ESG Download

Avery Dennison 2024 ESG Reporting

March 2025

AVERY DENNISON

MAKING POSSIBLE™

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From Our Leadership

Advancing sustainability enables us to unlock value for our customers by helping them address complex industry challenges. It also improves our productivity and reduces the environmental impact of our and our customers' operations and supply chains. Sustainability is a business imperative for Avery Dennison and a key focus of our innovation and operational efforts.

As technological advancements accelerate and consumer expectations shift, our customers are turning to us for solutions that can expand supply chain visibility, reduce waste, advance the sustainability, circularity and transparency of their products, and enhance their opportunities to connect with consumers. Within our own business, our focus on sustainable outcomes continues to reduce our carbon emissions, lower our energy consumption, reduce our waste and increase our use of renewable energy.

Sustainability is a key driver of innovation across our company. Our innovation platforms improve our products' recycled content and recyclability and create solutions that advance the circular economy. Meanwhile, process innovation within our manufacturing operations improves efficiency and productivity while lowering our environmental impact. We continue to develop differentiated products and solutions that create value for our customers.

We remain largely on track to deliver on our 2025 sustainability goals and are also focused on accelerating our progress toward our 2030 goals and targets. Our ESG Download remains the primary source of data reporting on our ESG progress. We continue to invest in systems and processes to enhance our disclosures, and remain committed to aligning these disclosures and our goals to rigorous external standards, including the Science Based Targets Initiative and the United Nations Sustainable Development Goals.

Through innovation, operational excellence and our longstanding passion for problem-solving, we remain focused on delivering on our sustainability goals and creating value for all our stakeholders.

Thank you for your interest in Avery Dennison and our ESG efforts.

Deon

Deon Stander
President & CEO

Materials Group

Our Materials Group is a leading global provider to the pressure-sensitive label and graphics industries. Our innovative products include label materials, graphics and reflective materials, and functional bonding materials, like tapes. Our label materials enhance brands' shelf appeal, inform shoppers, advance circularity, increase transparency, help reduce waste and improve operational supply chain efficiency. Our graphics portfolio offers highly engineered products ranging from vehicle wraps to architectural films. Our tapes portfolio includes bonding and functional materials for applications in various industry sectors such as automotive, building and construction and electronics. We leverage the group's materials science capabilities and process engineering expertise to develop and manufacture Intelligent Labels at scale and drive their further adoption through our converter channel access.

In 2024, Materials Group represented 69% of total sales.

Solutions Group

Our Solutions Group is a leading provider of information and branding solutions that cover worldwide marketplace needs ranging from digital identification and data management to branding and embellishment, productivity, pricing and retail media. As a large ultra-high-frequency RFID solutions provider, we empower customers across multiple retail and industry segments, including apparel, logistics, food and grocery, and general retail, to connect the physical and digital worlds by enabling a digital identity and life on physical items.

Our innovation and data management capabilities, global footprint and market access continuously expand our solutions platform.

In 2024, Solutions Group represented 31% of total sales.

Standards

The Sustainability Accounting Standards Board (SASB) categorizes Avery Dennison within the primary industry of Containers & Packaging under its Sustainable Industry Classification System (SICS). SASB also categorizes Avery Dennison within the secondary industries of Apparel, Accessories & Footwear and Chemicals. Avery Dennison reports relevant indicators across all three of these sector standards, with some responses limited in scope to specific relevant business units. Additional standards reporting is described in the Disclosures section.

Definitions

Facility: We use the term "facility" to describe any location that we own or lease. This designation includes all locations, including manufacturing, converting/distribution centers, research and development, warehouses, fast response units and office locations.

Manufacturing facility: We use the term "manufacturing facility" to describe any location in which we manufacture products. This designation excludes converting/distribution centers, research and development, warehouses, fast response units and office locations.

Scope

Unless specifically stated, all 2024 data reported in this document covers acquired businesses owned for a full calendar year. Acquisitions made during the reporting year are excluded unless otherwise noted. In some cases, historic metrics may be recalculated to include acquisitions as necessary for our goals, and those instances are specifically noted.

Select metrics represent partial year data due to limited data availability. In these cases, the time period will be clearly indicated, and full-year data will be reported after it becomes available.

Further discussion of our sustainability initiatives and progress against our sustainability goals can be found in our **2024 Integrated Report.**

Certain prior-year (2021-2023) energy, emissions and paper data has been third-party verified. Verification information is available in our **CDP disclosures**, and 2024 energy, emissions and paper data verification will be pursued as part of our CDP response. All other data is unaudited.

Materiality

In 2024, we completed our first Double Materiality Assessment, which will drive future compliance with reporting requirements and serve as a guide for our sustainability strategy. This critical process, which was aligned with the guidelines prescribed by the Corporate Sustainability Reporting Directive (CSRD), helps us assess the impacts, risks, and opportunities for our business pertaining to sustainability, climate and social impact.

The topics that came to the forefront are those where we believe Avery Dennison can have the most impact and those that provide greater opportunity for us to drive value for our company and our stakeholders. These topics closely align with our sustainability strategy and our previous materiality assessments.

Most Material Topics

1. Innovation and Technology
2. Transition to a Circular Economy
3. Energy and Greenhouse Gas Emissions
4. Training and Skills Development
5. Equal Treatment and Opportunity

MATERIAL TOPIC DEFINITIONS

Innovation and Technology	Refers to the development and use of emerging technologies, digital innovations that transform businesses and products, and the opportunities and risks presented by these technologies and innovations. This topic also refers to processes, initiatives and activities aimed at advancing products and services through various approaches, including open innovation, crowdsourcing and the use of new technologies. Previously assessed as “Innovation.”
Transition to a Circular Economy	Refers to principles, practices and processes that minimize or eliminate the negative environmental impacts of a product across its lifecycle in an effort to eliminate waste, increase reuse and recycling of materials, and reduce virgin input materials. This includes regulatory concepts such as extended producer responsibility, and innovations that help improve recyclability, infrastructure and end user engagement.
Energy and Greenhouse Gas Emissions	Refers to the direct and indirect emission of greenhouse gases (GHGs) and emissions reduction targets aimed at limiting company contributions to global warming.
Training and Skills Development	Refers to ensuring ongoing career development and growth by providing adequate training resources for enhancing the skills and knowledge of its own workers according to their roles and responsibilities. It can include different methodologies, such as on-site training and online training.
Equal Treatment and Opportunity	Refers to the processes, practices and mechanisms that support the fair treatment of all employees. We aim to foster an environment where all employees with various skills, experiences and backgrounds can grow and be increasingly productive and innovative, allowing us to benefit from a highly engaged team and attract and retain top talent for the benefit of our stakeholders.

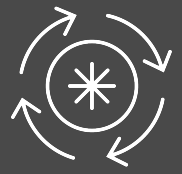
Avery Dennison Sustainability Goals

Our 2025 goals represented our first comprehensive sustainability goal set. We continue to make progress and are largely on track to deliver on our 2025 goals. We will report our final results in 2026.

In 2021, we announced our 2030 sustainability goals. Our 2030 goals improved our alignment with external principles and reflect the next steps in our strategic sustainability journey.

Differences between our 2025 and 2030 sustainability goals are outlined in the appendix.

Our 2030 Sustainability Goals



Deliver innovations that advance the circular economy

Reduce the environmental impact in our operations and supply chain

Make a positive social impact by enhancing the livelihood of our people and communities

Progress Toward 2025 Goals

2025 Goals	Baseline (2015)	2024 Results
70% of revenues from sustainability-driven products	—	69% Materials Group (Label and Graphic Materials only)
	—	66% Solutions Group[1] (Apparel Solutions only)
3% absolute GHG reduction every year (26% cumulative by 2025)	—	54% cumulative GHG emissions reduction[2]
100% certified paper 70% Forest Stewardship Council (FSC)-certified face paper	45% FSC-certified	97% certified 80% FSC-certified face paper
95% landfill-free 75% waste recycled	90% landfill-free 55% recycled	94% landfill-free 68% recycled
70% of films we buy conform to, or enable end products to conform to, our environmental and social guiding principles	—	97% of films
70% of chemicals we buy conform to, or enable end products to conform to, our environmental and social guiding principles	—	97% of chemicals
40% women in manager level and above	32%	37%[3]
Maintain world-class safety and employee engagement scores	0.31 Recordable Incident Rate (RIR)	0.21 RIR
	80% engagement	85% engagement
Publicly commit to goals/report progress		Continued enhancing sustainability transparency with more comprehensive reporting

1: Does not include Silver Crystal, a company we acquired in November 2023.
2: Scope 1 GHG emissions were calculated following new methodology; please reference page 32 for additional information.
3:Our 2025 and 2030 sustainability goal is to foster a workforce representative of the communities in which we operate;.as one indicator, we track the percentage of females in manager level and above positions globally.

Progress Toward 2030 Goals

Deliver innovations that advance the circular economy

2030 Goals	Baseline (2015)	2024 Results
Satisfy the recycling, composting or reuse requirements of all single-use consumer packaging and apparel with our products and solutions.		
Solutions Group: 100% of our core product categories (printed fabric labels, woven labels, paper, interior heat-transfer labels, packaging and RFID) will meet our Sustainable ADvantage™ standard.	—	78% Solutions Group[1] (Apparel Solutions only)
Materials Group: 100% of our standard label products will contain recycled or renewable content. All of our regions will have labels that enable circularity of plastics.	—	67% Materials Group (Label and Graphic Materials only)

1: Does not include Silver Crystal

Progress Toward 2030 Goals

Reduce the environmental impact in our operations and supply chain

2030 Goals	Baseline (2015)	2024 Results
Reduce our scope 1 and 2 GHG emissions by 70% from our 2015 baseline. Work with our supply chain to reduce our 2018 baseline scope 3 GHG emissions by 30%,[1] with an ambition of net zero by 2050.	—	54% scope 1 and 2[2] Prior year scope 3 calculations are available in our most recent CDP Climate response
Source 100% of paper fiber from certified sources focused on a deforestation-free future.	45% FSC-certified	97% certified
Divert 95% of our waste away from landfills, with a minimum of 80% of our waste recycled and the remainder either reused, composted or sent to energy recovery.	84% landfill-free 55% recycled	91% landfill-free 68% recycled
Deliver a 15% increase in water efficiency at our sites that are located in high or extremely high risk countries as identified in the World Resources Institute Aqueduct Tool.	—	(17)%[3]

1: Our 30% reduction by 2030 goal covers our purchased goods and services (GHGP category 1) and end-of-life treatment of sold products (GHGP category 12), as aligned with our Science Based Target Initiative (SBTi) target.
2: Scope 1 GHG emissions were calculated following new methodology; please reference page 32 for additional information.
3: Water use and efficiency at our sites are driven primarily by employee count and sanitation and can be affected by clean-up and restoration following singular events; sites in the World Resources Institute (WRI) risk categories shift annually.

