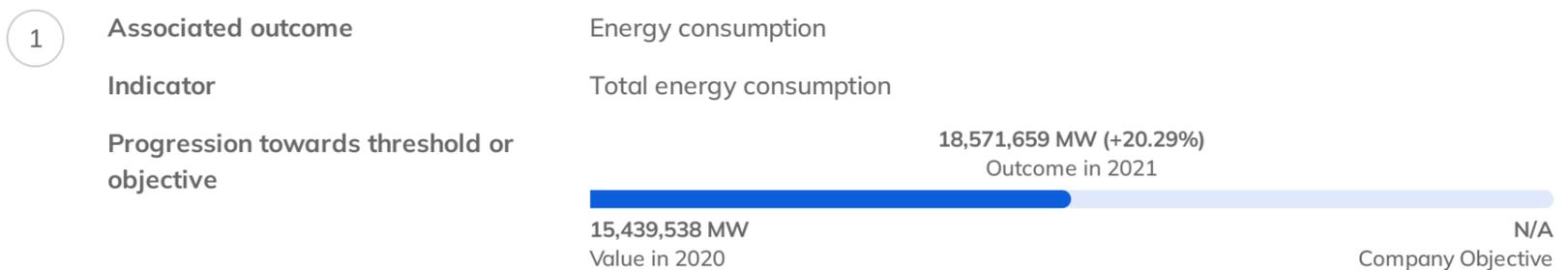


2	Associated outcome	Greenhouse gas emissions	
	Indicator	GHG emission intensity - per USD million of revenue	
	Progression towards threshold or objective	7.25 (+39.16%) Outcome in 2021	
			
		5.21 Value in 2020	N/A Company Objective
3	Associated outcome	Greenhouse gas emissions	
	Indicator	Scope 1 GHG emissions	
	Progression towards threshold or objective	45,073 tCO2eq (+16.49%) Outcome in 2021	
			
		38,694 tCO2eq Value in 2020	N/A Company Objective
4	Associated outcome	Greenhouse gas emissions	
	Indicator	Scope 2 (market-based) GHG emissions	
	Progression towards threshold or objective	1,823,132 tCO2eq (+100.0%) Outcome in 2021	
			
		911,415 tCO2eq Value in 2020	N/A Company Objective
5	Associated outcome	Greenhouse gas emissions	
	Indicator	Scope 3 GHG emissions	
	Progression towards threshold or objective	9,503,000 tCO2eq (+1.35%) Outcome in 2021	
			
		9,376,000 tCO2eq Value in 2020	N/A Company Objective
6	Associated outcome	Greenhouse gas emissions	
	Indicator	Scope 1 & 2 GHG emissions	
	Progression towards threshold or objective	186,205 tCO2eq (-80.40%) Outcome in 2021	
			
		950,109 tCO2eq Value in 2020	N/A Company Objective
7	Associated outcome	Greenhouse gas emissions	
	Indicator	Scope 1, 2 & 3 GHG emissions	
	Progression towards threshold or objective	11,371,205 tCO2eq (+10.12%) Outcome in 2021	
			
		10,326,109 tCO2eq Value in 2020	6,264,977.0 tCO2eq Company Objective
8	Associated outcome	Greenhouse gas emissions	
	Indicator	Scope 2 (location-based) GHG emissions	
	Progression towards threshold or objective	6,576,239 tCO2eq (+12.13%) Outcome in 2021	
			
		5,865,095 tCO2eq Value in 2020	N/A Company Objective
9	Associated outcome	Greenhouse gas emissions	
	Indicator	Scope 1, 2 (location-based) & 3 GHG emissions	
	Progression towards threshold or objective	6,757,312 tCO2eq (+10.47%) Outcome in 2021	
			
