

Review of the year

## Sustainability in focus: building deeper partnerships with our customers



“This year we have focused on building stronger partnerships with our customers and other key stakeholders to create value and shape a more sustainable future.”

**Chris Brown**

Vice President, Environmental, Social and Governance

**This was another productive year for our sustainability agenda, with work to accelerate innovation and deepen partnerships with customers and suppliers continuing, despite ongoing market challenges.**

Synthomer has come a long way since we set out our Vision 2030 framework five years ago. Today, sustainability is a business principle and a foundation of our growth strategy and we have made consistent progress against most of our targets. Targets are important, since they help us make – and report on – progress, but they are not a strategy in themselves. Which is why everything we do when it comes to sustainability must be in service of our key stakeholders’ needs, and demonstrate the benefits to our customers of choosing us over another supplier. We want them to see us as a sustainability enabler. If they do not, we risk missing out on future business opportunities.

So while we have continued sharpening our approach in areas like innovation, human rights and value chain emissions data analysis, we are also building deeper partnerships with our customers and suppliers to help accelerate change across our value chain.

Importantly, others are recognising our progress. In 2025, we won a sustainability award from a key adhesives customer, Henkel, and a supplier award from our high-performance materials customer, Nitto. This second award recognised our commitment to quality, service and sustainability. We also retained our CDP Climate A- rating, which places us in the leadership group, and our silver EcoVadis rating, where we are now in the top 2% of rated companies for sustainable procurement.

This year also marked the end of the first of three time horizons that we set out two years ago in our climate transition action plan. As well as finding new ways to meet our science-based 2030 GHG emissions targets, the action plan will help us identify the business opportunities to reach our 2050 net zero ambition.

That deadline is getting closer. We need to start developing the next generation of sustainable solutions today in order to keep delivering the products that our customers will need in future. We know from our latest scenario analysis that if we do not, we may miss opportunities to continue delivering our growth strategy.

» See our latest scenario analysis on pages 58 to 63.

## Highlights from 2025

- Delivered first sales of our BIO and CLIMA products.
- Won supplier sustainability awards from two key customers.
- Launched a new customer portal providing key product safety information.
- Eliminated alkylphenol ethoxylates from our global product portfolio.
- Developed a new greenhouse gas forecasting model, identifying new options to deliver our climate transition plan.
- Maintained our A- 'leadership' level for CDP Climate.
- More than 1,900 employees engaged through our Sustainability Academy.



## Continued commitment under challenging circumstances

Unlocking these opportunities will be challenging, not least if broader market conditions continue to test our industry. We have certainly seen a shift in business priorities in 2025, as customers, suppliers and peers prioritise managing cost pressures. However, change is not linear and a good strategy does not get blown about by short-term challenges. Sustainability remains a key enabler for our strategy, but it is also a business consideration like any other.

Our ISCC PLUS certification is a good example. In 2025, we achieved ISCC PLUS accreditation for 11 of our manufacturing plants, enabling us to offer customers our BIO and CIRCLE products using the mass balance approach. While changes in short-term business priorities have made it harder to incorporate additional cost, we know that customers are interested in these products and we have now made initial customer sales in our Adhesives and our Coatings businesses.

While it is important we help our customers understand the benefits of our products today, it is essential that we understand their needs, challenges and timelines so we can work together more effectively to create the next generation of more sustainable products.

## Accelerating change through greater collaboration

Sustainable change has to be championed by the people who work most closely with our customers and suppliers. Our Sustainability Academy, which we launched in 2024, is playing an important role in this, helping our commercial, innovation and procurement teams develop the tools and language they need to become those champions. And it is thanks to their hard work and collaboration that we are building deeper partnerships across our value chain.

As a B2B company, working with our customers to help them realise their goals – and with our suppliers to understand theirs – is the only way we will achieve ours. Our partnerships with key universities are important here. They help us accelerate innovation and train the next generation of synthetic and polymer chemists in key aspects of green chemistry (see page 35). We increasingly participate in key industry organisations, such as the European Chemical Industry Council (CEFIC), the American Chemistry Council (ACC) and the Chemicals Industries Association (CIA) in the UK. We are also an active member of the Together for Sustainability (TfS) initiative. This year we participated in three TfS workstreams focusing on assessing and auditing suppliers, building skills and Scope 3 emissions. These collaborations are essential given our industry's importance as nations and regions build their industrial strategies in the face of increasing competition from other parts of the world.

## Our climate transition action plan

In 2024, we developed a new climate transition action plan to support our journey towards net zero. The plan focuses on four specific areas and is set out across three time horizons (2025, 2026-2030 and 2030-2050):

- Integrating a GHG forecasting model into our business plans to identify the product innovation and market development options to reduce our GHG emissions over the next five or more years
- Reducing Scope 1 and 2 GHG emissions by continuing to deliver our current five-year capital improvement plan, driving energy efficiency through our manufacturing excellence programmes, sourcing 100% renewable electricity for all our sites and developing net-zero roadmaps for three pilot manufacturing sites
- Reducing Scope 3 GHG emissions by selectively sourcing lower-carbon fossil-based feedstocks, sourcing certified sustainable feedstocks, developing value chain partnerships and innovating novel (recycled, bio-based and CO<sub>2</sub>-derived) feedstocks and products
- Risk assessment and scenario analysis to further develop our strategic understanding of climate risk and its financial impacts for our business.

## Getting to work on delivering our climate transition action plan

We have reported against the recommendations of the Task Force on Climate-related Financial Disclosures for many years (see pages 58 to 63) and in 2024 conducted our first double materiality assessment (see page 30) and implemented our new climate transition action plan (see left).

Both have strengthened our understanding of our biggest risks and opportunities and confirmed that we were broadly focused on our most material issues through our Vision 2030 framework. What our climate transition action plan also showed us is that the biggest, fastest impact we can have between now and 2030 is through sourcing lower-carbon feedstocks.

As well as introducing the ISCC PLUS products, this year we piloted the use of low-carbon versions of two key raw materials: butyl acrylate (BA) and butadiene (BD). The pilot targeted lower-carbon BA and BD at two specific sites and improved our understanding of how to account for multiple sources of a raw material in a product carbon footprint. It also highlighted practical challenges for our procurement team in maintaining a secure supply from a smaller pool of suppliers. We will use what we have learnt to continue developing options for lower-carbon products and better understand their impact on our procurement approach. This will help us determine better ways to deliver lower-carbon options for our customers.

As part of our action plan, we are working to identify alternative raw materials to complement existing lower-carbon fossil-based products over the medium and long term. In 2025, we reviewed market-ready and emerging drop-in feedstocks from recycled, bio-based and CO<sub>2</sub>-derived sources, as well as new chemistries and technologies for future polymers. All three alternative feedstocks – and several relevant

technologies – are projected to become commercially significant by 2030, presenting meaningful opportunities for our portfolio. The barriers to adoption are now shifting from technical feasibility towards the need for stronger market pull, as well as supportive policy frameworks to help these lower-carbon solutions compete with conventional fossil-based materials.