Progress Toward 2030 Goals

Make a positive social impact by enhancing the livelihood of our people and communities

2030 Goals	Baseline (2015)	2024 Results
Foster an engaged team and an inclusive workplace. • Inclusion index: 85% • Employee engagement: 82% • Females in manager level or above positions: 40% • Safety: 0.2 Recordable Incident Rate (RIR)	— 80% 32% 0.31 RIR	81%[1] 85%[1] 37%[2] 0.21 RIR
Support the participation of our employees in Avery Dennison Foundation (ADF) grants and foster the well-being of the communities in which we and our supply chain operate. • 85% of countries in which we operate receive ADF grants • 50% of all ADF grants incorporate volunteerism	— —	Made ADF grants in 72% of countries in which we operate 94% of grants incorporated employee volunteerism

1: In 2023, we utilized a new partner, process and platform, more than doubling the questions asked. As such, 2023 reflects the baseline from which we measure our progress.
2: Our 2025 and 2030 sustainability goal is to foster a workforce representative of the communities in which we operate;.as one indicator, we track the percentage of females in manager level and above positions globally.

Circularity & Sustainable Products

We are working with our customers, supply chain and other key stakeholders to advance an economy that balances economic prosperity with circularity, regeneration and lower carbon intensity. Our recent materiality assessment confirms that our customers and stakeholders see their business partners and suppliers as critical to solving their most significant challenges and delivering on their climate and sustainability goals.

Our customers continue to seek sustainable product alternatives from Avery Dennison. They turn to us for solutions that can expand supply chain visibility, reduce waste, advance the sustainability, circularity and transparency of their products, and enhance opportunities to connect with their consumers. Utilizing our materials science, advanced processes and digital innovation capabilities, our R&D initiatives incorporate sustainability into our innovations and product designs, whether it's a digitally enabled label that helps improve supply chain visibility or a product with a significantly enhanced lifecycle impact.

2030 Goal Alignment

Goal 1 is to deliver innovations that advance the circular economy; Goal 2 is to reduce the environmental impact in our operations and supply chain, including a target to source 100% of paper fiber from certified sources focused on a deforestation-free future.

2024 Material Topic Alignment

Transition to circular economy, Innovation and Technology, Energy and Greenhouse Gas Emissions

United Nations Sustainable Development Goals (SDGs) Alignment

Material Sourcing and Production

	2022	2023	2024	Discussion	Source
FSC-certified paper percentage (1) Face paper only (2) All paper	1) 81% 2) 56%	1) 79% 2) 61%	1) 80% 2) 67%	Our 2025 paper goal is to procure 100% of the paper we purchase from certified sources, with 70% of that FSC-certified.	
Percentage of total volume paper from certified sources	94%	96%	97%	Our 2030 paper goal is to procure 100% paper fiber from certified sources focused on a deforestation-free future. We disclose the percentage of purchased paper that is certified and the total volume of paper purchased in metric tons in our annual CDP response. Our data is audited annually by an independent third party; the audit of our 2024 data is expected to be completed in Q2 2025.	CDP Forests Response
Policy regarding the purchase of wood and/or wood-based products from sustainable sources				As a significant stakeholder in the supply chain of pulp and paper products, we work to promote and provide sustainable and socially responsible paper products. This effort includes influencing our business partners to move toward deforestation-free products and making sourcing decisions that promote and support biodiversity. Our responsible paper procurement policy reflects our values and commitment to the sustainability and societal aspects of the paper products we source, manufacture and use. In accordance with the Avery Dennison Responsible Paper Procurement Policy, we aim to: • Evaluate and reward good environmental performance of our supply-chain partners • Avoid controversial fiber sources and increase certified/recycled sources • Act in a manner that helps to be socially responsible	Responsible Paper Procurement Policy

Material Sourcing and Production

	2022	2023	2024	Discussion	Source
Obtained any of the following chain of custody certifications for wood or wood-based products/ materials: FSC, PEFC, SFI				We aim to increase the use of wood fiber that has been certified by a credible third-party certification scheme (for virgin and recycled) with preference for FSC-certified material where market conditions and good business practices allow. Acceptable certifications include: • Forest Stewardship Council - Mixed Credit (FSC-MC certified) • Forest Stewardship Council - Controlled Wood (FSC-CW) • Programme for the Endorsement of Forest Certification (PEFC) • Sustainable Forestry Initiative (SFI), North America-based suppliers only	
Total wood fiber procured, percentage from certified sources				We do not procure wood fibers directly; rather, we source paper products for use in our own products. In 2024, we procured 939,726 metric tons of paper products enterprise-wide. More information on our paper procurement can be found in our CDP Forests response.	CDP Forests Response
Percentage of raw materials from (1) recycled content, (2) renewable resources and (3) renewable and recycled content*				We are working to expand our purchase of renewable, recycled and bio-based source material. Currently, recycled and/or renewable source materials comprise 62% of Materials Group purchases.	

*This metric is requested by the SASB Containers & Packaging Sustainability Accounting Standard (RT-CP), which is specific to our Materials Group.

Material Sourcing and Production

	2022	2023	2024	Discussion	Source
Raw material sourcing: (1) list of priority raw materials, for each priority raw material, (2) environmental and/or social factor(s) most likely to threaten sourcing, (3) discussion on business risks and/or opportunities associated with environmental and/or social factors, and (4) management strategy for addressing business risks and opportunities*				Apparel Solutions' priority raw materials include polyester and recycled polyester yarns. Environmental regulations and supply chain availability of recycled yarns are the largest challenges to sourcing these materials, with availability further limited by increasing customer demands for certified and traceable recycled yarns. Apparel Solutions is partnering with industry groups addressing environmental/GHG risks, requiring supplier audits, completing site certifications and researching materials with less environmental impact. As of year-end 2024, 91% of Apparel Solutions' manufacturing, distribution or fast response units were FSC-certified. For yarn-based materials, Apparel Solutions prefers Global Recycle Standard (GRS) yarn. As of year-end 2024, 38% of our manufacturing, distribution and fast response units held GRS certification. We have strong raw material sourcing guidelines, which include publicly posted supplier standards, including our Responsible Paper Procurement Policy.	Supplier Standards Solutions Group Responsible Sourcing Policy Responsible Paper Procurement Policy
Amount of raw material purchased and certified*				Apparel Solutions is committed to making more sustainable products. Within our most regularly used raw materials, certifications such as FSC, GRS and OEKO-TEX are commonplace. For Apparel Solutions, 91% of our manufacturing, distribution and fast response units held FSC certification, 38% held GRS certification and 49% held OEKO-TEX certification at year-end 2024.	

*These metrics are requested by the SASB Apparel, Accessories & Footwear Sustainability Accounting Standard (CG-AA), which is specific to our Apparel Solutions business.

Material Sourcing and Production

	2022	2023	2024	Discussion	Source
Total aluminum purchased, percentage of aluminum purchased from certified sources	1,575 68%	1,356 76%	1,575 82%	We procure a small amount of aluminum directly. In 2024, 82% (1,292 tons) of the aluminum we procured was from sources certified by the Aluminum Stewardship Initiative, or an equivalent standard. Unit of measure is tons.	
Amount of production, by substrate*	1) 240 2) 280 3) 146,358	1) 187 2) 222 3) 119,818	1) 258 2) 249 3) 135,515	Production of (1) film and (2) vinyl materials in million square meters. Production of (3) adhesives in metric tons.	
Percentage of production as: paper/wood and plastic*				For our Materials Group reportable segment, raw material costs represented ~51% of net sales in 2024. 45% of our Materials Group spend was tied to specialty paper-based materials and 29% was tied to plastic films and resins for films that we manufacture ourselves. The majority of the balance was tied to adhesives and other chemicals. 100% of the film and vinyl materials we produce are considered plastics.	
Percentage of products by revenue that contain GMOs	<1%	<1%	<1%	Based on information provided by our suppliers, less than 1% of our products contain genetically modified organisms (GMOs).	

*These metrics are requested by the SASB Containers & Packaging Sustainability Accounting Standard (RT-CP), which is specific to our Materials Group.

Product Lifecycle Management

	2022	2023	2024	Discussion	Source
Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle				Launched in 2021, Sustainable ADvantage enables our customers to reduce their environmental footprint, satisfy consumer demand, increase recyclability and address government regulations for more sustainable products. As a showcase of our mission to build toward regeneration, Sustainable ADvantage enables circularity, improves environmental performance and facilitates transparency across our entire value chain.	Sustainable ADvantage
Reductions in energy requirements of products and services				We develop products with sustainability in mind, from the materials we use, to how they're constructed or recycled at end-of-life. For example, increasing the recycled content of a product or reengineering its composition to require less material could decrease energy use in its production. Additionally, we factor in energy use and sustainability when designing our Avery Dennison hardware.	
Revenue from products that are reusable, recyclable and/or compostable; or products designed for use-phase resource efficiency	$4.7B	$5.5B*	$6.0B*	In 2021, we launched our Sustainable ADvantage portfolio of sustainability-oriented products, which replaced our previously named ClearIntent products. In 2024, 69% of our Materials Group (LGM) revenues and 70% of our Solutions Group revenues were from products that meet our Sustainable ADvantage standard.	Sustainable ADvantage

*2023 & 2024 values represent all business units; 2022 values represent only Label and Graphics Materials in Materials Group and and Apparel Solutions in Solutions Group.

