

Sustainability Report

Company Name: Xylem Inc.
Ticker: NYSE: XYL
Sector: Industrials
SASB Industry: Industrial Machinery & Goods - Resource Transformation
Year of Review: 2025



	SCORE	RATING
Sustainability Assessment	76%	Good

*Scoring methodology in Appendix

Executive Summary

Xylem Inc. (NYSE: XYL) is a leading global water solutions company with approximately 22,000 employees operating across approximately 150 countries, generating total revenues in excess of \$9 billion in 2025. Xylem designs, manufactures, and services engineered products and solutions across the water cycle, from transport and dewatering through to treatment, analytics, smart metering, and digital solutions. The company is classified under the SASB Resource Transformation sector, Industrial Machinery and Goods industry sub-sector.

This assessment has been conducted using the SASB materiality framework for Industrial Machinery and Goods, supplemented by analyst-identified material issues reflecting Xylem's unique exposure to climate change, water stewardship, and public health infrastructure risk. Fourteen material issues have been assessed across six SASB dimensions. The overall ESG score is 76%, corresponding to a 'Good' rating.

Xylem's ESG performance is characterised by genuine leadership in environmental stewardship and governance disclosure. The company holds an SBTi-validated 2030 science-based target (42% Scope 1 and 2 reduction; 52% Scope 3 economic intensity reduction), achieved CDP Climate Change A-List status in 2025 for the first time, and completed a comprehensive CSRD-aligned double materiality assessment in 2024. Process water recycling reached 96% at operations level. Zero work-related fatalities were recorded for the fourth consecutive year. Ethics and compliance training completion stood at 97% of employees globally, and no material incidents of corruption or bribery were identified.

Key areas for continued investor monitoring include: the pace of North American fleet electrification given delayed original targets; the challenge of reaching the US minority leadership representation goal (18% actual vs. 21% target); the average training hours per employee (18 hours vs. 50-hour goal); and increasing hazardous waste landfill disposal (616 mt in 2025 vs. 89 mt in 2024). The Scope 3 Category 11 challenge remains structurally significant, with use-of-sold-products emissions exceeding 59.9 million mtCO2e-managed via an economic intensity lens rather than absolute reduction. No engagement flags (issues scoring 50% or below) were identified in this assessment.

Section 1: Assessment Summary

Overall Scorecard

Material Issue	Dimension	Rating	Score
Quality of Non-financial Disclosure	Corporate	Outstanding	90%
GHG Emissions	Environment	Very Good	80%
Energy Management	Environment	Very Good	80%
Waste & Hazardous Materials Management	Environment	Good	70%
Water & Wastewater Management	Environment	Very Good	80%
Product Quality & Safety	Social Capital	Good	70%
Employee Health & Safety	Human Capital	Very Good	80%
Employee Engagement, Diversity & Inclusion	Human Capital	Good	70%
Product Design & Lifecycle Management	Business Model & Innovation	Very Good	80%
Supply Chain Management	Business Model & Innovation	Good	70%
Materials Sourcing & Efficiency	Business Model & Innovation	Good	70%
Physical Impacts of Climate Change	Business Model & Innovation	Good	70%
Business Ethics	Leadership & Governance	Very Good	80%
Critical Incident Risk Management	Leadership & Governance	Good	70%

Dimension Sub-Scores

Dimension	Score
Corporate	90%
Environment	78%
Social Capital	70%
Human Capital	75%
Business Model & Innovation	73%
Leadership & Governance	75%
OVERALL ESG SCORE	76% - Good

Third-Party ESG Ratings

CDP Climate	EcoVadis	ISS ESG	CDP Water
A-List (2025)	Silver - 93rd pct.	Prime - Decile 1	B (2025)

Section 2: Materiality Risk Assessment

Quality of Non-financial Disclosure (Outstanding)

How well does the company disclose material non-financial information in a credible, comparable, and externally assured manner?