Our procurement teams play a crucial role here. They are helping us build closer relationships with key suppliers so we can identify and source the raw materials we need to deliver the next generation of sustainable products, proving that innovation does not always happen in a laboratory.

## New GHG emissions forecasting model to accelerate progress

As in 2024, much of what we have achieved this year is thanks to data insights and how they inform our discussions with stakeholders. This year, we have worked with our businesses and functions to develop a new GHG emissions forecasting model that helps us understand the potential future impact of our business growth plans. The model also enables us to review our raw material and product costs versus carbon impact. Our businesses and procurement teams have responded positively to the tool and its ability to open conversations with customers and suppliers about the impact of GHG emissions in the same way as for cost and price.

This tool is another important milestone in addressing our Scope 3 emissions – by far the largest proportion of our carbon footprint. Developing it has involved mapping our customers' purchases against the raw materials we use to make our products and the suppliers we purchase them from. It provides exceptional granularity on any given emissions trajectory for individual customers and product lines.

It has also helped identify important data gaps and the specific suppliers we need to work with more closely to understand their carbon footprint and goals.

We plan to improve the model in 2026 to allow the tool to demonstrate the margin, price and carbon impact of our products. This will help us make better informed business decisions while delivering more sustainable products for our customers.

We see plenty more potential for other digital tools and artificial intelligence (AI) to help us. In 2026 we will investigate options to build AI functionality into the forecasting tool to generate new insights to keep reducing our Scope 3 emissions.

Our customers want to know more about our products' carbon footprint (PCF), and our growing portfolio of detailed, TfS-compliant PCF reports has become a valuable resource.

Creating these reports is time-consuming. So, at the end of 2025 we ran a pilot for a new PCF automation tool at our site in Ribécourt, France. The tool automatically creates a carbon footprint for specific products using manufacturing procurement and production data. As well generating targeted PCFs to meet specific customer requests, this tool will help us expand our PCF portfolio more quickly. It will also enable us to track Scope 3 GHG emissions in real time, instead of manually collating data once a quarter. While this will initially occur at an individual plant level, our ambition is to integrate the tool across our whole business over the next five years.

### An ongoing commitment to product stewardship

One of the most important ways we can support wider sustainability is by minimising or eliminating the use of certain chemicals. The majority of our products are not classified as hazardous, and only a small proportion of what we sell contains hazardous ingredients. However, that proportion means we are, rightly, subject to strict regulations on their use and we provide customers with up-to-date, legally compliant safety sheets for products in all the markets where we operate.

But product safety regulation is regional, complex and changing rapidly. So over the past few years we have strengthened our approach. This includes regular training sessions to help our procurement teams understand key regulation and ensure they ask suppliers the right questions about raw materials. We also have a new tool that enables our innovation teams to screen raw materials against regulations to help them make faster, more informed decisions when designing products.

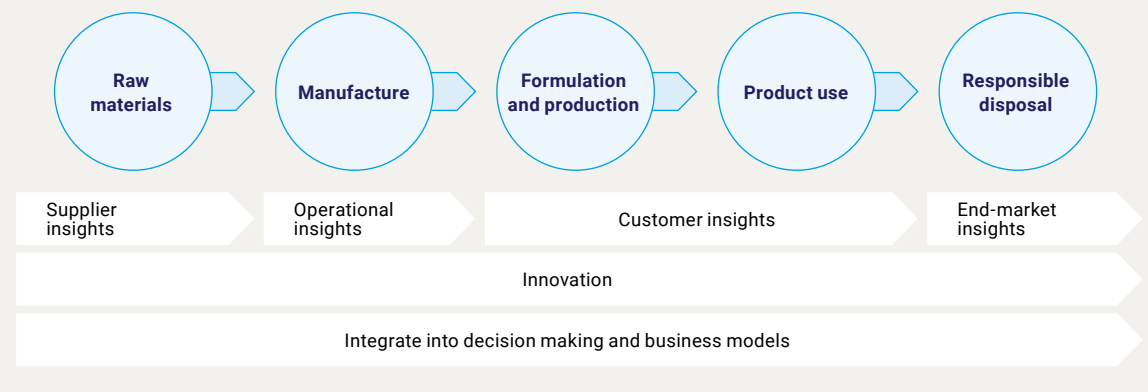
Meanwhile, we continue to improve the way we share information with customers, and this year launched a new customer portal that includes product regulation passports. The passports provide concise information that enables customers to check compliance in multiple geographies, answering many of our most frequently asked questions.

The portal itself is an excellent example of our customer-centric approach. Launched in January 2025, it currently contains our Adhesive Solutions and SVP business product lines, and we intend to add more businesses in 2026. To date, more than 100 customers have downloaded over 1,500 documents and more customers are signing up all the time.

» See Synthomer's customer portal.

### Building deeper relationships for radical collaboration throughout the value chain

We are using data, information and knowledge from across our value chain to generate insights that help us create options for more sustainable products and services for our customers.



## Our double materiality assessment

In 2024, we completed a double materiality assessment (DMA) to evaluate both the impact of our operations on people and the planet, and how sustainability issues could affect our financial performance. The process included:

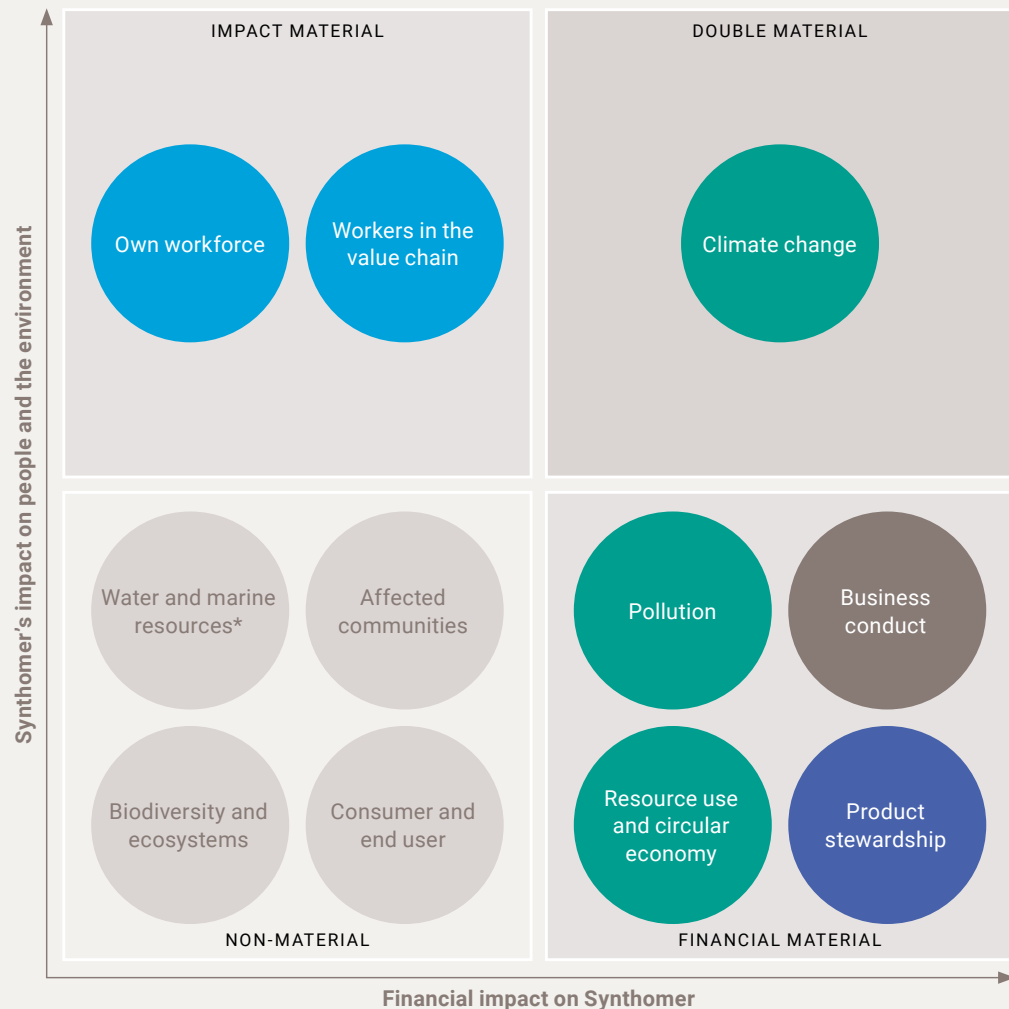
- Mapping our value chain and stakeholders to identify a long list of risks and opportunities.
- Engaging with key stakeholders – employees, investors, customers, and suppliers – to validate this list.
- Using our existing Group risk framework methodology to quantify the financial materiality of those risks and opportunities on our business as well as their likely societal impact.

» More information is available at [Synthomer.com](https://www.synthomer.com)

From this, we identified the topics (shown in the graphic on the right) that are most material to our business at a Group level, along with a list of impacts, risks, and opportunities. The DMA confirmed that most of our Vision 2030 targets aligned with our material priorities.

We are now reviewing future regulatory reporting requirements, including the EU Corporate Sustainability Reporting Directive (CSRD) and the UK Sustainability Reporting Standards (UK SRS).

We will review and revise the DMA and relevant key performance indicators in 2026 to confirm these remain our most material risks and continue to be aligned with our group risk management methodology.



**Material topics**

- Environmental
- Social
- Governance
- Entity-specific

\* Water and marine resources is identified as material for the Synthomer entities in France due to manufacturing sites with high water stress. On a global level, this impact is not deemed material as it is confined to the sites in France.

We want to be more than just compliant, though, and are committed to eliminating and reducing the proportion of hazardous ingredients in our products wherever possible. Our product innovation scorecard commits us to eliminating substances of very high concern (SVHCs) from our portfolio, and today 1.12% of our products contain them at a concentration higher than 0.1%.

Meanwhile, we stopped manufacturing per- and polyfluoroalkyl substances (PFAS) in 2023. However, we still find traces in some of our raw materials, so a new cross-functional taskforce is developing a screening process that will help us to eliminate them entirely.

We also reached a significant milestone this year in our voluntary programme to eliminate alkylphenol ethoxylates (APEOs) from our products. In September 2025, our Adhesive Solutions division produced its last batch of SUNCRYL™ water-based release coatings containing APEOs in North America. This completes a multi-year initiative to reformulate 17 products across our divisions and means our global product portfolio is now APEO-free.

### Steady progress against Vision 2030

We provide more detail on performance against our Vision 2030 targets on pages 41 to 43, but continue to make good progress against many of them.

The broader economic climate has slowed our short-term ability to deliver some of our bigger plans. Due to financial pressures explained in this report on pages 7 to 9 we have constrained our five-year capital investment plan for Scope 1 and 2 GHG emissions reduction and paused the purchase of energy attribution certificates contributing to our Vision 2030 renewable electricity target. While these decisions have affected our short-term progress we successfully met our 2025 objective and remain on track to achieve both our 2030 Scope 1 and 2 science-based target and renewable electricity target.

Nonetheless our sites have continued implementing 'self-help' measures to reduce energy consumption, including installing more energy efficient equipment when old equipment reaches the end of its useful life. Meanwhile, our three sites located in areas of high water stress and with high water use have made good progress in establishing sustainable water management programmes.

Other highlights include a recordable injury case rate of 0.15, meaning we have exceeded our 2030 target for the third consecutive year. We also successfully met our 2025 objectives for both senior management gender diversity and senior leaders from ethnically diverse backgrounds.

» See People in focus on pages 36 to 40.

### Looking ahead

Our people should be proud of everything they have achieved in the past five years. It is thanks to their hard work that we are on track to deliver our 2030 targets while building deeper, more collaborative partnerships with our customers. A growing number of customers are asking for our help, and we know we can do more.

We see huge potential for our growth strategy over the coming decade, as long as we work at the right pace with the right knowledge. So an important focus for us in 2026 will be reviewing the way we measure and communicate the benefits of our products to customers. As we do so, we will continue to work in partnership with customers, suppliers and peers to accelerate progress across our value chain.

## More information on our approach to sustainability

We provide more information on the work we are doing to understand our climate-related risks and opportunities in our Climate Action report, summarised on pages 58 to 63. This includes work in 2025 to update our climate-related risk assessments and scenario analysis.

We obtain independent assurance for our ISO management systems and independent verification at a limited assurance level of our Scope 1, 2 and 3 GHG emissions.

We benchmark our progress, and identify areas where we can improve, through disclosures to organisations including CDP, Ecovadis, S&P, London Stock Exchange Group and MSCI.

This year, we maintained our A- 'leadership' level for CDP Climate and continue to work closely with key industry bodies. For more information, see Ratings and Resources on our website.

We provide more information on our most relevant sustainability issues in our ESG data pack and a series of in-depth insights that are available on our [website](#).

### Environment

Climate action  
Water  
Waste and pollution

### Social

Health and safety in the workplace  
Workers in the value chain  
Product safety  
Diversity, equity and inclusion  
Communities

### Governance

Business conduct

Review of the year

# Sustainability as a service

## Increasing performance

Health & Protection and  
Performance Materials



Our Alcotex™ speciality polyvinyl alcohol (PVOH) grades are helping to make agriculture more sustainable. Our products deliver biodegradable, water-soluble, high-performance film-forming solutions for seed coating and crop protection. We have partnered with key market players for more than 10 years and continue to expand as demand grows for microplastic-free solutions.

## Reducing raw materials

Adhesive Solutions



Our innovative Plectol™ Recyclear™ adhesive enables labels on HDPE bottles and PP film substrates to be easily removed during recycling, supporting a more circular economy. The adhesive has been approved by RecyClass, a respected cross-industry initiative set up to encourage greater plastics circularity in Europe.