Product Safety

	2022	2023	2024	Discussion	Source
Strategy to (1) manage chemicals of concern and (2) develop alternatives with reduced human and/or environmental impact				We maintain restricted substance list (RSL) programs both company-wide and tailored to our businesses. These programs list chemicals of concern identified by governments, Nonprofit stakeholders and customers that are banned or restricted depending on risk. In addition, we maintain a watch list of chemicals that must undergo an alternatives assessment and be approved by a committee of technical leaders prior to their use in new products. We have developed and launched a Green Chemistry program for product development that provides improved tools and processes for identifying risks from chemicals in our products and assessing alternatives. Our Materials Group uses our company-wide RSL, which identifies banned, restricted and watch-list substances. Our banned substances are those that are banned by law or regulation somewhere in the world, while our restricted list allows use in some instances while not in others. We are on track to eliminate our use of banned substances on our company-wide RSL by 2025, even in jurisdictions where they may be allowed. Our Solutions Group maintains its own RSL programs for both existing and new products. Our Solutions Group Apparel RSL program encompasses legal requirements from regulations (REACH, CPSIA, RoHS, Cal Prop 65), apparel industry standards (OEKO-TEX, ZDHC MRSL, AAFA RSL) and customer standards in the apparel and footwear industry. Our Avery Dennison Smartrac (AD Smartrac) business maintains an additional program relevant to RFID-enabled products.	Avery Dennison RSL Solutions Group RSL

Product Safety

	2022	2023	2024	Discussion	Source
Discussion of processes to maintain compliance with restricted substance regulations				Our product compliance teams monitor regulations and other developments applicable to our products through subscriptions to different government agencies such as EUROPA/CPSC, industry groups, and third-party regulatory and chemical tracking and management service providers. Relevant employees in our company are notified as developments occur so that appropriate actions can be taken.	
Discussion of processes to assess and manage risks and/or hazards associated with chemicals in products				We maintain RSL programs company-wide and within our businesses that identify and restrict chemicals of concern. To assess and manage risks from these chemicals, we work with our suppliers and product development teams to identify and reduce chemicals of concern wherever feasible in our products. We operate an assessment and approval process to minimize or avoid chemicals of concern in new products. Our Solutions Group maintains an RSL encompassing additional legal requirements from regulations (REACH, CPSIA, RoHS, Cal Prop 65), industry standards (OEKO-TEX, ZDHC MRSL, AAFA RSL, AFIRM RSL) and customer standards in the apparel and footwear industry. Our Solutions Group requires all suppliers to certify that the materials they supply us meet its RSL requirements. Our Solutions Group conducts over 2,000 tests of raw materials and products annually to confirm compliance with its RSL. AD Smartrac also maintains an RSL relevant to RFID-enabled products to identify and restrict chemicals of concern. Our Materials Group uses our company-wide RSL.	Avery Dennison RSL Solutions Group RSL

Product Safety

	2022	2023	2024	Discussion	Source
Number of recalls issued Totals units recalled	0 0	0 0	0 0	We issued no product recalls in 2024. Recalls are defined as products placed on the market in an end-user or consumer application that were recalled because of product or environmental regulatory compliance or product safety issues.	
Discussion of process to identify and manage emerging materials and chemicals of concern				We maintain a regulatory early warning system that uses a comprehensive approach to identify and track developments globally in product and chemical regulations, safety and environmental impacts. This system tracks developments in emerging and ongoing chemicals of concern and their use in products and manufacturing, as well as notification to relevant internal stakeholders to allow effective and timely response and management of issues.	

Biodiversity

	2022	2023	2024	Discussion	Source
Approach to evaluating and managing biodiversity concerns				Our Responsible Paper Procurement Policy addresses the measures we take to minimize wood fiber sourced from potentially controversial locations, including those with significant ecological value. We are committed to increasing our use of wood/fiber that has been certified by a credible third-party forest certification scheme (for virgin and recycled) with preference for FSC-certified material where market conditions and good business practices allow. In our CDP Forests response, we provide further information on our approach to biodiversity.	CDP Forests Response Responsible Paper Procurement Policy

Supply Chain

Our supply chain is a vast network of organizations, people, activities, resources and technology that manages the flow of raw materials, products and services. Considering the pace of today's global markets, the need to protect brand integrity and guide goods through the global supply chain efficiently is more pressing than ever. We work to ensure our supply chain is secure, compliant with global regulations and consistent with minimum standards in environmental and social sustainability.

2030 Goal Alignment

Goal 2 is to reduce the environmental impact in our operations and supply chain. To accomplish this goal for energy and emissions, we aim to reduce our scope 1 and 2 GHG emissions by 70% and work with our supply chain to reduce scope 3 emissions by 30%. We have an ambition of net zero by 2050.

2024 Material Topic Alignment

Equal Treatment and Opportunity

SDG Alignment

Supply Chain Management

	2022	2023	2024	Discussion	Source
Number of (1) Tier 1 suppliers Number of (2) suppliers beyond Tier 1*				Our Solutions Group joined Cascale (previously known as the Sustainable Apparel Coalition) in 2012 as the first solutions provider in the network. Based on Cascale criteria, we consider our manufacturing facilities to be tier 1 facilities. For 2024, Apparel Solutions operated in 45 manufacturing, distribution or fast response unit locations (including locations acquired in 2024). For 2024, Apparel Solutions used 216 outsource suppliers across its global manufacturing base, excluding raw material suppliers.	
Percentage of (1) Tier 1 supplier facilities, and (2) supplier facilities beyond Tier 1 that have completed Cascale's HIGG FEM assessment or an equivalent environmental data assessment*	1) 70%	1) 63%	1) 72%	In 2024, Solutions Group's Apparel Solutions business conducted 46 HIGG Facility Environmental Module (FEM) audits, which verified 2023 data, covering 72% of its manufacturing facilities. We are piloting the use of HIGG FEM audits with key outsource suppliers. There were 33 outsource suppliers that completed HIGG FEM verification in 2024.	Higg Responses
Percentage of (1) Tier 1 supplier facilities that have been audited to a labor code of conduct (2) Percentage of supplier facilities beyond Tier 1 that have been audited to a labor code of conduct (3) Percentage of total audits conducted by a third-party auditor*	1) 100% 2) 100% 3) 98%	1) 100% 2) 98% 3) 100%	1) 98% 2) 97% 3) 97%	In 2024, within Apparel Solutions, a total of 412 social audits were conducted at our locations. 98% of our tier 1 facilities had a valid social audit since 2023. In 2024, within Apparel Solutions, a total of 475 social audits were conducted at our outsource suppliers. 97% of our outsource suppliers have completed a valid social audit to a labor code of conduct. Within AD Smartrac, a total of four social audits were conducted at our tier 1 facilities in 2024. 97% of the audits were conducted by external auditors, including independent third-party audit firms or customer-specified auditors.	

*These metrics are requested by the SASB Apparel, Accessories & Footwear Sustainability Accounting Standard (CG-AA), which is specific to our Apparel Solutions business.

Supply Chain Management

	2022	2023	2024	Discussion	Source
Percentage of (1) Tier 1 supplier facilities and (2) supplier facilities beyond Tier 1 in compliance with wastewater discharge permits and/or contractual agreements*	100%	100%	100%	Our Solutions Group joined Cascale in 2012 as the first solutions provider in the network. Based on Cascale criteria, we consider our manufacturing facilities to be tier 1 facilities. In 2019, we implemented a full manufacturing restricted substance list (M-RSL) according to the Zero Discharge of Hazardous Chemicals (ZDHC) Program's restricted substance list. We require suppliers to comply with the M-RSL, which restricts the use of harmful substances and chemicals in our manufacturing facilities. All outsource suppliers have been involved in our Integrated Compliance Assurance Program (ICAP) assessments. These assessments verify facility environmental compliance performance, including legally required wastewater discharge permits. Based on our assessments, 100% of wastewater discharge permits of approved outsource suppliers were compliant. We monitor wastewater quality at owned manufacturing facilities. As of December 31, 2024, 100% of our manufacturing facilities complied with wastewater discharge permits and/or contractual agreements. We conduct regular tests according to ZDHC wastewater guidelines. We disclose results from key manufacturing facilities on public platforms including the ZDHC Gateway and the Institute of Public and Environmental Affairs.	Solutions Group RSL Social Compliance Supplemental Standards

*These metrics are requested by the SASB Apparel, Accessories & Footwear Sustainability Accounting Standard (CG-AA), which is specific to our Apparel Solutions business.

Supply Chain Management

	2022	2023	2024	Discussion	Source
Priority non-conformance rate and associated corrective action rate for suppliers' labor code of conducted audits.*				In 2024, Apparel Solutions completed 887 social compliance assessments, including 412 at our tier 1 facilities and 475 at outsourced supplier facilities. An external expert completed each audit, and findings were classified according to their risk and impact. Each finding generated a corrective action plan. All corrective action plans are time-bound with clear owners and are monitored via our internal social compliance system. We have implemented a governance process to ensure the closure of all actions within the time period required by corrective action plans. Specifically for our labor code of conduct audits, we use ICAP standards both at tier 1 facilities and outsource suppliers. As of year-end 2024, the non-conformance rate with our labor code of conduct for tier 1 facilities was 22% and non-conformance corrective action closure was 92%. The non-conformance rate with our labor code of conduct for outsource suppliers was 10% and non-conformance corrective action closure was 83%. We have higher criteria for our tier 1 facilities, which accounts for the differences in non-conformance and closure rates between tier 1 facilities and outsource suppliers.	Social Compliance Supplemental Standards

*These metrics are requested by the SASB Apparel, Accessories & Footwear Sustainability Accounting Standard (CG-AA), which is specific to our Apparel Solutions business.

Supply Chain Management

	2022	2023	2024	Discussion	Source
Description of the greatest (1) labor and (2) environmental, health and safety risks in the supply chain*				As a global manufacturer that serves multiple business segments, the risks we see in the supply chain vary significantly by region and business. Our Apparel Solutions business is most exposed to labor and environmental, health and safety (EHS) risks. We continuously review the human rights risks in our operations and supply chain and enhance our processes and practices as needed to account for emerging challenges. Using Cascale tools as well as our own risk matrices, including country of origin, type of labor and industrial issues, we identified fire safety and working hours as the most significant risks, and we have instituted fire safety plans and social audits as necessary to mitigate those risks.	

*These metrics are requested by the SASB Apparel, Accessories & Footwear Sustainability Accounting Standard (CG-AA), which is specific to our Apparel Solutions business.

