DSM's corporate governance: to meet the challenges of the XXI century

Jeff Turner
Vice-President Corporate Sustainability at DSM

DSM at a glance

Sales
> €10 billion

EBITDA
€1,2 billion

Global
presence

25,000 employees
worldwide

Listed at
Euronext NYSE

Sustainability
leader

#1 Dow Jones
Sustainability Index

2016 numbers total DSM including participations.

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BRIGHT SCIENCE. BRIGHTER LIVING.

Sustainability core value of DSM

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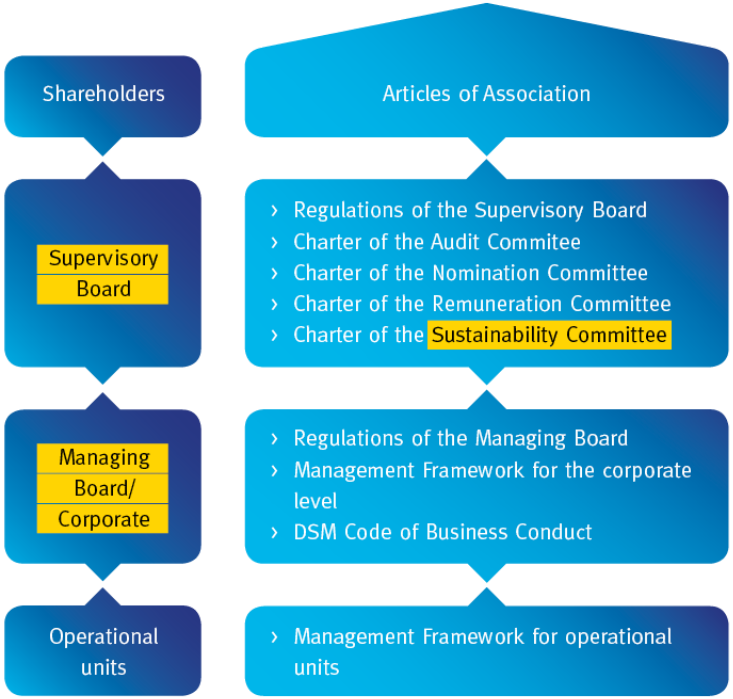
Corporate sustainability governance DSM

- **TWO-TIER BOARD MODEL:**
  - Supervisory Board;
  - Managing Board.

- Sustainability Committee SB:
  - Addresses sustainability topics;
  - Monitors progress against targets;
  - Secures implementation.



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External Sustainability Advisory Board DSM

Members:

Mrs. Robin Chase
co-founder /former CEO of Zipcar

Mr. Paul Gilding
former executive director of Greenpeace Int.

Sir David King
former Climate Change Representative UK gov

Mrs. Ndidi Nwuneli
- founder of LEAP Africa & AACE Foods

Prof. Ye Qi
Cheung Kong professor of Environmental Policy

Prof. Jessica Fanzo
Professor of Ethics and Global Food & Agriculture

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Remuneration linked to performance

Short Term Incentives (STI):

Brighter Living Solutions

Employee Engagement Index

Safety Performance

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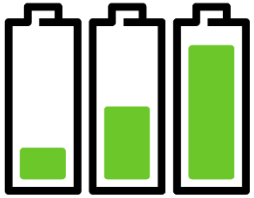
Remuneration linked to performance

Long Term Incentives (LTI):



Energy Efficiency Improvement (EEI)

Greenhouse Gas Emissions (GHGE) Efficiency Improvement

STI + LTI = 50% of total direct compensation managing board

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Sustainability Leadership Team

- Business-oriented center of excellence and partner on sustainability, both internally and externally;
- Group of senior executives representing the business groups and contributing corporate functions;
- Chaired by the Vice-President Sustainability. Reports to the CEO.

Advocacy & partnering

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