## Reducing CO<sub>2</sub> emissions

Adhesive Solutions




We announced a new strategic partnership and supply agreement with our adhesives customer Henkel in April 2025, helping to commercialise our new CLIMA-branded products. Using our most advanced CLIMA products, Henkel has cut its carbon footprint by 46% – five years ahead of its goal. In November our team won Henkel's 2025 Sustainability Award.

**We are committed to working in partnership with our customers to deliver the products and solutions that help them meet their sustainability goals. Here we share a selection of our biggest successes.**

## Reducing energy use


Health & Protection and  
Performance Materials



Our new high-performance nitrile butadiene rubber (NBR) – SyNovus™ Lite – has been engineered specifically for ultra-thin gloves. SyNovus™ Lite helps customers lower their product carbon footprint by 14.4% and reduce Scope 3 emissions by 4% compared to its alternatives, without compromising performance.

## Reducing waste

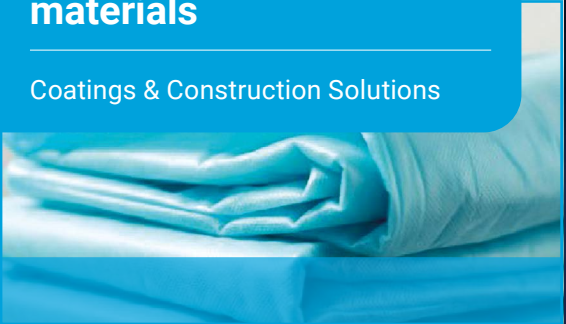
Coatings & Construction Solutions



We have helped one of our largest customers reduce the waste footprint of one of their high-volume disposable hygiene products by 18%. Drawing on our polymer expertise, we were able to modify our polymer resin to produce a lighter-weight end product while maintaining key performance attributes, including tensile strength.

## Reducing hazardous materials

Coatings & Construction Solutions



Many industries, such as medical, filtration and home textiles, are increasingly looking for solutions that do not include per- and polyfluoroalkyl substances (PFAS) while maintaining water repellent properties. Our Sequapel™ 409 product has successfully provided excellent hydrophobicity properties through innovative non-PFAS technology, as well as stability over a wide range of temperatures.

Review of the year

# Innovation in focus: meeting customers' current and future needs



“Thanks to our innovation and technology teams, we are working more closely than ever with our customers to develop and commercialise products with important sustainability benefits.”

**David Ring**

Vice President, Group Innovation

## **Innovation remains the basis for creating value for our customers and helping them realise their sustainability goals while delivering our growth strategy.**

Our innovation and technology teams have had a busy year developing, launching and commercialising products across all our divisions to help customers address existing needs and unlock new value in our end markets. This includes products that help them lower their carbon footprint, eliminate the use of hazardous materials and support a more circular economy. At the same time, we continued to ensure that new and protected products make up at least 20% of our sales volume – the NPP metric – over the long term. This year we reached 23%.

From 2026, we intend to change our innovation key performance indicator to track gross margin (GM) vitality instead of NPP. Tracking gross margin rather than volume is a clearer way of measuring and targeting innovation, and is in line with our strategy to become a more speciality-focused chemicals business. By measuring vitality rather than NPP we can ensure we maintain a healthy innovation pipeline that continues to bring new products and new benefits to market.

We have tracked GM vitality for many years, and in 2025 we delivered 8.2% GM vitality (2024: 7.5%), launching more than 40 new products to market across our three divisions.

Once again, we exceeded our Vision 2030 sustainable products target to have at least 60% of new products with enhanced sustainability benefits. We provide more data on page 41.

### **Planning for the long term while moving at pace**

While innovation is an essential part of how we address specific customer needs, it also plays an important strategic role in helping us anticipate and solve longer-term challenges.

Strengthening our long-term innovation pipeline is a key priority and we took several important steps this year, including appointing a new innovation and technology specialist to help us take a more externally focused, exploratory approach. This supports the work our central scouting team already does to actively track market developments for bio-based, recycled and CO<sub>2</sub>-based feedstocks. We also worked with external experts to define priority innovation areas to support key growth opportunities and help target our resources accordingly.

While it takes time to develop new polymer products to meet market demand, we need to ensure we are agile enough to respond to our customers' rapidly changing needs and maintain competitive advantage. This year our Innovation Taskforce worked with our internal business excellence and continuous improvement team (SynEx) to redesign our full innovation operating model. This involved reviewing every aspect of our internal processes – from how we make strategic innovation decisions, to how we allocate resources, to the metrics we choose to measure progress. Our aim is to create a more agile approach, accelerating the speed at which we deliver more routine innovation projects, while freeing up people's time to design and develop more advanced ideas to support our strategy and help customers meet their own ambitions.

We also established an Innovation Project and Portfolio Management Office, which has piloted a new tactical innovation process to help streamline the way we respond to customer requests for simpler, more routine innovation projects. And we refined some of our innovation governance processes to strengthen decision making, prioritisation and resource allocation.

### Accelerating innovation through academic partnerships

One of the best ways we can participate in – and accelerate – long-term innovation is through our academic partnerships. We primarily focus on projects that drive innovation in sustainable polymers, bio-based monomers and green chemistry to complement our existing product portfolio.

In 2025, we launched a three-year collaborative programme with the University of York, supported through a UK Government Prosperity Partnership grant. As well as aiming to drive decarbonisation and defossilisation of speciality polymers, the programme will help train the next generation of synthetic and polymer chemists in key aspects of green chemistry.

Meanwhile, our collaboration with the University of Leeds has helped us develop new high throughput polymerisation capability at our Harlow Technical Centre, which will enable faster screening and help accelerate our innovation projects.

### Innovation and sustainability in our divisions

Delivering more sustainable solutions more quickly relies on understanding our customers' current and future needs, and taking action today to make sure we can deliver the products of tomorrow. We have continued to build deeper, more collaborative partnerships with some of our biggest customers this year, with our divisional innovation teams playing a key role. The table below shares a few examples of their work.

### Looking ahead

While designing with sustainability in mind is now business as usual, the way we do it will keep evolving, and our central innovation team will continue working closely with our divisional innovation teams to support their needs. In CCS, we are developing a new customer-centric innovation approach to identify key growth areas and ensure we deliver the products our customers need at pace. In AS, we want to strengthen our relationships across the entire value chain so we can accelerate work on a range of products designed to support electric vehicle manufacturers. In HPPM, we want to continue driving market-leading innovation for our glove customers and develop solutions that support a more circular economy.

## Innovation highlights from our divisions

### Adhesive Solutions

- Our Suncryl™ products are now available in Europe and North America free of any APEOs, meaning we are ahead of legislation to ensure our products do not contain substances of concern.
- Launched in 2024, our Plastvance™ products help customers make thinner plastic packaging with the same performance. This means less material is used to package the same amount of product.