Supply Chain Governance

	2022	2023	2024	Discussion	Source
Sustainable Supplier Guidelines				Our Supplier Standards require our materials and service providers to comply with matters such as working conditions, labor standards, anti-corruption, and other legal and ethical requirements. These standards reflect our commitment to integrity in business activities, complying with government laws and regulations, providing workers with a safe and healthy working environment, treating workers with dignity and respect, and promoting sustainable practices to help protect and preserve the environment. Compliance with these standards is an ongoing condition of doing business with our company. Additionally, our Solutions Group's Apparel Solutions and Smartrac divisions provide suppliers with Social Compliance Supplementary Standards. Both documents address key environmental and social issues in our supply chain. Suppliers and subcontractors must comply with applicable environmental laws and ensure that other relevant requirements are achieved. Suppliers, contractors and subcontractors must take proactive measures to protect, and minimize impacts to, the environment. Among other requirements, these documents set forth our expectations regarding compensation, working hours, forced labor, child labor, discrimination and human rights, and freedom of association.	Supplier Standards Social Compliance Supplemental Standards Solutions Group Responsible Sourcing Policy

Supply Chain Governance

	2022	2023	2024	Discussion	Source
Evaluation of suppliers on social and environmental risks and performance				In our Solutions Group, all outside suppliers are audited prior to any orders being placed. These audits are conducted by third-party organizations and focus on a number of social, environmental, and health and safety criteria. Each outsource supplier receives an audit score and must develop a corrective action plan for identified areas of improvement. This audit process incorporates the standards and protocols of many external benchmarks, such as the Social and Labor Convergence Program (SLCP) and SEDEX, and covers many areas, including their social and environmental controls and systems. In 2024, we conducted 475 social audits of outsource suppliers, and 46 outsource suppliers were engaged in Higg FEMs. We evaluate suppliers on social and environmental risks with scores based on general performance and ratings based on the severity of risk. With 91% of outsource suppliers' performance exceeding our minimum requirements, two suppliers were identified with zero-tolerance issues that resulted in Avery Dennison terminating business with the suppliers. Through our outsource supplier audits, we found the greatest risks are related to documentation of building permits and/or certificates in China, working hours in China and Vietnam, and fire safety in China and Turkey. Any violations are addressed through our remediation process. We use EcoVadis to conduct annual social, environmental and ethical performance assessments of our top-tier suppliers representing 82% of our direct Materials Group spend. The assessment produces an overall rating for each supplier, as well as a performance rating within the categories of Environment, Labor & Human Rights, Ethics and Sustainable Procurement. The report also highlights opportunities for improvement and includes alerts regarding any publicly reported controversies. We collect our supplier emissions performance data through both the EcoVadis and CDP Supply Chain platforms to work toward our global GHG emissions reduction targets. Of our 213 direct spend suppliers on EcoVadis, 191 (90%) had a score of 50+ (bronze rating) as of year-end 2024.	

Energy and Emissions

Natural gas and electricity are the primary energy sources for our operations, representing the majority of our scope 1 and 2 GHG emissions. We implement energy efficiency projects to reduce our electricity and natural gas consumption, particularly where we do not have a viable alternative to natural gas, and we source renewable energy whenever feasible. During 2024, we continued to expand our onsite solar footprint. Using market tools such as power purchase agreements (PPAs), virtual PPAs (vPPAs) and renewable energy credits (RECs), we've purchased green energy.

The result of our long track record of GHG emissions reduction is strong progress toward our 2030 goal. This positions Avery Dennison as a key partner to our customers in their efforts to lower their carbon footprints as well.

2030 Goal Alignment

Goal 2 is to reduce the environmental impact in our operations and supply chain. To accomplish this goal for energy and emissions, we aim to reduce our scope 1 and 2 GHG emissions by 70% and work with our supply chain to reduce scope 3 emissions by 30%. We have an ambition of net zero by 2050.

2024 Material Topic Alignment

Energy and Greenhouse Gas Emissions, Innovation and Technology

SDG Alignment

Energy Management

	2022	2023	2024	Discussion	Source
Total energy consumed	5,872K	5,150K	5,417K	Total energy consumption is measured in gigajoules (GJ).	CDP Climate Response (Section C8.2a)
Percentage grid electricity	38%	40%	40%	During 2024, 40% of our total energy consumption came from grid electricity.	CDP Climate Response (Section C8.2a)
Percentage renewable	24%	27%	29%	We source renewable energy through a portfolio of mechanisms such as onsite solar, onsite wind turbines, our US wind vPPA and our purchase of energy attribute certificates, including RECs and international RECs (iRECs), renewable energy guarantees of origins (GOs) and tradable instruments for global renewables (TIGRs).	CDP Climate Response (Section C8.2a)
Total self-generated energy	<1%	1%	1%	We self-generate approximately 1% of our total energy consumption through backup diesel generators and onsite owned solar panels. Any associated emissions are included in scope 1.	

Energy Management

	2022	2023	2024	Discussion	Source
Activities to reduce energy consumption				As part of our overall strategy to reduce GHG emissions, we focus on initiatives and projects that address energy efficiency. To date, our facilities have completed 57 projects providing an estimated annual energy reduction of 19,563 megawatt hours (MWh).	
Energy/Renewable energy targets				Our Materials Group (Label and Graphics Materials only) has an annual energy intensity reduction target of 2%, measured as MWh of electricity and natural gas consumed per unit of production. As of year-end 2024, Label and Graphic Materials reduced the energy intensity of its manufacturing facilities by 28% compared to its 2015 baseline, an average reduction of 3% per year. Our Solutions Group (Apparel Solutions only) has an annual energy intensity reduction target of 3%, measured as MWh of electricity and natural gas consumed per unit of production. As of year-end 2024, Apparel Solutions reduced energy intensity by 30% compared to its 2015 baseline, an average reduction of 3% per year. We are committed to reducing energy intensity in our facilities consistent with our overall climate strategy.	Climate Policy

Greenhouse Gas Emissions

	2022	2023	2024	Discussion	Source
Total GHG emissions (Scope 1+2)	394K	336K	345K	We measure overall GHG emissions to track progress against our 2025 and 2030 reduction targets. GHG emissions are measured in metric tons of carbon dioxide equivalent (tCO2e). For 2024, we added four additional scope 1 sources including thermal oxidizers, mobile sources (company vehicle fleet and North American truck fleet), refrigerants and GHG-based fire suppression systems. We updated our 2022 and 2023 values to reflect the new methodology. We measure market-based scope 2 GHG emissions from our operations, which includes our purchase of Energy Attribute Certificates (EACs) that provide renewable electricity from zero-emission resources, thereby reducing the emissions associated with our electrical use. Our location-based scope 2 emissions are available in our published CDP responses. CDP data for 2024 will be available after it is released by CDP in 2025.	CDP Climate Response (Section C6) Climate Policy
Scope 1	264K	230K	238K		
Scope 2	130K	106K	107K		

Greenhouse Gas Emissions

	2022	2023	2024	Discussion	Source
Scope 3				In 2024, we continued to advance our scope 3 decarbonization efforts and completed scope 3 reduction plans based on emissions hotspot analysis, lifecycle assessment and product carbon footprint models. This data-driven approach guides our efforts to lower our scope 3 footprint, particularly in categories 1 and 12. We increased our engagement with key suppliers, and continued supplier efforts will be key to achieving our reduction targets. Our enterprise scope 3 category 1 reporting is currently spend-based (USEEIO) and fluctuates with market trends and inflation. In 2024, we made progress toward utilizing materials-based factors in the future. Moving from spend-based to material-based measurement will provide more accurate data in our reporting and unlock increasing use of enterprise data for our ongoing reduction efforts.	CDP Climate Response (Section C6)
Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	0%	0%	0%	We do not operate under any emissions-limiting regulations at this time.	CDP Climate Response (Section C6)

Greenhouse Gas Emissions

	2022	2023	2024	Discussion	Source
Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets and an analysis of performance against those targets				We continue to perform well against our 2025 GHG reduction goal. To meet our more ambitious 2030 sustainability goals, we will continue to drive efficiency improvements in our processes as well as innovate to develop products that require less energy-intensive processes for production. We will continue to transition our power purchasing toward green energy and seek out alternative energy sources, such as our concentrated solar facility in Turnhout, Belgium, and several additional solar facility projects.	CDP Climate Response (Section C4) Climate Policy Integrated Report
Emissions Reduction Activities				The majority of our emissions reduction activities consists of renewable energy projects, which are applied across our global manufacturing footprint. Emissions reduction has been achieved through a range of activities, including energy efficiency improvements, fuel switching to less emissions-intensive sources, renewable electricity sourcing via onsite, owned solar, direct wind and solar PPAs, a virtual PPA, and procurement of RECs. Examples of our emissions reduction activities are reported to CDP. Our off-take from our U.S. wind vPPA with Plum Creek Wind yielded 109,022 MWh of renewable power in 2024.	

Air Quality

	2022	2023	2024	Discussion	Source
Air emissions of the following pollutants: (1) NOx (excluding N2O) (2) SOx (3) VOCs (4) PM				This year includes all recent acquisition locations. Of our 233 facilities as of December 31, 2024, only 63, or 27%, produced air emissions such as nitrogen oxides (NOx), sulfur oxides (SOx), volatile organic compounds (VOCs) or particulate matter (PM). Air emissions such as NOx are measured based on local permit requirements. The resulting data is site-specific and not available at an enterprise level at this time. VOC emissions are tracked at the site level. Our VOC data is not available at the enterprise level at this time.	
Updated Scope 1 methodology and EAC calculation				For all sustainability metrics, we work to continuously improve data accuracy and completeness as part of our commitment to transparency. We provide scope 1 GHG emissions from our operations, which historically included all stationary fuels (natural gas, propane and diesel). With better collection of data, we can now calculate GHG emissions from four additional sources: combustion of solvents in thermal oxidizers, mobile sources (company vehicle fleet and North America truck fleet), refrigerants and GHG-based fire suppression systems. Our 2015 baseline year was also revised to include these modifications for the GHG % reduction calculation. Starting this year, scope 1 and 2 data presented in this report and in our Integrated Report and Proxy Statement, are calculated using our improved methodology, which results in a slight decrease in achieved reductions. We also recently obtained additional information related to EACs for 2015 from several European	

Waste and Water

We’re innovating new products and reengineering existing ones to reduce waste and increase the efficient use of materials. We also continually identify ways to reduce waste in our global operations. Our waste management initiatives help reduce costs, keep materials out of landfills and reduce our consumption of natural resources.

Despite our relatively insignificant use of water in our direct operations, we are committed to reducing our environmental impact. We understand that our businesses and the communities in which we operate may be exposed to impacts associated with water scarcity and quality. Accordingly, we conduct an annual water assessment using the WRI Aqueduct Tool to determine site-specific priorities and opportunities.

2030 Goal Alignment

Goal 2 is to reduce the environmental impact in our operations and supply chain. To accomplish this goal for waste and water, we aim to divert 95% of our waste away from landfills, with a minimum of 80% of our waste recycled, and deliver a 15% increase in water efficiency at our sites that are located in high or extremely high-risk countries.

