

Synthomer ESG Data Pack

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1. Introduction

Synthomer's ESG approach



Synthomer is a leading supplier of high-performance, highly specialised polymers and ingredients that play vital roles in key sectors such as coatings, construction, adhesives, and health and protection – growing markets that serve billions of end users worldwide.

We recognise the role we must play in meeting society's expectations for a more sustainable future, which is why in 2020 we announced our commitment to reach net zero by 2050.

We've since launched our Vision 2030 roadmap as our starting point for realising that commitment. This roadmap sets out a series of sustainability targets, aligned with relevant UN Sustainability Development Goals, and reflects the issues we know matter most to our stakeholders.

Many of these targets are underpinned by short-term objectives, so that we can track and report progress over the coming decade.

This data pack contains detailed information of Synthomer's ESG continuous progress.

For more information, please visit us at [Sustainability | Synthomer](#).



2. Environment

Energy and refrigerants (Synthomer plc)



	Unit	2023 ^a	2022 ^a	2021 ^b	2020 ^b	2019 ^b	Target
Energy consumption ¹							
Absolute energy consumption	GJ	5,681,673	6,194,661	5,035,920	4,919,295	4,964,234	
Energy consumption by source							
Natural Gas	GJ	3,297,460	3,374,052	2,146,659	2,047,624	2,075,657	
Light and Heavy Oils and GLP	GJ	278,152	336,728	24,782	28,310	32,997	
Steam and hot water (metered)	GJ	835,579	873,923	892,030	883,941	999,288	
Electricity (metered)	GJ	1,270,481	1,329,683	1,222,002	1,263,276	1,253,575	
Coal	GJ	0	280,275	750,448	696,145	602,716	
Specific energy consumption	GJ/tonne production	4.06	3.95	2.89	2.79	2.73	Increase energy efficiency by 5% by 2025 vs 2022
Projects related to energy efficiency	#	41	41	59	55	46	Delivering, implemented or planned for year in question

	Unit	2023 ^a	2022 ^a	2021 ^b	2020 ^b	2019 ^b
Refrigerant releases – HCFC and others						
Absolute refrigerant releases	kg	3,099	2,442	1,783	1,670	2,000
Specific refrigerant releases	Kg/kilo tonne production	2.2	1.6	1.0	0.9	1.1

Notes on methodology for reporting can be found on page 13

2. Environment

Renewable Energy (Synthomer plc)



	Unit	2023 ^a	2022 ^a	2021 ^b	2020 ^b	2019 ^b	Target
<i>Renewable energy consumption</i>							
Total energy from renewable sources	GJ	966,265	997,727	1,094,871	452,067	170,519	
Total share of energy from renewables	%	17	17	22	8	3	
Total share of electricity from renewable sources	%	80	80	90	31	10	80% by 2030
<i>Share of energy from renewable sources by region</i>							
Americas	%	19	17	25	2	0	
Asia	%	51	48	45	0	0	
EMEA	%	11	11	15	12	4	

Notes on methodology for reporting can be found on page 13

2. Environment

Climate action (Synthomer plc)



	Unit	2023 ^a	2022 ^a	2021 ^b	2020 ^b	2019 ^a	Target
Greenhouse Gas (GHG) emissions ^{2,3,4,5,8,9}							
Absolute Scope 1 GHG emissions	tonnes CO ₂ e	230,798	270,849	225,949	219,564	309,645	
Absolute Scope 2 GHG emissions <i>Market based</i>	tonnes CO ₂ e	97,984	105,942	83,857	183,429	259,040	
Absolute Scope 2 GHG emissions <i>Location based</i>	tonnes CO ₂ e	207,957	209,500	210,899	226,537	263,745	
Absolute Scope 1&2 GHG emissions <i>Market based</i>	tonnes CO ₂ e	328,782	376,791	309,806	402,993	568,685	Reduce Scope 1&2 GHG absolute emissions by 47%, by 2030 vs 2019
Specific Scope 1&2 GHG emissions	tonnes CO ₂ e/tonne production	0.235	0.240	0.178	0.228	0.289	
Absolute Scope 1&2 GHG emissions by source							
<i>from energy</i> ³	tonnes CO ₂ e	283,190	326,992	270,097	362,222	513,994	
<i>from process emissions</i>	tonnes CO ₂ e	41,454	43,807	34,724	35,916	47,164	
<i>from refrigerant releases</i>	tonnes CO ₂ e	4,138	5,992	4,985	4,855	7,527	
Absolute Scope 3 GHG emissions	tonnes CO ₂ e	2,562,957	2,441,375	2,318,828	---	2,992,405	Reduce Scope 3 GHG absolute emissions* by 28%, by 2030 vs 2019
Specific Scope 3 GHG emissions	tonnes CO ₂ e/tonne production	1.83	1.56	1.33	---	1.52	

* Scope 3 Category 1 - Purchased Goods & Services

Notes on methodology for reporting can be found on page 13

2. Environment

Other air emissions (Synthomer plc)