### Coatings & Construction Solutions

- Our R&D teams are actively working with bio-based monomers to produce lower-carbon hybrid binders for paints and coatings applications.
- We have specifically developed our ALBECOR™ resins to enable low-temperature powder curing systems, reducing customers' energy use and the product carbon footprint of our cured coating by up to 10%.

### Health & Protection and Performance Materials

- In February 2026, we announced a new partnership with Godavari Biorefineries Limited (GBL) to develop bio-based alternatives to existing fossil-based monomers. Through this partnership, we are commercialising bio-based butyl acrylate, using GBL's bio-based butanol, to help accelerate the industry's transition to more sustainable raw materials.

Review of the year

## People in focus: steady progress in a challenging year



“I have been struck by our people’s commitment to our business and each other – it is thanks to them that we have successfully navigated a challenging year.”

**Gayla Cowie**  
Chief Human Resources Officer

**Once again, our people have remained focused on helping us deliver our strategy while we continue to build an inclusive, collaborative culture that celebrates diversity of thought and acts on the views of our employees.**

### Fostering greater collaboration while supporting wellbeing

We have made good progress in the past five years to create a more inclusive, high-performance culture. What our people have helped us achieve despite ongoing market challenges has shown that we are stronger together and that the best innovation happens when we work collaboratively. This is why this year we adjusted our hybrid working policy to increase the time we spend working together at our sites, offices and laboratories.

This sense of togetherness is particularly important during uncertain times, and we recognise that our cost reduction programme and decision to remove around 250 roles globally has been unsettling. While this was crucial for maintaining our competitive edge in a very challenging economic landscape, we took a people-first approach, treating affected individuals with empathy and respect and providing as much support as possible.

Throughout the year, we have maintained our focus on employee health and wellbeing, including new online sessions hosted by our Employee Assistance Programme provider on topics such as stress awareness, building resilience, and the power of open conversations to address mental health issues. We also ran well-attended sessions to mark World Mental Health Day and International Stress Awareness week.

Our annual Synthomer Cares week is always a great opportunity for employees to come together. Once again, sites organised local activities, including helping at food banks, while globally, almost 400 employees helped raise money for the medical humanitarian organisation Médecins Sans Frontières.

## Highlights from 2025

- Outperformed our annual recordable injury case rate (RCR) target for the third consecutive year
- Launched Aspire, our new accelerated talent programme for future senior leaders
- Rigorous follow-up on action planning from our 2024 Your Voice survey to improve ways of working
- Achieved our short-term gender and ethnic diversity objectives
- 97% of all employees completed training on our new Code of Conduct



## Taking action to respond to our people's views

One of the most important ways we can support our people is by listening to – and acting on – their feedback. Having run our last Your Voice employee engagement survey at the end of 2024, our focus in 2025 was on defining and delivering meaningful actions to address what we heard. To date, we have identified more than 150 actions across the organisation. In Kuala Lumpur, Malaysia, we ran 'quick connect' development sessions, giving approximately 100 employees the opportunity to meet with leaders and share career stories. We have rolled out a similar format in other locations, such as Harlow, UK, Sintra, Portugal, and Marl, Germany, with plans for more during 2026. Globally, we ran a Synthomer University awareness campaign and launched new functional career frameworks in response to employee feedback. We also developed a new change management hub to provide support during change and transformation processes.

We share quarterly progress updates with employees, which include key metrics and examples of progress. This year, we established a dedicated community of practice to share good examples of Your Voice action planning across the organisation. Both help demonstrate the tangible action we're taking in response to people's feedback.

### Board engagement with our employees

Our Board continued their Employee Voice engagement initiative, holding six in-person sessions in France and the UK during 2025.

The Board noted the positive culture and team spirit at these sites and employees said they appreciated the progress we are making on career development. These sessions reinforced the importance of continuous improvement in areas like knowledge sharing and communication, as well aligning priorities and finding ways to make it easier for people to do their jobs.

## Our people priorities

We focus on the following four priority areas in order to support Synthomer's overall business strategy:

- Invest in key capabilities
- Ensure simplified and customer-focused processes and systems
- Build an environment of talent growth and career development
- Embed an inclusive and supportive workplace

» More information on the Board's engagement with employees and other stakeholders is available on pages 78 to 82.

## Continued progress in recognition and performance

We continue to embed our new global approach to employee recognition, including running our second annual Inspire Awards. This year, the programme received around 60 nominations globally, with the three winning teams showcased at our April 2026 Synthomer Leadership Team meeting.

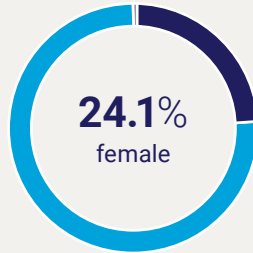
Our broader Star Awards scheme is also available globally and aims to recognise behaviours and achievements that support our strategy. We received more than 700 Star Award nominations over the course of 2025.

Developing a collaborative culture of excellence takes time and our approach continues to mature. We remain focused on supporting good performance and development conversations between employees and managers and embedding our performance management framework to strengthen our talent pipeline and succession planning. While the framework is built on continuous conversations, our more structured mid-year review and summary conversation processes achieved high completion rates this year, at 82% and 97% respectively.

## Our gender diversity statistics

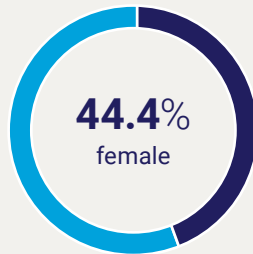
### All employees

● Female	912
● Male	2,871
● Not declared	5
<b>Total</b>	<b>3,788</b>



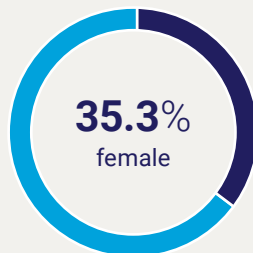
### Board

● Female	4
● Male	5
<b>Total</b>	<b>9</b>



### Senior management

● Female	18
● Male	33
<b>Total</b>	<b>51</b>



## Good progress against our DE&I goals

Diversity, equity and inclusion (DE&I) remains a core pillar of Synthomer's strategy, and has changed from project-based initiatives a few years ago to becoming an integral part of what we do. Women now represent 24.1% of our workforce, while our Board is 44.4% female.

We have made good progress towards our Vision 2030 diversity target in the past five years. We met both 2025 objectives, with women representing 35.3% of our senior leadership (2025 target: 33%) and 21.6% of senior leaders from ethnically diverse backgrounds (2025 target: 20%), based on categories in the UK Parker Report.

We provide more information on our Vision 2030 target on page 43. For more on Board-level diversity, see our Nomination Committee report on pages 95 to 97.