2024 Material Topic Alignment

Innovation and Technology, Transition to a Circular Economy

SDG Alignment

Waste Management

	2022	2023	2024	Discussion	Source
Percentage of waste diverted from landfill 1) including direct incineration, and 2) excluding direct incineration*	1) 93% 2) 89%	1) 93% 2) 89%	1) 94% 2) 91%	By 2030, we aim to divert 95% of our waste from landfills, with at least 80% of our waste recycled and the remainder either reused, composted or sent to energy recovery. Unit is metric tons.	
Percentage of waste recycled	66%	65%	68%		
Amount of waste diverted from landfill by disposal method: 1) Waste-to-energy, 2) Incineration, 3) Recycled**	1) 34K 2) 8K 3) 113K	1) 35K 2) 6K 3) 102K	1) 37K 2) 5K 3) 119K		
Percentage of waste sent to landfills	7%	7%	6%		
Amount of waste sent to landfills**	12K	11K	10K		
Provide data on significant spills	16	17	18	Defined as release to the environment (air, water, earth) where the quantity (a) exceeds five gallons/20 liters, (b) exceeds a Reportable Quantity in the US or (c) requires notification to a governing agency (excluding water). Most of these spills occurred inside a building and were contained and cleaned with little or no impact to the environment.	

*In 2022, we began to measure our waste diverted from landfill including direct incineration and excluding direct incineration to better align our tracking with our 2025 and 2030 goals. Prior to 2022, we only reported waste diversion including direct incineration.
**Also in 2022, we started reporting the amount of waste diverted by disposal method, including amount sent to landfill and amount recycled.

Hazardous Waste Management

	2022	2023	2024	Discussion	Source
Amount of hazardous waste generated; percentage and amount recycled	17K 24%	15K 20%	17K 20%	We have publicly committed to reducing waste as part of our sustainability goals. Our strategy and targets to reduce hazardous waste are included in our broader waste reduction plan. Chemical waste and contaminated materials must be handled in accordance with our EHS global standards. Hazardous waste is measured in metric tons and by percentage recycled. In 2024, 20% (3.6K metric tons) was recycled.	Waste Reduction

Water Management

	2022	2023	2024	Discussion	Source
1) Total water withdrawn 2) Total water consumed 3) Percentage of each in regions with High or Extremely High Baseline Water Stress	1) 413 3) 31% withdrawn	1) 405 3) 32% withdrawn	1) 460 3) 42% withdrawn	Water withdrawal is measured in millions of gallons. Water usage is relatively low in our direct operations, but we see opportunities to make larger water-saving impacts in our value chain. The WRI Aqueduct Tool allows us to determine, by geography, how many of our sites are in areas of water stress. We assess our sites annually and analyze the data based on risk level (extremely high, high, medium high, medium low, low).	Water Policy CDP Water Security (Section W1.2b)
Description of water management risks and discussion of strategies and practices to mitigate those risks				We perform an annual water assessment using the WRI Aqueduct Tool. Based on recent assessments, any site falling into high or extremely high risk becomes part of the 15% water efficiency target included in our 2030 sustainability goals. In 2024, we saw significant changes in sites considered very high or high risk, which has resulted in fluctuation of our 2030 water goal metric. We are currently evaluating the impact our direct operations may have on the water basins in those areas, as well as the risk(s) to our business of utilizing water resources in these regions. Further information on our water risks is described in our CDP Water Security response.	Water Policy CDP Water Security (Sections W3-W4)
Number of incidents of non-compliance associated with water quality permits, standards, and regulations	6	1	2	In 2024, we had two incidents of non-compliance: Copper and zinc exceeded permitted discharge levels at our Peachtree City, Georgia site driven by high levels in the incoming water supply. We are installing treatment technology to target copper removal. Our Painesville, Ohio facility failed to provide the analytical report for mercury to the publicly owned treatment works; we have implemented improved reporting review processes.	
Effluent Management Program				This treatment method consists of each facility sending its wastewater effluent to a public or community treatment facility to be properly treated. After the wastewater arrives at the treatment facility, it is treated through physical, chemical and/or biological processes.	

Our Employees

The health and safety of our employees is paramount to our business success. We aim to maintain our world-class safety culture and performance by safeguarding our employees and supporting the communities in which they live and work. We accomplish this through hazard recognition, safe work practices and compliance with environment, health and safety regulations.

We know that the best solutions come from a mix of ideas, perspectives and backgrounds. Our ambition is to offer a working environment that enables our employees to realize their full potential. We are proud to be a responsible employer of choice for approximately 35,000 people around the world, contributing to the economic livelihoods of our employees and supporting the communities in which we do business. Our corporate social responsibility efforts include employee volunteerism and financial support of community-based organizations, with most of our charitable contributions made through the Avery Dennison Foundation.

2030 Goal Alignment

Goal 3 is to make a positive social impact by enhancing the livelihood of our people and communities. To accomplish this goal, we aim to foster an engaged team and cultivate the well-being of the communities in which we and our supply chain operate.

2024 Material Topic Alignment

Training and Skills Development, Equal Treatment and Opportunity

SDG Alignment

Occupational Health and Safety

	2022	2023	2024	Discussion	Source
Health and Safety Policy				We comply with applicable environmental, health and safety laws and regulations. We go beyond legal requirements whenever, in our judgment, it is prudent to do so. We've continued improving our practices and increased employee involvement and training to achieve and maintain a world-class safety record. Our EHS audit program covers compliance with industrial hygiene and safety-related laws and regulations. In 2024, 100% of computer-based new hires completed our onboarding training course "Health and Safety: Just Slow Down a Second."	Employee Health & Safety
Total recordable incident rate and fatality rate for direct employees and contract employees	TRIR: 0.23 LTIR: 0.08 Fatality Rate: 0	TRIR: 0.22 LTIR: 0.09 Fatality Rate: 0	TRIR: 0.21 LTIR: 0.10 Fatality Rate: 0	TRIR: Total recordable incident rate. TRIR provides the number of recordable injuries cases per one hundred (100) employees over a period of one (1) year. [(Number of injuries and illnesses x 200,000) / Employee hours worked = Incidence rate] LTIR: Lost time injury rate We experienced no fatalities in 2022, 2023 or 2024.	Employee Health & Safety
Efforts to assess, monitor and reduce exposure of employees and contract workers to long-term (chronic) health risks				Our manufacturing facilities assess exposures from substances and tasks where potential health risks are present. Each manufacturing facility evaluates the need for improvements in its manufacturing processes, facilities, training, personal protective equipment and medical surveillance. We use our internal chemical management system to review and ensure safety data sheets are updated and readily available to our employees. We also implemented the Avery Dennison RSL to eliminate substances of concern from our products and processes.	

Occupational Health and Safety

	2022	2023	2024	Discussion	Source
Percentage of operations certified to 1) ISO 14001 2) OHSAS 18001 or ISO 45001	1) 22% 2) 12%	1) 24% 2) 13%	1) 24% 2) 13%	As of December 31, 2024, 41 of our 168 operations facilities (24%) had ISO 14001 certification. Operational sites include distribution centers, manufacturing, R&D, fast response units and machine shops. At that same time, 22 of our 168 operations facilities (13%) had OHSAS 18001 or ISO 45001 certification.	
Number of locations with Environmental Audits	20 Corporate 23 HIGG FEM	13 Corporate 24 HIGG FEM	14 Corporate 26 HIGG FEM	We regularly audit our facilities to ensure they comply with environmental, health and safety requirements. These audits are undertaken in two primary ways. One is our Corporate EHS audits, which are led by our specialist teams. Our 2024 audits included EHS compliance audits and process safety management audits. In our Apparel Solutions facilities, we undergo HIGG FEM audits, which are led by external auditors. HIGG FEM is the platform in which we assess that division's environmental management on energy, water, waste, waste water, air emissions and chemical management. In 2024, 26 of its production sites conducted Cascale-verified HIGG FEM assessments.	

Labor Relations

	2022	2023	2024	Discussion	Source
Statement of commitment to a fair or living wage for all employees				We offer market-based, competitive wages in all markets where we compete for talent. All of our employees are paid at least the applicable legal minimum wage, and over 99% of our employees were paid above the applicable legal minimum wage at year-end 2024.	
Paying temporary contract workers minimum wage and/or other employment benefits				Suppliers, contractors and subcontractors must compensate their employees in compliance with applicable laws pertaining to wages, including overtime and benefits. Suppliers and subcontractors may not make deductions from pay for disciplinary infractions, reporting unfair or illegal practices, or other whistleblowing activities. Within our Solutions Group, we have made a commitment that our contingent workforce will not exceed 10% of the total workforce, contracts will not exceed six months and contingent workers will be paid the same as an entry-level employee in the same role. We completed two contingent worker audits against this standard operating procedure in 2023. At year-end 2024, our contingent workforce comprised less than 0.1% of the total Solutions Group employee base, including Smartrac employees.	Supplier Standards Social Compliance Supplementary Standards
Evidence of collective agreements				There are multiple collective agreements in place across our enterprise, some industry-wide by country and others specific to our locations. In some countries, there are no such agreements.	

Community Relations

	2022	2023	2024	Discussion	Source
Discussion of engagement processes to manage risks and opportunities associated with community interests				We have a long history of helping to strengthen the communities in which we do business through volunteerism and financial support of community-based organizations. Using our resources to help communities meet some of their most urgent challenges is a natural extension of our values and part of our responsibility as a member of communities around the world. We make most of our community investments through the Avery Dennison Foundation (ADF). Employees across our geographic regions and businesses inform these investments and organize additional community-giving efforts. In all of our giving, we focus on efforts to drive measurable and meaningful change.	Avery Dennison Foundation Community Impact web page
Annual giving	$5.1M	$5.5M	$4.9M	Annual giving is measured in US dollars ($). Values reflect giving from ADF and our company. Avery Dennison Foundation (ADF) envisions a global community where people and the planet thrive. We operate with the mission to support communities globally to increase education access, advance environmental sustainability and secure livelihoods. To advance these strategic pillars, ADF offers several grantmaking programs.	Integrated Report Corporate Social Responsibility Report

Workforce

	2022	2023	2024	Discussion	Source
Number of employees	35,929	34,716	34,576		
Percentage of favorable responses on employee engagement survey	84.5%	80%	85%	Our engagement score reflects the proportion of our global workforce responding as “agree” or “strongly agree” to key questions in our annual company-wide employee engagement survey. Our 2024 employee engagement survey for the second year leveraged a modernized platform using a significantly expanded set of questions. Included within the respondent group were employees from all recent acquisitions and we maintained our prior-year response rate of 84% despite the significantly larger survey population.	
Training Policy				To achieve our vision in a way that reflects our company’s values, our goal is to attract, develop and retain the best talent, reflecting an engaged and high-performing workforce at all levels. We aim to provide an environment of professionalism, growth and opportunity, facilitate career and personal development, and develop programs aimed at optimizing productivity at all levels. At a minimum, all employees receive the training needed to perform their job duties as well as assigned Values and Ethics training. Numerous resources are available to our employees globally to facilitate their career and personal development: • Onboarding system and process to support a well-structured onboarding of new employees • Global performance management process focused on how employees are performing and growing • Career development/learning centers that house tools for career development and training	