Xylem's 2025 Sustainability Report represents a comprehensive, phased CSRD-aligned disclosure covering all material ESRS topics identified through a formally conducted double materiality assessment completed in 2024. The report is structured in accordance with ESRS, GRI, SASB, and TCFD frameworks, with cross-reference indices provided. Key environmental metrics-including Scope 1, 2, and 3 GHG emissions, energy, water withdrawal, and waste-are subject to limited assurance by Lloyd's Register Quality Assurance (LRQA), and an independent assurance statement is included. Quantitative performance data is consistently presented across four years (2019, 2023, 2024, 2025), with clear restatement policies and explicit explanations where historical data has been corrected (notably Scope 3 Category 11 restated following Applied Water segment data errors). Third-party ESG ratings are prominent: CDP Climate Change A-List (strongest since 2013), EcoVadis Silver (93rd percentile), ISS ESG Corporate Rating Prime (Decile 1), CDP Supplier Engagement A rating. The company discloses its Integrity Line report volumes (303 reports in 2025) and ethics training completion rates (97%). One area for further improvement is the extension of assured metrics to cover social and governance KPIs more comprehensively; however, disclosure depth and rigour overall are best-in-class for the sector.

Rating: Outstanding

Dimension: Corporate | Score: 90%

1. GHG Emissions (Very Good)

How is the company managing material risks and opportunities related to greenhouse gas emissions across Scopes 1, 2, and 3 of its value chain?

Xylem has established SBTi-approved 2030 science-based targets validated in December 2024: a 42% absolute reduction in Scope 1 and 2 (market-based) emissions and a 52% reduction in Scope 3 economic emissions intensity, both against a 2023 baseline incorporating the Evoqua acquisition. Progress is substantial: combined Scope 1 and 2 market-based emissions fell 16% from the 2023 baseline to 71,013 and 8,114 mtCO₂e respectively in 2025, representing a 14% reduction year-on-year. Scope 3 economic emissions intensity declined 15% from the 2023 baseline. In 2025, 92% of electricity consumed was sourced from renewable energy (a 12 percentage-point increase year-on-year), with RECs covering locations where direct renewable procurement is infeasible. The primary Scope 3 risk-Category 11 use of sold products (>96% of total value chain emissions at ~59.97 million mtCO₂e in 2025)-is addressed through fleet electrification, variable-frequency drives, and customer engagement on energy efficiency. Challenges remain: North American fleet electrification is hindered by limited EV charging infrastructure and heavy-duty vehicle availability; the original 2025 fleet electrification target is no longer achievable. Net-zero ambition by 2050 is stated but not yet SBTi-approved beyond 2030 targets. The overall trajectory is credible, with independent verification and quantified progress.

Rating: Very Good

Dimension: Environment | Score: 80%

2. Energy Management (Very Good)

How is the company managing risks and opportunities associated with energy consumption and transitioning to lower-emissions energy sources across its operations?

Xylem consumed 493,532 MWh of total energy in 2025, a reduction from 517,829 MWh in 2024. Energy economic intensity stood at 55.1 MWh per million USD of revenue, improved from 60.5 in 2024. Purchased

electricity totalled 178,417 MWh, of which 92% derived from renewable sources in 2025—an improvement from 80% in 2024. The company has achieved the 100% renewable energy target at 19 of its 21 major facilities, with planned investments at two remaining sites (Shenyang, China and Stará Turá, Slovakia) not proceeding due to site disposals; redirected capex is expected to deliver equivalent or greater reductions. Mobile source emissions (fleet) represent the largest Scope 1 energy challenge, at 165,787 MWh of mobile energy in 2025. A global fleet rightsizing policy was established in 2025, with phased rollout from 2026. Stationary energy use has decreased through building efficiency improvements such as HVAC upgrades and domestic hot water optimisation at several US sites. The company's 2023 five-year revolving credit facility is tied to sustainability KPIs including GHG reduction, which aligns incentive structures with energy transition performance. Remaining gaps include the pace of heat decarbonisation and North American fleet electrification.

Rating: Very Good

Dimension: Environment | Score: 80%

3. Waste & Hazardous Materials Management (Good)

How is the company managing risks and opportunities associated with the generation, treatment, and disposal of waste, including hazardous materials?

Xylem generated 51,756 metric tons of total waste in 2025 (slightly above 51,507 mt in 2024). Of this, 29,504 mt (57%) was recycled, and total waste to landfill was 7,476 mt. All 21 major facilities achieved zero waste to landfill in 2025 (defined as $\geq 90\%$ diversion), an increase from 19 in 2024 and a fully achieved 2025 Sustainability Goal. Hazardous waste totalled 15,185 mt in 2025, of which 1,220 mt was recycled and 12,956 mt treated; landfill disposal was 616 mt (up from 89 mt in 2024, a notable increase requiring monitoring). Non-hazardous waste to landfill was 6,860 mt. Packaging material that is reusable, recyclable, or compostable reached 82%, meeting the 75% target. Site-level innovations include closed-loop epoxy powder coating recycling at Texarkana, Arkansas, and an expanded wood recycling programme at Lubbock, Texas. Hazardous waste treatment volumes increased substantially in 2025 (12,956 mt treated vs. prior classification under 'non-landfill'), reflecting improved categorisation rather than a deterioration in practice. A more granular disclosure of hazardous waste by type and disposal route going forward would further strengthen this assessment.