		6,116,789 tCO2eq Value in 2020	N/A Company Objective



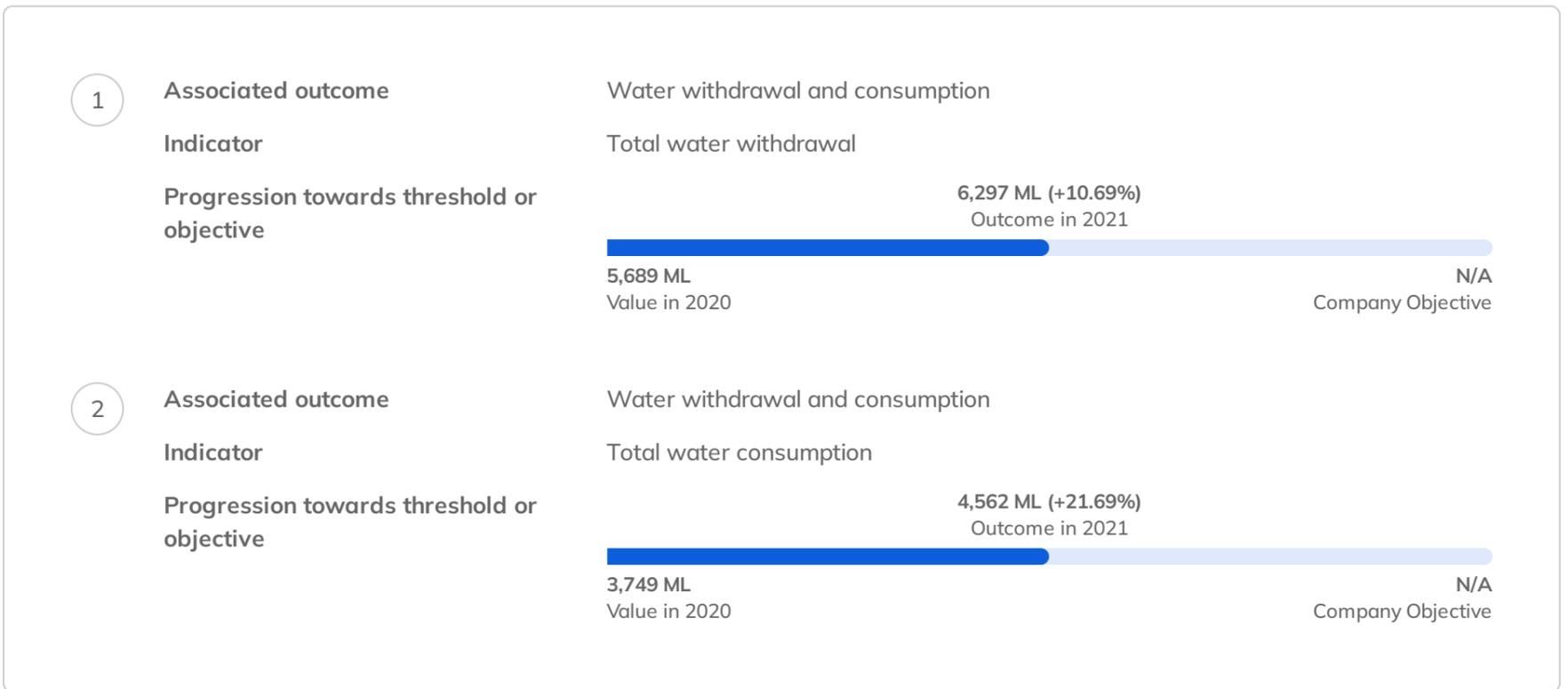
1

3



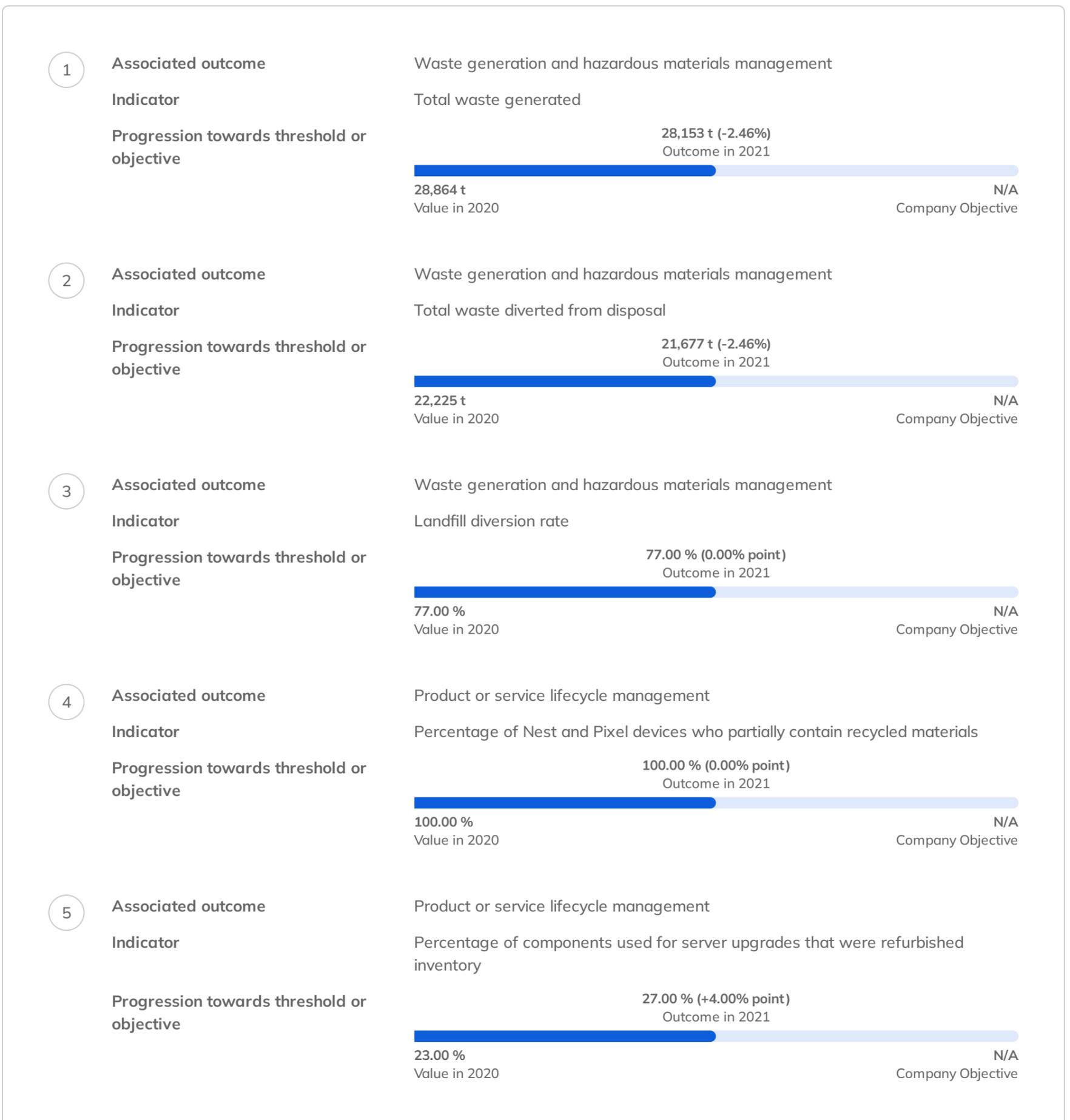
1

2



2

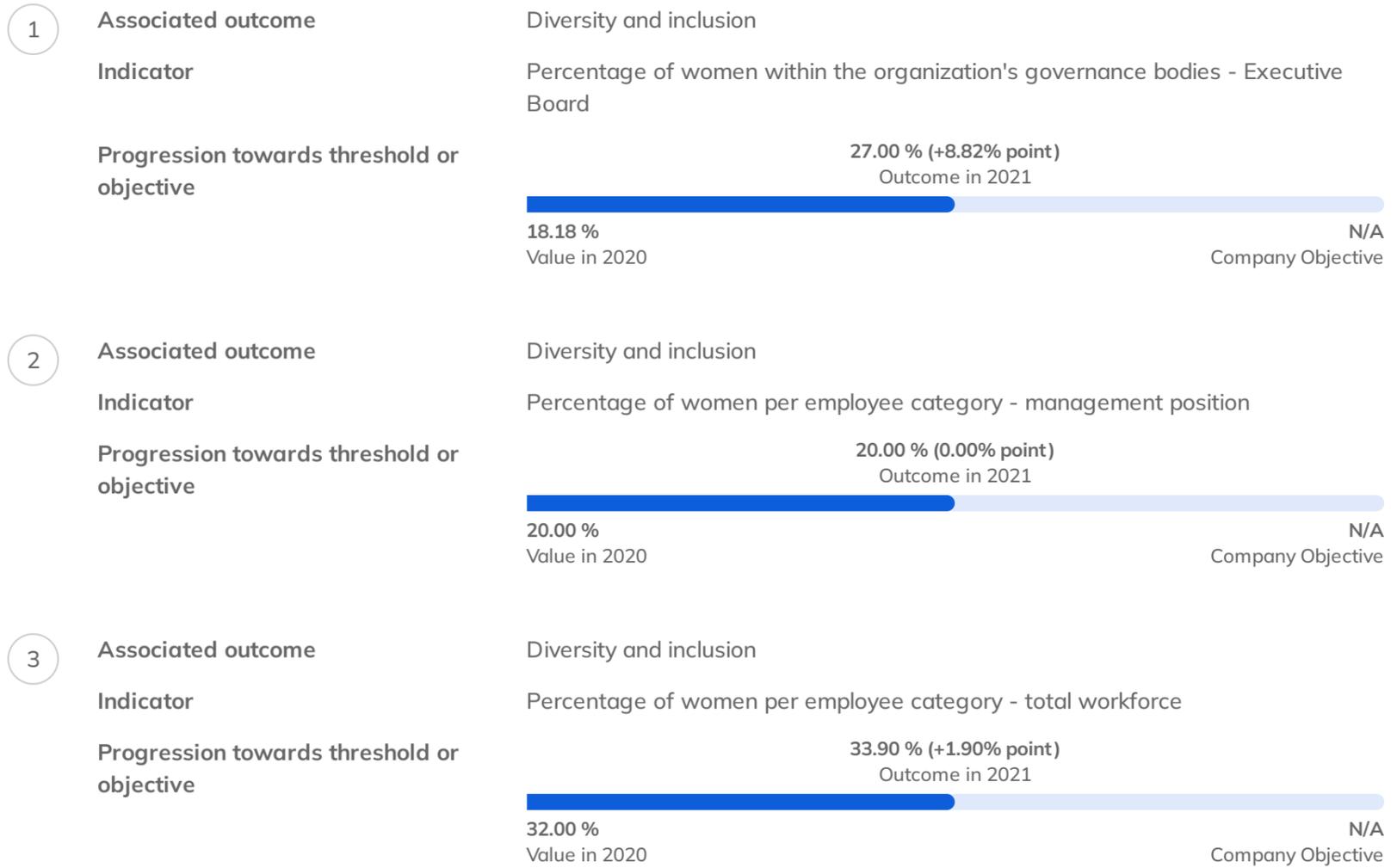
5





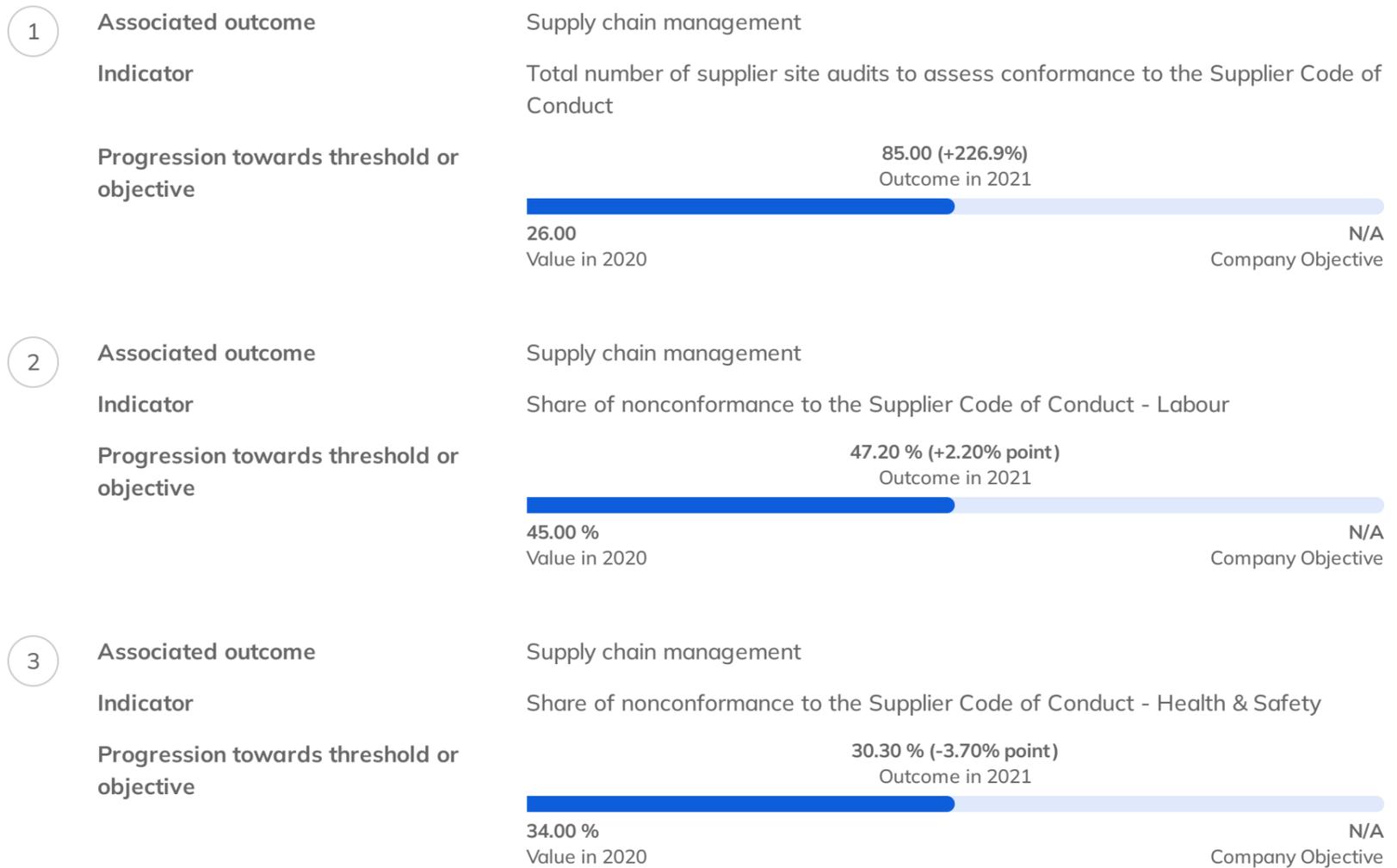
1

3



1

8



4	Associated outcome	Supply chain management
	Indicator	Share of nonconformance to the Supplier Code of Conduct - Environmental
	Progression towards threshold or objective	8.10 % (+1.10% point) Outcome in 2021
		<p>7.00 % Value in 2020 N/A Company Objective</p>
5	Associated outcome	Supply chain management
	Indicator	Share of nonconformance to the Supplier Code of Conduct - Ethics