Workforce

	2022	2023	2024	Discussion	Source
Employee training				Our philosophy for development and training follows the 70/20/10 approach: 70% of learning happens on the job, 20% of learning comes from exposure to and interaction with others and 10% of learning happens formally. Learning Advisor, our global learning platform, supports our computer-based employees in activating this approach to their personal and career development. Through Learning Advisor, employees select from formal facilitator-led training or self-paced e-learning and toolkits. They can access ideas on how to activate learnings in their roles and tips on how to learn from others. To complement resources supporting individual development, we also provide various assessments, programs and interventions to enhance the effectiveness of our teams. In 2024, we introduced an enterprise-wide competency model that provides transparency and clarity around what we expect from our leaders, which will serve as the go-forward foundation of all of our talent practices, from talent selection and retention to individual and career development to succession. Additionally, there are local guidelines and policies in place at most of our sites, as well as regional initiatives and programs, to facilitate and support the development of our employees.	
Employee turnover (voluntary/ total)	12% 19%	9% 19%	8% 19%		

Policies and Governance

	2022	2023	2024	Discussion	Source
Non-Discrimination Policy				We are committed to treating our employees fairly and with respect, which means we provide equal opportunity to all employees and applicants. We prohibit unlawful discrimination or harassment because of race, color, religion, sex, pregnancy, national origin, ancestry, citizenship, age, marital status, physical disability, mental disability, medical condition, sexual orientation, gender identity or expression, veteran status or any other status protected by law. In making employment decisions, we focus on individual qualifications; demonstrated skills, abilities and achievements; and other factors relevant to the job. In 2024, our computer-based new hires completed non-discrimination training courses on dignity and respect in the workplace (98% completion rate).	Code of Conduct
Incidents of discrimination and corrective actions taken				We are committed to providing a work environment where employees are treated with respect, courtesy and dignity. We encourage and support teamwork and mutual respect among employees. We do not report on specific incidents. We maintain a zero tolerance policy against all forms of harassment involving a protected category under applicable federal, state or local laws, including but not limited to sexual harassment, threats in the workplace and violence in the workplace. Violations of this policy result in prompt and appropriate preventive and/or remedial action, up to and including termination of employment. If employees believe this policy has been violated, we encourage them to report the incident to their manager, their Regional Ethics Counsel (or another member of the Law Department) or Human Resources, or by contacting our Business Conduct GuideLine, anonymously if they so choose.	Code of Conduct

Policies and Governance

	2022	2023	2024	Discussion	Source
Gender pay ratios				We annually evaluate pay equity, making merit-based pay adjustments where appropriate. Our teams engaged with company leadership on our pay equity/transparency priorities and implemented several advancements in our process that in 2024 considered total direct compensation, including base pay, annual incentive compensation and cash/equity-based long-term incentives. In 2024, we expanded our coverage to 90%+ of our global employee population, with substantial expansion in our manufacturing workforce. We also established regionally/locally tailored strategies for advancing pay equity and transparency, including engaging employees in conversations about pay; enhancing trust through our pay program transparency; and ensuring regulatory monitoring readiness and compliance.	Proxy Statement
Workplace Culture				Our people-focused strategic pillars are to make merit and transparency even more foundational to our employee experience; enhance the experience of our manufacturing employees; and build a workforce reflective of talent available in the communities within which we operate. One key indicator we track is the number of women who hold leadership positions.	Equal Opportunity Integrated Report 2023 Synopsis Report

Workforce Demographics

	2022	2023	2024	Discussion	Source
Total percentage of women in the workforce	38%	38%	38%		
Total percentage of female executives	28%	29%	31%	Defined as Vice President level and above.	
Total percentage of women in manager level and above roles	36%	36%	37%	Our 2025 and 2030 sustainability goals were for females to represent 40% of manager and above positions. We began measuring gender diversity in 2015 at which time women represented 32% at the manager level and above.	Integrated Report
Percentage of women in manager level roles	37%	37%	38%		
Percentage of women in supervisory level roles	40%	41%	42%		
Percentage of women in professional level roles	52%	52%	52%		
Percentage of women in clerical and manufacturing roles	35%	36%	35%		

Workforce Demographics

	2022	2023	2024	Discussion	Source
Percentage of racially or ethnically diverse Executive/Sr. Level Officials	22%	20%	20%	Data reflects the voluntary self-identification by our US employees. Our EEO-1 (equal employment opportunity) statistics, which we collect as required by the US Equal Employment Opportunity Commission (EEOC), are publicly available as a consolidated report. EEO-1 data reflects only our US workforce.	Integrated Report 2022 EEO-1 Summary Table 2023 EEO-1 Summary Table Our 2024 EEO-1 Summary Table will be uploaded to our ESG website upon availability.
Percentage of racially or ethnically diverse First/Mid-Level Officials	22%	23%	23%		
Percentage of racially or ethnically diverse Professionals	25%	27%	27%		
Percentage of racially or ethnically diverse Technicians	16%	16%	16%		
Percentage of racially or ethnically diverse Sales Workers	13%	14%	14%		
Percentage of racially or ethnically diverse Administrative Support	25%	27%	24%		
Percentage of racially or ethnically diverse Craft Workers	14%	14%	16%		
Percentage of racially or ethnically diverse Operatives	36%	37%	39%		

Governance

We strive to create long-term value for our stakeholders. Among other things, that means innovating and operating in ways that have a positive impact on people and the planet. We cannot be a force for good outside our company if we don't demonstrate ethics, integrity, compliance and transparency in our own operations.

We have been consistently focused on creating brand value through our ESG efforts, setting ambitious goals and making consistent progress toward their achievement. Our sustained progress reflects the commitment and passion of our management and employees, as well as the robust engagement and oversight of our Board.

2024 Material Topic Alignment

Energy and Greenhouse Gas Emissions, Training and Skills Development, Equal Treatment and Opportunity

SDG Alignment

Human Rights

	2022	2023	2024	Discussion	Source
Human Rights Policy				We address human rights concerns regarding our operations and supply chain through our company policies, including our Human Rights Policy. We are members of the Ethical Trading Initiative (ETI) and have embedded ETI base code into our Apparel Solutions labor standards and policies. In 2024, to mitigate the human rights risks in our supply base, we conducted 887 social audits within Apparel Solutions' supply chain against our social standards on labor rights and health and safety. These included 412 social audits of our owned tier 1 facilities covering 12,522 employees and 475 social audits of our outsource suppliers. From the social audits, we noted that there were certain deviations from our standards in our supply chain, including working hours and health and safety issues. These issues have been addressed through corrective action plans and required remediation. To further enhance our commitment to human rights due diligence, we are piloting new tools to better map our supply chain and build visibility beyond our direct suppliers. The tools include views into likely material source suppliers and potential human rights risk assessments. This capability will enable improved transparency and management of risks in our value chain, building on the due diligence and employee protections we already have in place.	Human Rights Policy

Human Rights

	2022	2023	2024	Discussion	Source
Human Rights or other policies that cover community consultations and indigenous rights				Since 2021, we have published our Responsible Sourcing Policy, which includes requirements related to labor rights as well as prohibitions on endangered animal and plant material, and responsible forestry and animal practices. As a significant stakeholder in the supply chain of pulp and paper products, we recognize our role in promoting and providing sustainable and socially responsible paper products. Our Responsible Paper Procurement Policy requires wood fiber not to be harvested in violation of internationally accepted guidelines and treaties to protect human rights of indigenous peoples. Our Human Rights Policy outlines our commitments to human rights within our supply chain. We continue to monitor the growing number of supply chain due-diligence and transparency regulations and customer requirements. We assess risk and complete due diligence where applicable.	Responsible Paper Procurement Policy Solutions Group Responsible Sourcing Policy
Policy Against Child Labor				We do not use, and we prohibit our suppliers from using, child labor. The term “child” refers to a person younger than 15 or the local legal minimum age for employment, whichever is higher. Our Human Rights Policy outlines our commitments, and our Social Compliance Supplementary Manual discusses conditions for juvenile workers and required actions if an instance of child labor is discovered.	Supplier Standards Human Rights Policy

Business Ethics

	2022	2023	2024	Discussion	Source
Business Ethics Policy				Our Code of Conduct is available in 33 languages and covers anti-corruption and anti-bribery.	Code of Conduct
Employee Protection/ Whistleblower Policy				Our Code of Conduct contains language that covers employees' protection, reporting of concerns and non-retaliation. In 2024, 99% of our computer-based new hires completed our training "When Employees Raise Business Concerns." Further, over 90% of our employees across a regional deployment completed our course "Reporting Concerns: The Observer's Dilemma."	Code of Conduct
Percentage of the total workforce who acknowledge the Code of Conduct in writing	100%	100%	100%	Our Code of Conduct covers the policies that guide work at our company, including responsibilities of employees, managers and leaders as well as workplace conduct, health and safety, and business ethics. All employees acknowledge the code in writing at hire; all employees at the level of manager and above and all non-supervisory professionals regularly complete an additional compliance certification. In 2024, 95% of our computer-based new hires completed our Code of Conduct training "Best Practices."	Code of Conduct

Business Ethics

	2022	2023	2024	Discussion	Source
Ethics Policy or Code of Conduct includes suppliers				We hold suppliers to the same ethical standards we follow. They are bound by our Global Supplier Standards, which describe the practices and ethical behavior we require from our suppliers.	Code of Conduct
Highest level of executive oversight for anti-bribery or anti-corruption				The Governance Committee of our Board of Directors oversees environmental sustainability and community investment matters, our Values and Ethics program and potential conflicts of interest under our Legal and Ethical Conduct Policy.	
Anti-corruption training is provided to employees				Training topics include Antitrust Compliance, Conflict of Interest, Fraud Awareness and Global Export Controls. Training courses addressing anti-corruption averaged 97% completion among our computer-based new hires in 2024.	
Percentage of computer-based workforce who completed e-learning courses on business ethics issues	99%	97%	97%	In 2024, 97% of employees completed courses on business ethics topics including conflicts of interest, due diligence, trade compliance, financial crimes, gifts, export controls and global competition.	
Percentage of all facilities for which an internal audit/risk assessment concerning business ethics issues has been conducted	100%	100%	100%	Our Internal Audit team and our Corporate Compliance team conduct annual risk assessments that cover our entire enterprise.	