Rating: Good

Dimension: Environment | Score: 70%

4. Water & Wastewater Management (Very Good)

How is the company managing risks and opportunities associated with water consumption and discharge across its operations and value chain?

Xylem withdrew 2,402 megalitres of water in 2025, down from 2,480 ML in 2024 and 2,556 ML in 2023. Water economic intensity improved to 0.266 ML per million USD of revenue from 0.290 in 2024, a 15% reduction from the 2023 baseline towards a 30% reduction target by 2030. Critically, 96% of water was recycled or reused in 2025 (2,318 ML recycled and reused against 2,402 ML withdrawn), demonstrating near-circular water use across major facilities. All 21 major facilities achieved 100% process water recycling, meeting the 2025 Sustainability Goal. Total water treated and released was 1,873 ML. Xylem also maintains a Freshwater Policy, conducts water risk assessments using tools aligned with VWBA methodology, and prioritises high water-stress sites. A 2030 goal of 30% reduction in water economic intensity from the 2023 baseline is being tracked. As a water solutions company, Xylem's own operational water performance is particularly visible to stakeholders and investors, and current performance is strong. Extension of water stewardship governance to the supply chain under the 2030 goals represents a developing area.

Rating: Very Good

Dimension: Environment | Score: 80%

5. Product Quality & Safety (Good)

How is the company managing risks and opportunities associated with the quality and safety of its products and services, including product recalls and liability?

Xylem operates a formal Product Safety Management System governed by a Product Safety Policy, three supporting policies on safety assessment, incident reporting, and labelling, and oversight by a Product Safety Steering Committee that reviews dashboards quarterly. Board-level oversight is delegated to the Audit Committee, which reviews product safety governance and performance. In 2025, Xylem recorded 18 product safety inquiries: 7 classified solely as inquiries, 7 as near misses, and 1 minor incident with no reported personal injury. A target of 90-day average closure time for product safety inquiries was established in 2025 with consistent tracking implemented. Product safety considerations are integrated throughout product development via the Design for Sustainability (DfS) Framework and formal risk assessments at design change stages. No major product recalls or Class I/II regulatory actions were identified in the review period. However, quantitative disclosure on product defect rates, regulatory inspection findings, or independent product safety audit outcomes would strengthen investor confidence. Given Xylem's products are deployed in critical public health infrastructure (drinking water, wastewater treatment), this issue remains a high-materiality area requiring continued governance rigour.

Rating: Good

Dimension: Social Capital | Score: 70%

6. Employee Health & Safety (Very Good)

How is the company managing material risks and opportunities related to maintaining a safe and healthy work environment for its employees and contractors?

Xylem achieved a Total Recordable Incident Rate (TRIR) of 0.44 in 2025, surpassing its 2025 Sustainability Goal of 0.5 and improving from 0.52 in 2024, 0.61 in 2023, and 0.66 in 2019. The Lost Time Injury Rate (LTIR) improved to 0.23 from 0.34 in 2024. There were zero work-related fatalities in 2025 (and in each prior year disclosed), and the number of recordable accidents fell from 112 in 2024 to 92 in 2025. Days lost to work-related injuries declined dramatically from 2,900 in 2024 to 1,192 in 2025. The Serious Incident and Fatality (SIF) rate was 0.28, with 60 SIF events documented. 100% of employees are covered by the EHS management system. The company's Safety Beyond Zero philosophy embeds preventive culture and is supported by toolbox talks, hazard identification programmes, and a risk-based audit model transitioning to enhanced risk stratification in 2026. Mental health resources and Employee Assistance Programmes are provided across most geographies. The parental leave return-to-work rate was 100% in 2025. A minor area for improvement is the full capture of EHS training data for non-wired (field) employees, which currently limits the average training hours metric.

Rating: Very Good

Dimension: Human Capital | Score: 80%

7. Employee Engagement, Diversity & Inclusion (Good)

How is the company managing risks and opportunities associated with attracting, developing, and retaining a diverse workforce, and fostering a culture of inclusion?