While we are pleased with this progress, we need to stay focused on this important topic to meet our Vision 2030 target of women representing 40% of senior leaders. Our focus groups on female representation in manufacturing play an important role here. Initially launched in Europe in 2024, these sessions enable us to hear from female employees about the barriers they face working in traditionally male manufacturing roles. This year we expanded the initiative to include sessions in Asia and the USA, hosted by either our executive sponsor for DE&I or a senior female manufacturing leader. We have heard consistent themes in all regions and have agreed a tangible action plan with our Operations Executive team.

Our DE&I ambassador network and employee resource groups continue to play an integral part in our work. For example, our cultural diversity group, EMPOWER, celebrates different cultural awareness days and regularly runs unconscious bias training.

## Developing our leaders and strengthening our digital skills

We know from Your Voice that our people want a clear, consistent approach to career development. So we have continued building our comprehensive framework of accelerated talent programmes. It starts with Ignite, which is our graduate leadership programme, and includes Elevate, our emerging leader programme. During 2025, we welcomed the first cohort into our new Aspire programme, which targets future senior leaders. It combines a deeper approach to advanced leadership skills with experiential learning from entrepreneurial challenges.

We have also significantly broadened our Leadership Essentials programme. Open to all leaders across the organisation, this provides a variety of training on different aspects of leadership. Meanwhile, our Leadership Academy provided opportunities to develop skills in areas such as leading change, unconscious bias, giving and receiving feedback and handling difficult conversations.

While the Leadership Academy is already a key part of Synthomer University, we added other Academies to the University during the year, including the Sustainability Academy and DE&I Academy.

## Our employee resource groups

We have three DE&I employee resource groups:

**ENGENDER** – our women's network

**THRIVE** – our LGBTQ+ network

**EMPOWER** – our cultural diversity network

Digitalisation is an increasingly important area, especially given the potential for artificial intelligence (AI) tools to help boost efficiency and innovation. To ensure we adopt appropriate AI tools and get the maximum benefit from them, our IT and HR teams are working together to provide our people with relevant training. We also launched a new AI policy and formed a corresponding AI community of practice. A regular news section is available on our intranet, supported by lunch-and-talk sessions on the subject.

### Helping our people do the right thing

We expect everyone who works with and for Synthomer to act with integrity and respect – as enshrined in our values. Our Code of Conduct applies to everyone at Synthomer and training on it is mandatory. This year, 97% of our employees completed that training. Having updated the Code in 2024, we held 17 workshops at sites around the world this year to communicate the changes.

We operate in an increasingly complex world, with different jurisdictions setting out different legislation. This year we updated our policies on anti-bribery and corruption, human rights, and whistleblowing to help our people better understand our expectations. We also strengthened procedures for recording gifts and hospitality, conflicts of interest and trade compliance, and launched training on our new fraud prevention policy.

We want people to feel able to speak up if they see something they are unsure of and have several channels to support them. These include our independent whistleblowing hotline, EthicsPoint, which this year received 17 reports (2024: 16). We investigate all reports and take action where needed. This year we introduced new awareness posters in local languages at all our sites and intend to relaunch EthicsPoint in 2026 to encourage more people to speak up.

### Strengthening our focus on human rights

Being a responsible business includes an unwavering commitment to respecting and protecting human rights across our operations and supply chain. This is an ongoing challenge given that some of the locations where we work have a high risk of human rights abuses, modern slavery and human trafficking. We take a zero-tolerance approach to any wrongdoing, as enshrined in our Modern Slavery Statement, and all employees learn about the risks of modern slavery as part of broader Code of Conduct training.

» Our full Code of Conduct is available on our website, along with our Group policies.

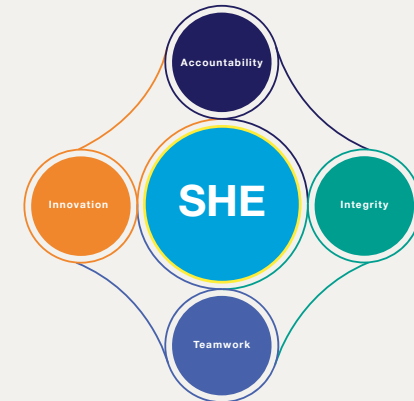
Our Human Rights Working Group helps us focus on the areas where we can make most impact, which this year included assessing modern slavery risk at all our sites. We also include specific human rights and modern slavery questions in our internal audit procedures and introduced a new e-learning module on modern slavery. In 2025, 100% of relevant employees completed the training. In the UK, we also launched a new module on workplace harassment, which was completed by 95% of employees.

### Looking ahead

We remain committed to building an inclusive, collaborative culture of excellence to help deliver Synthomer's strategy. To support this, we plan to update our reward framework and develop a new career hub for employees. We will run our next employee engagement survey in 2026.

We will also continue strengthening our approach to managing human rights risks, exploring options to develop metrics and targets to track and report our progress, and will run more Code of Conduct roadshows.

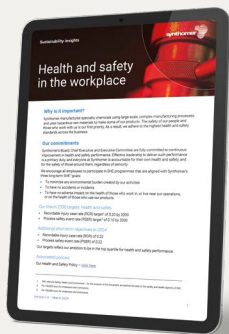
**We are guided by five core values and associated behaviours that we all share**



Our values were developed based on feedback from our employees, and represent the key expectations of everyone in Synthomer.

## Our approach to managing health and safety

All our sites must align their processes and policies with our Group-wide Safety, Health and Environment Management System (SHEMS). Find out more at [Synthomer.com](https://www.synthomer.com)



### Health and safety: staying focused on our long-term goals

Keeping our people and contractors safe is our highest priority, and is enshrined in our core SHE value, which states that ‘we always have time to work safely’.

#### Our 2025 health and safety performance

This mantra is especially important in challenging times, and it is testament to our people’s continued commitment that our recordable injury case rate (RCR) of 0.15 outperformed our annual objective for the third consecutive year. However, this year’s process safety event rate (PSER) of 0.25 was higher than our 2025 objective. Both metrics were influenced by a series of low-consequence incidents at just two sites – Le Havre in France and Mogadore, Ohio, USA. We launched a new SHE Week initiative to address common issues, which included all our sites running refresher sessions on ‘back to basics’ themes as well as lessons learnt from our RCR and PSER cases.

### An improving long-term picture

Safety incident hotspots are unusual for us but are essential reminders of why we must remain vigilant. Importantly, our longer-term SHE trends continue to demonstrate that the longer sites are part of Synthomer and our SHE Management System (SHEMS), the better their performance.

For example, our most hazardous incidents, involving flammable and toxic chemicals, have fallen year-on-year, particularly at our newest sites. Our multi-year ‘bowtie’ barrier check initiative has helped with this, and we have now completed around 40% of all checks. This year we developed a new digital tool to help record those checks more efficiently. We trialled the app at several sites in 2025 and have since made some improvements based on user feedback.

We always look for opportunities to improve our performance, using data to help identify focus areas. This year, for example, we focused on contractor safety, following a series of incidents in 2024, and now include contractor engagement – onboarding, task preparation and planning as well as on-site performance monitoring – within our audit programme.