	Progression towards threshold or objective	2.00 % (-1.00% point) Outcome in 2021
		<p>3.00 % Value in 2020 N/A Company Objective</p>
6	Associated outcome	Supply chain management
	Indicator	Total number of nonconformance to the Supplier Code of Conduct identified
	Progression towards threshold or objective	1,322 (+226.4%) Outcome in 2021
		<p>405.0 Value in 2020 N/A Company Objective</p>
7	Associated outcome	Supply chain management
	Indicator	Percentage increase in conformance following the implementation of corrective action plans - Working Hours
	Progression towards threshold or objective	77.00 % (-1.33% point) Outcome in 2021
		<p>78.33 % Value in 2020 N/A Company Objective</p>
8	Associated outcome	Supply chain management
	Indicator	Percentage increase in conformance following the implementation of corrective action plans - Freely Chosen Employment
	Progression towards threshold or objective	35.00 (+12.00%) Outcome in 2021
		<p>31.25 Value in 2020 N/A Company Objective</p>

References

[AR 2021](#)

[Diversity AR](#)

[Carbon free by 203](#)

[Supplier CoC](#)

[Artificial intelligence and Circular Economy](#)

[Restricted ad formats](#)

[Backup and DR service](#)

[Spam Policies](#)

[Enforcement procedures](#)

[COC](#)

[Google Ads policies](#)

[Impact Report](#)

[Environmental Report](#)

[Google CoC](#)

[CDP Climate Change](#)

[Privacy policy](#)

[HR](#)

[Supplier RR](#)

[Conflict minerals](#)

[NFRD](#)

[Environmental indicator assurance](#)

[AI Principles](#)

[Personalized advertising](#)

[ESG Index](#)

[Audit Report](#)

[US cybersecurity](#)

[Google UK Binary Gender Pay Gap report](#)

[Google content policies](#)

[Water Stewardship](#)

[Circular Google](#)

[Diverse suppliers](#)

[Diversity AR 2020](#)

[US workplace policy](#)

[2018 Environmental Report](#)

[Supplier RR 2020](#)

[Conflict Minerals Policy](#)