Privacy

	2022	2023	2024	Discussion	Source
Data Protection Policy				We primarily handle personal information from our staff, along with minimal data (like contact details) from customers, suppliers and other business partners. Additionally, we process limited personal data (such as IP addresses) on behalf of our customers within our digital services. Details about the data we collect and our practices are outlined in our publicly accessible Privacy Notice. Our global privacy program supports the safeguarding of personal data and our compliance with relevant privacy and data protection laws. In 2024, 99% of our computer-based new hires completed our Global Data Protection training.	Privacy Notice GDPR

Political Spending

	2022	2023	2024	Discussion	Source
Information on corporate funds for political advocacy (lobbying, campaign contributions, money to tax-exempt groups or trade associations)				We are members of various trade associations such as those identified below that, among other things, engage in political advocacy on behalf of their membership. We also engage directly with policymakers to discuss legislation with a significant impact on our products. We work as needed with public affairs agencies to provide monitoring and policy analysis of circular economy legislation that may have an impact on our company. We do not use corporate or foundation funds to make financial contributions to lawmakers or campaign groups. Business units may engage with other stakeholder groups for specific projects. • Apparel and Footwear Association (AAFA) • Association of Plastic Recyclers (APR) • DIGITALEUROPE • American Chamber of Commerce to the EU (AmCham EU) • Association for Packaging and the Environment (EUROPEN) • Association of the European Adhesives & Sealants Industry (FEICA) • Circular Economy for Flexible Packaging (CEFLEX) • Association for the European Label Industry (FINAT) • Circular Economy for Labels (CELAB) • Plastics Recyclers Europe (PRE) • Policy Hub • Alliance for RAIN UHF RFID (RAIN Alliance) • Tag and Label Manufacturers Institute (TLMI) • American Traffic Safety Services Association (ATSSA)	

Governance of Sustainability

	2022	2023	2024	Discussion	Source
Sustainability Council				With strategic guidance and direction provided by our CEO, responsibility for ensuring we continue to make progress toward our sustainability goals resides with our Sustainability Council. The Council is led by our enterprise sustainability leader reporting in this capacity to our CEO, who is accountable for our progress. The council is composed of a cross-divisional and cross-functional group of leaders with associated workgroups driving progress toward our 2025 sustainability goals, advancing our roadmaps to achieve our 2030 sustainability goals and targets, and managing our reporting and transparency efforts.	Proxy Statement CDP Climate Response (C1.2a)
Board Committee with responsibility for sustainability				Board oversight of environmental sustainability and community investment is primarily conducted by the Governance Committee, which receives a report from management on each of these topics at least once a year. Board oversight of social sustainability is conducted primarily by the Talent and Compensation Committee, which discussed human capital matters, including pay equity and transparency, at multiple meetings in 2024. In 2024, the Audit Committee received an update on sustainability data reporting as we prepare to comply with new reporting regulations. In addition, our full Board engages with business leaders on their sustainability initiatives during its regular review of their business strategies.	Proxy Statement CDP Climate Response (C1.2a)
Executive Director with responsibility for sustainability				With strategic guidance and direction provided by our CEO, management responsibility for ensuring that we continue to make progress toward achieving our sustainability goals resides with our Sustainability Council led by our enterprise sustainability leader reporting in this capacity to our CEO, who is accountable for our progress.	Proxy Statement Integrated Report CDP Climate Response (C1.2a)

Governance of Sustainability

	2022	2023	2024	Discussion	Source
Executive compensation linked to ESG				Our CEO's annual performance evaluation includes an assessment of his performance against his predetermined strategic objectives, which include progress advancing our strategy to lead in an environmentally and socially responsible manner. Other Named Executive Officer (NEO) compensation decisions include consideration of their environmental and social sustainability achievements. Detailed information of CEO and other NEO compensation is available in our proxy statement.	CDP Climate Response (C1.2a) Proxy Statement
Employee sustainability training				Our employees receive regular communications about our sustainability commitments and progress, as well as additional focused trainings during our "Sustainable September" campaign. We train our Solutions Group leaders in site operations, human resources and procurement as part of our Integrated Compliance Assurance Program. In 2024, our Materials Group began the rollout of new sustainability training modules.	

Board Diversity

	2022	2023	2024	Discussion	Source
Percentage of women on the Board	22%	30%	22%	As of the end of each reporting year.	Proxy Statement Board of Directors
Percentage of racial/ethnic minorities on the Board	33%	20%	22%	As of the end of each reporting year. 30% of our 2024 director nominees self-identified as from racial/ethnic minorities.	
Board of Directors age range	51-69 years	52-71 years	53-69 years	As of the end of each reporting year.	
Size of the Board	9	10	9	As of the end of each reporting year.	

Climate Change

	2022	2023	2024	Discussion	Source
Climate Change Policy				We are committed to reducing GHG emissions throughout our operations and value chain. In 2021, we received approval from the SBTi for our reduction targets, with our scope 1 and 2 targets consistent with reductions required to keep warming to no more than 1.5°C. Our 2030 sustainability goals include a scope 3 reduction target and an ambition of net zero emissions by 2050.	Climate Policy ESG Website
Board oversight of climate strategy				Board oversight of environmental sustainability is primarily conducted by the Governance Committee, which receives a report from management on sustainability topics at least once a year. The Committee is responsible for providing oversight over key environmental sustainability initiatives, policies and programs, including our climate strategy.	Climate Policy CDP Climate Response (Section C1.1) Proxy Statement
Climate change strategy				Our 2025 goal is to achieve at least a 3% absolute scope 1 and 2 GHG reduction year over year, in line with the 3% Solution developed by the World Wildlife Fund. In 2021, we announced our 2030 goals, which include a 70% absolute reduction against our 2015 baseline for scope 1 and 2, and a 30% absolute scope 3 reduction from purchased goods and services and end-of-life treatment of sold products against a 2018 baseline year. Our ambition is net zero emissions by 2050. We use a combination of efficiency and emissions reduction initiatives, onsite generation and market-based solutions to reduce our scope 1 and 2 footprint. In 2023 we completed an assessment aligned with the Task Force on Climate Related Financial Disclosures (TCFD) and continue to integrate climate-related risks into our overall risk management program.	2030 Targets

Climate Change

	2022	2023	2024	Discussion	Source
Climate change-related risks and opportunities				Through our risk identification process, we evaluate climate risks as standalone risks and also as part of broader risks. During 2023, we conducted a comprehensive climate risk assessment as part of our effort to align to the TCFD framework using scenario analysis to identify the physical and transition risk associated with our business. Physical risks of coastal flooding, fluvial flooding, drought, wildfire, water stress and tropical cyclones were assessed through 2100. The physical risk assessment showed the potential level of loss on a site-level basis of our top 300 company assets, including owned, leased and third-party warehouses. In addition to physical risks, four transition risks were assessed through 2050: policy, market, reputational and technology. Included in our scenario analysis was the projected carbon policy and tax exposure of the business on a monetary level. This analysis highlighted how our existing programs and initiatives help mitigate these risks, such as ensuring we use technology and innovation to meet customer sustainability expectations. For example, in 2022, we released our recycled polypropylene (rPP) product line, requiring 99% fewer fossil fuel materials to manufacture and bringing polypropylene labeling closer to circularity. Our chemically recycled rPP films use post-consumer waste to create label solutions for more circular polypropylene labeling. This product range has a double sustainability impact: it enables recycling of waste that would otherwise be burned or landfilled, and it reduces the amount of fossil fuel used.	CDP Climate Response (Section C3.3) Proxy Statement

Climate Change

	2022	2023	2024	Discussion	Source
Incentives for management around climate change				Our CEO's annual incentive award is in part based on the Talent and Compensation Committee's evaluation of his performance against his predetermined strategic objectives for the year. One of these objectives is making progress toward our strategy of leading in an environmentally and socially responsible manner, including reducing GHG emissions. More information on incentive-based pay for management is available in our 2024 proxy statement.	CDP Climate Response (Section C1.3) Proxy Statement
Internal price of carbon				We continue to evaluate a price on carbon, including as part of our TCFD project in 2023 and our overall climate strategy, but have not instituted one at this time.	CDP Climate Response (Section C11.3)

Awards

America's Most Responsible Companies 2024

America's Greenest Companies 2024

The Best Employers for Women 2023

HRC Foundation's Corporate Equality Index 100: 2023, 2024

Workplace Pride Global Benchmark Award 2023

CDP Supplier Engagement Leader 2021, 2022

Ratings and Rankings

EcoVadis	CDP Climate	CDP Supplier Engagement (2023)	ISS	Sustainalytics	MSCI
Platinum	**A-**	**A-**	**C+ Prime**	**Low risk**	**AA**

Disclosures

	Discussion	Source
GRI	We published sustainability reports beginning in 2008 (moving to annual reporting with our first integrated financial and sustainability report for 2019) and have reported in accordance with or in reference to GRI since 2010. In 2020, we transitioned from reporting GRI indexing in our Integrated Report to reporting in this ESG Download.	GRI Index, pg. 68
SASB	The Sustainability Accounting Standards Board (SASB) categorizes Avery Dennison within the primary industry of Containers & Packaging under its Sustainable Industry Classification System (SICS). SASB also categorizes Avery Dennison within the secondary industries of Apparel, Accessories & Footwear and Chemicals. We report relevant indicators across all three of these sector standards.	SASB Index, pg. 70
Task Force on Climate-related Financial Disclosures (TCFD)	In 2022, we partnered with a third-party expert to assess our current disclosures against the TCFD recommendations. In 2023, we further aligned with these recommendations by completing a climate-related physcial and transition risk assessment and scenario analysis.	TCFD Index, pg. 74
ISSB Sustainability Disclosure Standards	We support the growing adoption of International Sustainability Standards Board (ISSB) as a reporting standard and will assess our reporting against ISSB and other disclosures that incorporate it as a standard as part of our ongoing sustainability reporting transparency efforts.	
CDP	We have responded to CDP Climate since 2010, and CDP Water Security and CDP Forests since 2015 and 2016, respectively. For 2024, the most recently rated year, we were rated A- for Climate, B- for Forests and B for Water Security. In 2021, we became a CDP Supply Chain member. In 2023, we received an 'A-' Supplier Engagement Rating.	CDP Responses
Science-Based Targets	Our approach is based on the 3% Solution developed by the World Wildlife Fund, CDP and McKinsey & Company. Our GHG emissions reduction targets have been approved by the SBTi.	2030 Targets
UN Global Compact	We joined the UN Global Compact and have disclosed our progress on our annual commitments since November 2021.	Annual Reporting
Sustainable Development Goals	We have made commitments to the UN Sustainable Development Goals and subsequently aligned our most material sustainability topics to focus within these 17 goals.	SDG Alignment to 2025 Goals SDG Alignment to 2030 Goals
Cascale	Our Solutions Group has been a member of Cascale (previously known as the Sustainable Apparel Coalition) since 2012, and we conduct HIGG FEM audits and Facility Social and Labor Module (FSLM) audits of our Solutions Group manufacturing facilities. These audits are accessible in the HIGG index available to Cascale members.	HIGG Index HIGG Responses

Appendix

2025 + 2030 Goal Differences

While our 2030 and 2025 goals follow similar key performance indicators across similar categories, there are some differences between the two, as described below.