We continue to focus on ‘leading’ indicators, such as monitoring the standard of our permit to work process, alongside near-miss and weak-signal reporting. We have expanded our SHE competency programme to include operational supervisors and continued our process safety training for operators. With almost three-quarters of operators now trained, we have begun building a refresher programme. Meanwhile, our annual SHE Principles and Golden Rules refresher training is now mandatory for all employees.

This year we replaced our face-to-face SHE conferences with global calls and our new global SHE Week to reduce non-essential cost. This enabled teams at every site to participate in a mix of mandatory and local activities.

We had a tremendous response, with more than 90% of operational employees taking part, with an average attendance of more than eight hours per person.

#### Priorities for 2026

We are determined to improve our short-term PSER rate and plan to review the way we control chemicals that do not represent a major accident hazard but still cause lower-consequence reportable incidents. We also plan to work with operational teams to strengthen the way sites are brought back online after maintenance and will continue to ensure we have the appropriate levels of training across our teams. We are also aiming to roll out our bowtie barrier check app to more sites in 2026.

#### Our safety performance by division

Full year ended 31 December	2025	2024
<b>Recordable injury case rate per 100,000 hours for employees and contractors</b>		
CCS	<b>0.23</b>	0.25
AS	<b>0.00</b>	0.00
HPPM	<b>0.10</b>	0.09
<b>Continuing Group</b>	<b>0.15</b>	0.14
<b>Process safety event rate per 100,000 hours for employees and contractors</b>		
CCS	<b>0.41</b>	0.15
AS	<b>0.24</b>	0.69
HPPM	<b>0.06</b>	0.09
<b>Continuing Group</b>	<b>0.25</b>	0.21

Review of the year

# Our Vision 2030 progress

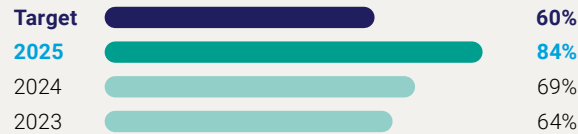
**Our Vision 2030 roadmap lays out a series of sustainability-related targets in areas that matter most to our stakeholders and where we can have the most material impact.**

We keep our targets under review and occasionally update them when needed. We also provide more detail online on each of our target areas, including our definitions, approach, governance, progress and priorities. This information is organised into three areas – environment, people and governance – and can be found on our [website](#). This information includes more detail on our community programme.

## Sustainable products

### Vision 2030 target

At least 60% of new products with enhanced sustainability benefits.



### Our short-term 2025 objective\*

At least 55% of new products with sustainability benefits.

### Progress against the target and objective in 2025

This year we launched 43 new products with enhanced sustainability benefits as defined by our product sustainability scorecard, meaning we exceeded our 2030 target for the third consecutive year.

Innovation is the basis for creating value for our customers and helping them realise their sustainability goals. It also plays an important strategic role in helping anticipate and solve longer-term challenges.

### Strategy

» For more information on our approach to innovation and this year's highlights, see [Innovation in focus on pages 34 to 35](#).

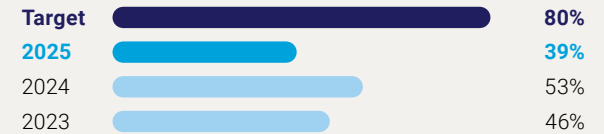
### Link to strategy

- Organic growth in attractive end markets
- Rigorous and consistent portfolio management to build focused, leading positions
- Operational and commercial excellence in how we run our business
- Differentiated steering in how we allocate capital and talent
- Diversity, equity and inclusion, and holistic people development

## Sustainable procurement

### Vision 2030 target

80% procurement spend with a sustainability rating.



### Our short-term 2025 objectives\*

- 50% procurement spend covered by a sustainability rating and improvement plan
- Audit eight key suppliers' sites by 2025
- Ensure that all our highest-risk suppliers agree to our Supplier Code of Conduct or equivalent standards.

### Progress against the target and objectives in 2025

Our overall percentage of spend where the supplier had a valid EcoVadis scorecard assessment fell in 2025, due to 11 priority suppliers – who represent 22% of our spend – not renewing their ratings before year end. While we did not meet our 2025 objective, we added an additional 200 suppliers to our EcoVadis platform, and our sustainable procurement programme ranked in the top 2% of all companies rated by EcoVadis.

Having met our short-term audit objective a year early, we added another eight sites in 2025. Key themes for this year included management, environment, health and safety, labour and human rights, and governance issues. As part of our ongoing work to deepen relationships with our suppliers, we ran six webinars to share examples of our work and encourage them to participate in audits.

We updated the human rights and modern slavery guidance in our Supplier Code of Conduct and introduced a modern slavery e-learning module for our procurement teams.

To date, 92% of our highest-risk suppliers have agreed to meet our Code or equivalent standards. We remain committed to achieving 100% and are taking targeted action with our suppliers to reach full adoption.

### Strategy

» See [Sustainability in focus on pages 26 to 33](#).

\* Set in 2020, excluding health and safety objectives, which are reset on an annual basis.

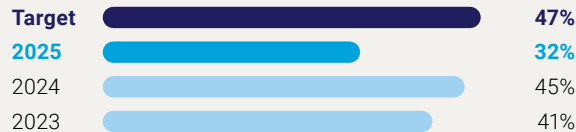
Met or exceeded target.

Review of the year / Our Vision 2030 progress continued

## Environment

### Vision 2030 target

Reduce Scope 1<sup>1</sup> and 2<sup>1</sup> absolute emissions by 47%.



#### Our short-term 2025 objectives\*

- 30% absolute reduction in Scope 1 and 2 emissions (versus 2019)
- 5% energy reduction on intensity (versus 2022)

#### Progress against the target and objectives in 2025

While our absolute Scope 1 and 2 emissions rose in 2025 versus 2024, they continue their downward trend, with overall emissions 32% lower than our 2019 baseline, meaning we successfully achieved our 2025 objective.

Our Scope 1 emissions were around 2% lower, reflecting reduced output at some sites (compared with 2024), the closing of our site in Ningbo, China, and some impact from project savings outlined below.

Our Scope 2 emissions were significantly higher than 2024 but still almost 43% lower than our 2019 baseline. The increase is a result of our short-term decision not to buy renewable power certificates this year (see renewable energy target, right).

Our 2025 energy intensity was 3% higher than 2022. This was due to lower production volumes at some sites and means we did not achieve our 2025 objective.

While tough market conditions have affected our metrics, these headline figures do not tell the full story. Many sites have continued implementing self-help measures to reduce energy consumption and drive efficiency. For example, through a steam leak reporting programme, our site in Middelburg, the Netherlands, replaced more than 120 steam traps and fixed more than 100 leaks, saving more than €2m and reducing Scope 1 emissions by around 6kt.

In 2026, we aim to introduce new utility dashboards and incorporate real-time digital utility metering at nine sites with the highest energy consumption.