Women represented 29% of leadership positions in 2025, meeting Xylem's stated 2025 goal, and improving from 27% in 2024. Overall female headcount was 26% of a global workforce of 21,739 employees, consistent with prior years. US minority representation in leadership reached 19%, while minority representation in middle management was 23%. Voluntary turnover was 7% in 2025, stable year-on-year. A pay equity assessment conducted in 2025 identified no systemic disparities based on gender or, in the United States,

race or ethnicity. The 21% US minority representation in leadership goal was not achieved (actual: 18%), and the 50 hours of average annual learning goal was not met (actual: 18 hours), reflecting constraints on capturing non-wired employee training data. Employee participation in volunteering was 81%, remaining above industry peers. The US minority leadership target shortfall and the learning hours gap represent areas for management focus. The 2026 Equality 100 Award from the Human Rights Campaign Foundation (sixth consecutive year) provides external validation of inclusive practices. The company has not yet disclosed a formal pay equity assessment across all geographies, which investors would value.

Rating: Good

Dimension: Human Capital | Score: 70%

8. Product Design & Lifecycle Management (Very Good)

How is the company managing risks and opportunities related to product design, lifecycle impacts, and the integration of sustainability into product development?

Xylem has embedded the Design for Sustainability (DfS) Framework as a mandatory process for all new products entering development from 2025 onward, requiring simplified lifecycle assessments (LCAs) during the concept phase to evaluate carbon, water, and materials risks. In 2025, the company expanded LCA coverage to include Flygt 4600 mixers, Grindex 8100 dewatering pumps, Concertor 6030, Steady & Lowara 1300 series pumps, and Sensus 640 water meters, with Product Sustainability Reports (PSRs) published. Environmental Product Declarations (EPDs) were developed for the Ecocirc S, M, and L ranges, independently verified by NSF International. Xylem holds over 4,400 patents as of 2025, reflecting an ongoing R&D investment of \$226 million. The 2030 goal to publicly disclose lifetime environmental impacts for more than half of all products represents a material commitment, with baseline reporting commencing in 2026. Products are designed for disassembly, repairability, and long service lives (>10 years for most water infrastructure equipment). Flygt pumps are supported by a spare parts availability guarantee for up to 20 years. Wedeco TAK UV systems can be refurbished to extend life by 10–20 years. The 2030 goal to reduce downstream Scope 3 economic emissions intensity by 52% is directly tied to product efficiency improvements, reinforcing commercial alignment with sustainability objectives.

Rating: Very Good

Dimension: Business Model & Innovation | Score: 80%

9. Supply Chain Management (Good)

How is the company managing risks and opportunities associated with the sustainability, resilience, and ethical conduct of its supply chain?

Xylem operates a Business Partner and Supply Partner Code of Conduct that sets expectations on human rights, labour standards, environmental responsibility, and anti-corruption for all suppliers. The EcoVadis platform is the primary supplier sustainability assessment tool; at end-2024, suppliers with active EcoVadis scorecards represented 42% of global spend (up from prior years), and by May 2025 Xylem achieved CDP Supplier Engagement A rating. In 2024, three on-site sustainability audits were conducted for suppliers classified as Sustainability High Risk. A supplier risk mapping tool using smart automation screens the supply base across all ESG criteria. The company achieved its 2025 goal to engage 47% of sustainability-critical suppliers in sustainability initiatives. 43% of suppliers disclose Scope 1 and 2 GHG emissions and water usage via CDP Supply Chain or equivalent, and 47% have taken the WASH4Work pledge. Conflict minerals due diligence follows the OECD five-step framework, with CMRT reporting to the SEC. Key risks include geopolitical disruption, limited deep-tier visibility, and the need to accelerate supplier EcoVadis coverage beyond 42%. The 2030 goals include water intensity reduction in the supply chain, reflecting growing ambition. Small and diverse supplier spend in the US reached 11% in 2025, exceeding the 9.5% goal.

Rating: Good

10. Materials Sourcing & Efficiency (Good)

How is the company managing risks and opportunities associated with the sourcing of raw materials, including conflict minerals, and improving materials efficiency?