Sustainable Product Revenue
For our 2025 goals, sustainable product revenue is a measure of sales volumes of products we include in our Sustainable ADvantage portfolio. Products can be included in this portfolio for a number of reasons, including using recycled or bio-based materials and certified paper products and enabling recyclability. For our 2030 goal, our Solutions Group continues to use Sustainable ADvantage as the delineating factor, although our 2030 goal focuses only on core and RFID products. Our Materials Group refocused our 2030 goal on 100% standard labels containing recyclable or renewable materials and product offerings that enable circularity (while still offering Sustainable ADvantage products).

Greenhouse Gas (GHG) Emissions Reduction Goals
Our measurements for scopes 1 and 2 remain the same between our 2025 and 2030 goals; however, our 2030 goals are more ambitious and have been approved by the Science Based Targets initiative (SBTi). We also introduced a scope 3 goal as part of our 2030 goals, which has been SBTi approved. While we have reported our scope 3 emissions through CDP for some time, we are implementing a new tool that will enable us to report our scope 3 reductions in this document in future years.

Certified Paper
Both our 2025 and 2030 goals aim to achieve 100% certified paper. Our 2030 goals are further enhanced with a focus on deforestation-free sourcing, as defined by the Food and Agriculture Organization of the United Nations.

Waste and Recycling
Our 2025 and 2030 goals for waste management differ slightly in that our 2030 goal does not include incineration without energy recovery as “landfill free.” While only a small percentage of our waste is treated in that way, we think this makes our 2030 goal a stronger step toward more sustainable waste reduction.

Water Management
Introduced in our 2030 goals, our water efficiency goal is intended to help drive reduction in water usage across our business. In addition to this efficiency effort, we are looking to our value chain, where we recognize more water use and water risks exist than in our own operations.

Our People
While some of our people metrics remain similar between our 2025 and 2030 goals, we added key metrics to look more comprehensively at our social impact. Avery Dennison has a strong track record of safety and employee engagement, and we are working to ensure that continues as we grow our company.

GRI Index

Metric	Disclosure	Source
2-7	Employees	Pg.45, 49
2-30	Collective bargaining agreements	Pg.43
205-2	Communication and training about anti-corruption policies and procedures	Pg.55
301-2	Recycled input materials used	Pg.18
302-1	Energy consumption within the organization	Pg.30
302-2	Energy consumption outside of the organization	Pg.30
302-3	Energy intensity	Pg.30
302-4	Reduction of energy consumption	Pg.30, 31
302-5	Reductions in energy requirements of products and services	Pg.18
303-1	Interactions with water as a shared resource	Pg.39
304	Biodiversity	Pg.21
305-1	Direct (Scope 1) GHG emissions	Pg.32
305-2	Energy indirect (Scope 2) GHG emissions	Pg.32
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Pg.35

GRI Index

Metric	Disclosure	Source
306-3	Waste generated	Pg.37
306-4	Waste diverted from disposal	Pg.37, 38
306-5	Waste directed to disposal	Pg.37
308-1	New suppliers that were screened using environmental criteria	Pg.27, 28
403-9	Work-related injuries	Pg.41
404-1	Average hours of training per year per employee	Pg.45, 46
405-1	Diversity of governance bodies and employees	Pg.60
406-1	Incidents of discrimination and corrective actions taken	Pg.47
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Pg.43
408-1	Operations and suppliers at significant risk for incidents of child labor	Pg.27
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Pg.27
413-1	Operations with local community engagement, impact assessments, and development programs	Pg.44
414-1	New suppliers that were screened using social criteria	Pg.27, 28

SASB Index

Metric	Disclosure	Source
Containers & Packaging Sustainability Accounting Standard (RT-CP)		
RT-CP-110a.1	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	Pg.32
RT-CP-110a.2	Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets and an analysis of performance against those targets	Pg.34
RT-CP-120a.1	Air emissions of the following pollutants: (1) NOx (excluding N2O), (2) SOx, (3) volatile organic compounds (VOCs) and (4) particulate matter (PM)	Pg.35
RT-CP-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable and (4) total self-generated energy	Pg.30
RT-CP-140a.1	(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	Pg.39
RT-CP-140a.2	Description of water management risks and discussion of strategies and practices to mitigate those risks	Pg.39
RT-CP-140a.3	Number of incidents of non-compliance associated with water quality permits, standards and regulations	Pg.39
RT-CP-150a.1	Amount of hazardous waste generated, percentage recycled	Pg.38
RT-CP-250a.1	(1) Number of recalls issued, (2) total units recalled	Pg.21
RT-CP-250a.2	Discussion of process to identify and manage emerging materials and chemicals of concern	Pg.21
RT-CP-410a.1	Percentage of raw materials from: (1) recycled content, (2) renewable resources and (3) renewable and recycled content	Pg.15
RT-CP-410a.2	Revenue from products that are reusable, recyclable or compostable	Pg.18
RT-CP-410a.3	Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle	Pg.18

SASB Index

Metric	Disclosure	Source
Containers & Packaging Sustainability Accounting Standard (RT-CP) Continued		
RT-CP-430a.1	Total wood fibre procured; percentage from certified sources	Pg.15
RT-CP-430a.2	Total aluminum purchased; percentage from certified sources	Pg.17
RT-CP-000.A	Amount of production, by substrate	Pg.17
RT-CP-000.B	Percentage of production as: (1) paper/wood, (2) glass, (3) metal and (4) plastic	Pg.17
RT-CP-000.C	Number of employees	Pg.45
Apparel, Accessories & Footwear Sustainability Accounting Standard (CG-AA)		
CG-AA-250a.1	Discussion of processes to maintain compliance with restricted substances regulations	Pg.20
CG-AA-250a.2	Discussion of processes to assess and manage risks or hazards associated with chemicals in products	Pg.20
CG-AA-430a.1	Percentage of (1) Tier 1 supplier facilities and (2) supplier facilities beyond Tier 1 in compliance with wastewater discharge permits or contractual agreements	Pg.24
CG-AA-430a.2	Percentage of (1) Tier 1 supplier facilities and (2) supplier facilities beyond Tier 1 that have completed Cascale's Higg Facility Environmental Module (Higg FEM) assessment or an equivalent environmental data assessment	Pg.23
CG-AA-430b.1	Percentage of (1) Tier 1 supplier facilities and (2) supplier facilities beyond Tier 1 that have been audited to a labor code of conduct, (3) percentage of total audits conducted by a third-party auditor	Pg.23
CG-AA-430b.2	(1) Priority non-conformance rate and (2) associated corrective action rate for suppliers' labor code of conduct audits	Pg.25

SASB Index

Metric	Disclosure	Source
Apparel, Accessories & Footwear Sustainability Accounting Standard (CG-AA) Continued		
CG-AA-430b.3	Description of the greatest (1) labor and (2) environmental, health and safety risks in the supply chain	Pg.26
CG-AA-440a.3	(1) List of priority raw materials; for each priority raw material: (2) environmental or social factor(s) most likely to threaten sourcing, (3) discussion on business risks or opportunities associated with environmental or social factors and (4) management strategy for addressing business risks and opportunities	Pg.16
CG-AA-440a.4	(1) Amount of priority raw materials purchased, by material, and (2) amount of each priority raw material that is certified to a third-party environmental or social standard, by standard	Pg.16
CG-AA-000.A	Number of (1) Tier 1 suppliers and (2) suppliers beyond Tier 1	Pg.23
Chemicals Sustainability Accounting Standard (RT-CH)		
RT-CH-110a.1	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	Pg.32
RT-CH-110a.2	Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Pg.34
RT-CH-120a.1	Air emissions of the following pollutants: (1) NOX (excluding N2O), (2) SOX, (3) volatile organic compounds (VOCs) and (4) hazardous air pollutants (HAPs)	Pg.35
RT-CH-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable and (4) total self-generated energy	Pg.30
RT-CH-140a.1	(1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or Extremely High Baseline Water Stress	Pg.39
RT-CH-140a.2	Number of incidents of non-compliance associated with water quality permits, standards and regulations	Pg.39
RT-CH-140a.3	Description of water management risks and discussion of strategies and practices to mitigate those risks	Pg.39
RT-CH-150a.1	(1) Amount of hazardous waste generated, (2) percentage recycled	Pg.38

SASB Index

Metric	Disclosure	Source
Chemicals Sustainability Accounting Standard (RT-CH) Continued		
RT-CH-210a.1	Discussion of engagement processes to manage risks and opportunities associated with community interests	Pg.44
RT-CH-320a.1	(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees	Pg.41
RT-CH-320a.2	Description of efforts to assess, monitor and reduce exposure of employees and contract workers to long-term (chronic) health risks	Pg.41
RT-CH-410b.2	Discussion of strategy to (1) manage chemicals of concern and (2) develop alternatives with reduced human or environmental impact	Pg.19
RT-CH-410c.1	Percentage of products by revenue that contain genetically modified organisms (GMOs)	Pg.17

TCFD Index

Metric	Disclosure	Source
Governance	Describe the board's oversight of climate-related risks and opportunities	Pg.58 CDP Climate C1.1a, 1.1b
	Describe management's role in assessing and managing climate-related risks and opportunities	Pg.58 CDP Climate C1.2
Strategy	Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term	Pg.62 CDP Climate C2.1a, C2.3, C2.3a, C2.4, C2.4a
	Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning	CDP Climate C2.3a, C2.4a, C3.1, C3.2a, C3.2b, C3.3, C3.4
	Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	Pg.61 CDP Climate C3.2, C3.2a, C3.2b
Risk Management	Describe the organization's processes for identifying and assessing climate-related risks	Pg.62 CDP Climate C2.1, C2.2, C2.2a
	Describe the organization's processes for managing climate-related risks	CDP Climate C2.1, C2.2
	Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management	CDP Climate C2.1, C2.2
Metrics and Targets	Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process	Pg.9-12 CDP Climate C4.2, C4.2a, C4.2b, C9.1
	Disclose scope 1, scope 2 and, if appropriate, scope 3 greenhouse gas (GHG) emissions and the related risks	Pg.32 CDP Climate C6.1, C6.3, C6.5, C6.5a
	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets	Pg.9-12 CDP Climate C4.1, C4.1a, C4.1b, C4.2, C4.2a, C4.2b

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