- » For more information on Scope 1, 2 and 3, and our renewable electricity use, see Sustainability in focus on pages 26 to 33, our climate transition action plan on page 61 and our Climate action insight paper at [Synthomer.com](https://www.synthomer.com). See our Environmental performance summary on pages 203 to 206 for data disclosures.

### Vision 2030 target

Reduce Scope 3<sup>1,2</sup> absolute emissions by 28%.



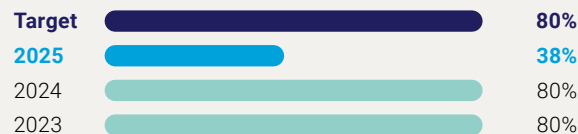
#### Progress against the target in 2025

Our Scope 3 emissions were approximately 7% higher than 2024. Most of this increase is due to revisions to the Secondary GWP factors used for strategic raw materials, since our production volumes remained similar to last year. A change in supplier distribution in some of our strategic raw materials, as well as availability of supplier-specific GWP factors for those volumes, also had an impact.

- » See Sustainability in focus on page 28 for more detail on our work this year to develop a new Scope 3 GHG emissions forecasting model.

### Vision 2030 target

80% of electricity from renewable sources.



#### Progress against the target in 2025

This year, 38% of our electricity came from renewable sources. While this is significantly lower than previous years, it is due to a short-term decision not to purchase renewable power certificates related to cost pressures.

Nonetheless, we remain on track to meet our goal to have 80% of electricity from renewable sources for all sites, where feasible, by 2030.

### Vision 2030 target

Establish sustainable water management at sites located in areas of high water stress.

#### Progress against the target in 2025

Our three priority sites with high baseline water stress and/or high forecast water stress, high water demand continued to make progress against their water stewardship targets, albeit more slowly than we would like. This was due to cost challenges and regulatory factors. Our Le Havre, France, site has now agreed a project plan with its regulator. Our site in Langelsheim, Germany, aims to implement phase one of a project to reduce reliance on river water for cooling in the next two years, which could reduce demand by 15-20%.

While our overall absolute water consumption was 1% lower, our water withdrawal intensity was 5% higher than 2024. This was largely due to lower output and higher demand for cooling at some of our locations that experienced a particularly hot summer.

#### Our short-term 2025 waste reduction objective\*


5% reduction in total waste per tonne (versus 2022).

#### Progress against the objective in 2025

Our three-year rolling waste intensity metric was 5% worse over the 2023-2025 period, versus 2021-2023. This was due to a series of significant one-off events in 2025, including the demolition of an old plant at our site in Marl, Germany.

Many sites are working on projects to improve the efficiency of their manufacturing processes since this can be a common cause of waste. They also look for opportunities to reduce, reuse and recycle material. For example, our site in Ribécourt, France, reduced wastewater treatment sludge by 30% by changing its filter cleaning procedures and addressing quality issues in process solution make-up.

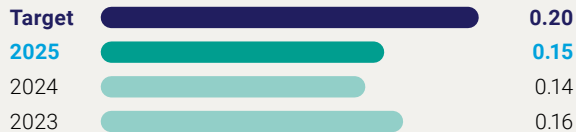
While reporting total waste generation is important, the impact of one-off waste disposals often hides underlying performance trends. In 2026, we will, therefore, revise the definition of our waste intensity metric to focus on manufacturing waste instead of total waste.

Strategy 

## Health and safety

### Vision 2030 target

Recordable injury case rate (RCR).\*\*



### Vision 2030 target

Process safety event rate (PSER).\*\*



### Our short-term 2025 objectives\*

- RCR of 0.20
- PSER of 0.20

### Progress against the targets and objectives in 2025

We outperformed our RCR target and remain in the top quartile for our industry for a third consecutive year. However, around one-third of our occupational health incidents occurred at our site in Le Havre, France. Although all low consequence, our central SHE team is now working with site leaders to implement a comprehensive behavioural safety programme.

Our process safety event rate metric remains higher than we would like despite a particularly good year for our sites in Jefferson Hills in the USA, Middelburg in the Netherlands, and Harlow in the UK. These sites benefited from knowledge sharing on root cause issues in 2024, via our process safety network.

The overall rate was affected by a series of low-consequence incidents at our site in Mogadore, Ohio, USA, which underwent significant leadership and organisational changes. The site team is now working through a seven-point improvement programme to address the common issues that contributed to these events.

As with our environmental progress, the headline metrics are only part of the picture. We continue to see significant improvement at our newest sites, as well as reductions in incidents with the highest consequences.

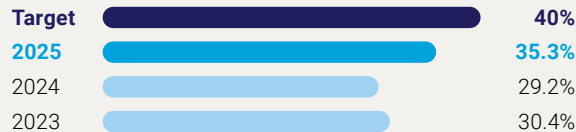
» We provide more information on health and safety progress this year, including in our multi-year bowtie barrier initiative, on page 40.

Strategy

## Our employees

### Vision 2030 target

40% senior management<sup>3</sup> gender diversity.



### Vision 2030 target

Achieve upper quartile engagement scores against external benchmarks.

### Our short-term 2025 objectives\*

- 33% female senior leaders
- 20% senior leaders from ethnically diverse backgrounds

### Progress against the target and objectives in 2025

We successfully achieved our 2025 senior management gender diversity objective. The percentage of senior leaders from ethnically diverse backgrounds was 21.6%, also achieving our 2025 objective.

Gender diversity remains a key area of focus for our DE&I efforts, with short- and long-term initiatives in place. At the same time, our guidelines ensure we follow strong DE&I principles when recruiting internally and externally. This, together with our internal talent marketplace platform, has helped us make further progress towards our 2030 gender diversity target, all based on meritocracy.

We consider DE&I a key enabler for our success and remain ambitious in our objectives. This ambition was confirmed in a benchmarking exercise that showed our 2030 gender diversity target is within the top quartile for our peer group.

We ran our latest global employee engagement survey – Your Voice – in November 2024, with 80% of employees sharing their views.

Our Board continues to hear directly from employees via our Employee Voice programme.

Strategy

» We provide more information on all our work this year in People in focus on pages 36 to 40.

\* Set in 2020, excluding health and safety objectives, which are reset on an annual basis.

\*\* Per 100,000 hours for employees and contractors.

1 **Independent Limited Assurance**

We engaged Grant Thornton UK LLP to provide independent limited assurance over our:

- Scope 1 emissions (tCO<sub>2</sub>e)
- Scope 2 market-based emissions (tCO<sub>2</sub>e)
- Scope 2 location-based emissions (tCO<sub>2</sub>e)
- Scope 3 total (tCO<sub>2</sub>e)

This limited assurance engagement has been performed in accordance with ISAE 3000 (Revised) and ISAE 3410 for the year ended 31 December 2025. See **limited assurance report** with an unmodified opinion.

- 2 SBTi-approved Scope 3 science-based target is for Category 1: Purchased Goods and Services.
- 3 Senior management is defined as members of the Executive Committee plus senior managers directly reporting to them.