Xylem sources materials including steel, brass, copper, aluminium, nickel, rare earth minerals, and plastics. A formal Conflict Minerals Policy Statement commits to ensuring that any tin, tantalum, tungsten, and gold (3TGs) sourced from the DRC Conflict Region are certified conflict-free, using the Responsible Minerals Initiative CMRT template. Due diligence follows the OECD five-step framework, and annual CMRTs are filed with the SEC. Packaging efficiency has improved, with 82% of packaging material now reusable, recyclable, or compostable-meeting the 75% goal. Closed-loop materials initiatives at manufacturing sites (e.g., epoxy powder coating recovery, plastic resin recapture) are reducing virgin material inputs. As noted in the sustainability report, 29,504 mt of waste was recycled in 2025, partly through feedstock recovery programmes. However, quantitative disclosures on the proportion of recycled-content materials used in manufactured products, or total weight of critical minerals sourced, remain limited. The 2030 circular economy goals include new products designed with sustainability embedded from the start, and lifetime environmental disclosures for more than half of products, which will improve materials visibility.

Rating: Good

Dimension: Business Model & Innovation | Score: 70%

11. Physical Impacts of Climate Change (Good)

How is the company managing the material risks and opportunities associated with physical climate change impacts on its owned or controlled assets, operations, and supply chain?

Xylem completed its second TCFD physical risk assessment in 2024, expanding scope from 100 to approximately 330 sites and incorporating suppliers. The assessment analysed eight physical hazards-coastal flooding, pluvial flooding, fluvial flooding, extreme heat and cold, tropical cyclones, wildfire, water stress, and drought-under medium and high emissions scenarios. Results indicate low physical risk exposure through 2030 under both scenarios; however, exposure to drought and temperature extremes is expected to increase to a moderate level by 2050. Top facilities by physical risk are in Australia, Chile, India, and the United States. Average annual loss from climate hazards is projected below 5% of total assets in the 2030s. Site-specific risks are managed through Business Continuity Planning processes that incorporate climate risk. The company's 2024 science-based targets were re-baselined following the Evoqua acquisition and validated by SBTi. A double materiality assessment aligned with ESRS was completed in 2024, formally embedding climate adaptation considerations into strategy. A key strength is Xylem's product portfolio, which itself addresses climate adaptation for customers (flood management, drought resilience). Residual exposure includes North American and Asian manufacturing sites in drought-stressed regions.

Rating: Good

Dimension: Business Model & Innovation | Score: 70%

12. Business Ethics (Very Good)

How is the company managing material risks related to ethical conduct, including fraud, corruption, bribery, and conflicts of interest?

Xylem operates a comprehensive Global Ethics and Compliance Programme anchored by a Code of Conduct updated in 2025, covering all employees, directors, and officers. The programme is overseen by a Chief Ethics and Compliance Officer (CECO) reporting to Board committees, supported by Ethics and Compliance Review Boards and a network of over 100 trained Integrity Ambassadors globally. In 2025, 97% of employees

(including Idrica) completed online ethics and compliance training, and more than 5,200 hours of instructor-led training were delivered. The Xylem Integrity Line-a 24/7 confidential, multilingual reporting portal-received 303 reports in 2025, demonstrating active use. Issue distribution comprised 53% employee relations, 16% other ethical concerns, 11% EHS, 10% business integrity, 9% misappropriation of assets, and 1% accounting. In 2025, no material incidents of corruption or bribery were identified. Anti-corruption due diligence is applied to higher-risk third parties including channel partners, agents, and JV partners, with a Gifts, Hospitality, Travel, and Charitable Contributions Policy in place. The Conflict of Interest Policy includes proactive disclosure requirements via Workday. The antitrust programme includes training prior to trade shows and commercial negotiations. Zero material legal violations were disclosed in the review period.

Rating: Very Good

Dimension: Leadership & Governance | Score: 80%

13. Critical Incident Risk Management (Good)

How is the company managing risks related to low-probability, high-impact operational incidents and emergencies with significant environmental or social externalities?

Xylem maintains a formal Cybersecurity Incident Response Plan (IRP) aligned with NIST guidance, tested at least annually, with Board and Audit Committee oversight via semi-annual CISO and CIO briefings. The company holds ISO 27001 and ISA/IEC 62443-4-1 certifications for certain products and environments, with Cyber Essentials certification in the UK. Monthly phishing simulations and ongoing cybersecurity training are conducted. Physical operational risk is managed through a Safety Beyond Zero EHS programme with site-level Business Continuity Plans incorporating climate scenarios. The Product Safety Management System provides structured incident escalation and corrective action frameworks. In 2025, the SIF rate was 0.28 with 60 SIF events. Xylem's enterprise risk management (ERM) programme formally integrates physical, cyber, supply chain, and environmental risks with heat-map scoring across severity, likelihood, preparedness, and speed of onset. A risk-based audit model is being enhanced in 2026. The company has no water utility operating assets (it is a manufacturer and services provider), limiting the most acute critical incident risks. However, given the role of Xylem products in critical public health infrastructure, supply disruption and product failure risks remain material.

Rating: Good

Dimension: Leadership & Governance | Score: 70%

Key Themes and Engagement Priorities

Xylem's ESG profile reflects a company in which sustainability is genuinely integrated into business strategy and product value proposition. As a world leader in water technology, the company's commercial success is structurally aligned with addressing the most pressing global water and climate challenges, creating a durable positive feedback loop between impact and revenue growth.

Strengths are most pronounced in governance and disclosure quality, GHG emissions management, water stewardship at own operations, employee safety, and business ethics. The company's trajectory on all four 2025 Customer Sustainability Goals has been met or exceeded, and science-based targets are independently validated. The 2024 CDP A-List achievement and ISS Prime rating at Decile 1 reflect recognition from two of the most rigorous ESG assessment frameworks globally.

Material areas warranting monitoring in ongoing engagement include: (1) Acceleration of fleet electrification in North America, given the delayed 2025 target and the centrality of fleet to Scope 1 emissions; (2) Progress towards the US minority leadership representation target of 21%, currently at 18%; (3) Management of the average employee training hours gap, particularly for non-wired field employees; (4) The increase in hazardous waste landfill disposal in 2025 (616 mt vs. 89 mt in 2024), which requires investigation and monitoring; (5) The extension of EcoVadis supplier coverage beyond 42% of global spend, to improve supply chain ESG risk visibility; (6) Credible quantification of the pathway to net zero beyond 2030, including feasibility assessment planned for 2026.

No issues were identified as requiring formal engagement flag (i.e., no issue scored at or below 50%). This is consistent with the breadth and depth of Xylem's sustainability governance infrastructure.

Sources

- Xylem Inc. 2025 Sustainability Report (published April 2026)
- Xylem Inc. Code of Conduct 2025
- Xylem Human Rights Statement (March 2025)
- Xylem Modern Slavery Statement (April 2025)
- Xylem Conflict Minerals Policy Statement
- Xylem 2025 Climate Action Plan (Updated December 2025)
- Xylem 2025 Mini Report: Decarbonizing the Water Sector
- Xylem 2025 Mini Report: Sustainability at Xylem
- CDP Climate Change Score: A-List (December 2025)
- EcoVadis Rating: Silver - 93rd Percentile (May 2025)
- ISS ESG Corporate Rating: Prime, Decile Rank 1 (December 2025)
- CDP Water Security Score: B (December 2025)
- CDP Supplier Engagement Rating: A (February 2026)
- Science Based Targets initiative (SBTi) - 2030 Xylem Targets validated December 2024

APPENDIX

Sustainability Assessment score methodology

The Delta Outcomes Limited proprietary Sustainability Assessment score is a weighted average score based on a rating of how well the company is managing each of its 'Material' risks, as identified in the SASB Materiality Map according to the company's industry classification. The Sustainability Accounting Standards Board (SASB) Materiality Map identifies which of 26 general ESG issue categories are financially material for each of 77 industry sub-sectors across 11 SICs sectors. In addition to the SASB-designated material issues for a company's relevant industry, other material issues may be identified by Delta Outcomes that it believes are significantly important to the company.

For each of the company's 'Material' General Issue Categories that have been identified, a detailed analysis is conducted to assess how well the company's management is addressing this issue, and a rating is given, with an associated % score. The table below details the % score given according to the rating.

Rating Scale

Score	Rating	Guidance
100%	Perfect	Flawless management; no material gaps; industry-leading across all dimensions
90%	Outstanding	Best-in-class; exceeds all expectations; independently verified; strong quantitative targets on track
80%	Very Good	Strong management and disclosure; targets set and progressing; only minor gaps
70%	Good	Sound management; most risks addressed; some quantitative data; some areas for improvement
60%	Adequate	Basic management in place; partial disclosure; limited targets; meaningful gaps remain
50%	Average	Moderate management; qualitative commitments but limited quantitative evidence
35%	Below Average	Weak management; minimal disclosure; no meaningful targets; significant gaps
20%	Poor	Very limited management; little to no disclosure; material risk largely unmanaged
1%	Ignored	No evidence of any management; complete absence of disclosure or action

Important Information

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