	Unit	2023 ^a	2022 ^a	2021 ^b	2020 ^b	2019 ^b
<i>Other emissions to air – absolute</i>						
Sulphur Dioxide (SO ₂)	tonnes SO ₂	14.46	44.61	122.13	132.24	126.28
Nitrogen Oxides (NO _x) ⁶	tonnes NO _x	162.92	164.89	230.67	229.51	201.98
Particulate Matter (PM)	tonnes PM	24.68	29.66	---	---	---
Volatile Organic Compounds (VOC)	tonnes VOC	298.67	529.78	268.08	246.79	231.34

Notes on methodology for reporting can be found on page 13

2. Environment

Energy and climate action (UK only)



	Unit	2023	2022	2021	2020	2019
Energy consumption ¹						
Absolute energy consumption	GJ	284,674	321,034	339,579	340,477	329,741
Specific energy consumption	GJ	4.67	5.05	4.32	3.95	4.22

	Unit	2023	2022	2021	2020	2019
Greenhouse Gas (GHG) emissions ^{2,3,4,5,8,9}						
Absolute Scope 1 GHG emissions	tonnes CO ₂ e	10,322	11,963	12,721	12,867	12,429
Absolute Scope 2 GHG emissions <i>Market based</i>	tonnes CO ₂ e	6,443	5,815	5,893	6,266	5,308
Absolute Scope 2 GHG emissions <i>Location based</i>	tonnes CO ₂ e	7,698	7,545	7,887	8,785	8,367
Absolute Scope 1&2 GHG emissions <i>Market based</i>	tonnes CO ₂ e	16,765	17,778	18,613	19,133	17,737
Specific Scope 1&2 GHG emissions	tonnes CO ₂ e/tonne production	0.275	0.280	0.237	0.222	0.227
Absolute Scope 3 GHG emissions	tonnes CO ₂ e	119,876	102,624	---	---	---
Specific Scope 3 GHG emissions	tonnes CO ₂ e/tonne production	1.97	1.61	---	---	---

Notes on methodology for reporting can be found on page 13

2. Environment

Additional TCFD metrics*



	Unit	2023	2022	2021
Financial Intensity				
Scope 1&2 GHG emissions	tonnes CO ₂ e/£m revenue	167	137	121
Scope 1&2 GHG emissions	tonnes CO ₂ e/£m EBITDA	2,314	1,334	538
Scope 3 GHG emissions	tonnes CO ₂ e/£m revenue	1,300	944	995
Scope 3 GHG emissions	tonnes CO ₂ e/£m EBITDA	18,036	9,209	4,440
Scope 1, 2 and 3 GHG emissions	tonnes CO ₂ e/£m revenue	1,467	1,081	1,116
Scope 1, 2 and 3 GHG emissions	tonnes CO ₂ e/£m EBITDA	20,350	10,543	4,979
Sites with ETS or equivalent				
Proportion of Group Scope 1 emissions	%	45.8	---	---
Proportion of Group revenue	%	19.7	---	---

	Unit	2023
Priority sites at high risk of water stress** (using WRI Aqueduct and local risk factors)		
Number	#	3
Proportion of Group production volume	%	10.9
Proportion of Group revenue	%	12.7

* Metrics reflect the Group's actual configuration in each year

** Priority sites for water stress have been identified by combining local risk factors using WRI Aqueduct tool and relative water demand

2. Environment

Water management



	Unit	2023 ^a	2022 ^a	2021 ^b	2020 ^b	2019 ^b
Group Water Usage¹⁰						
Total water withdrawal	m ³	7,066,045	8,090,588	7,747,617	7,202,458	7,142,707
Specific water withdrawal	m ³ /tonne production	5.05	5.16	4.45	4.08	3.93
Water withdrawal by source						
Public potable supply	m ³	2,105,024	2,225,772	1,664,140	1,639,818	1,755,650
Raw water from river	m ³	2,681,342	3,231,223	3,357,138	2,992,894	2,810,402
Raw water from borehole	m ³	782,757	1,058,105	1,327,913	1,158,464	1,192,088
Raw water from canal	m ³	38,932	54,018	80,039	70,609	65,012
Raw water from other	m ³	1,457,990	1,521,470	1,318,387	1,340,673	1,319,556
Total water consumption	m ³	2,020,273	2,565,882	---	---	---
Specific water consumption	m ³ /tonne production	1.44	1.64	---	---	---
Chemical Oxygen Demand	metric tonne	1,135	1,206	1,326	1,693	---

Notes on methodology for reporting can be found on page 13

2. Environment

Waste management



	Unit	2023 ^a	2022 ^a	2021 ^b	2020 ^b	2019 ^b	Target
Group Waste (total)							
Absolute	tonnes	50,358	62,454	39,708	39,852	49,346	
Specific	kg/tonne production	36.01	39.83	22.81	22.58	27.19	Reduce 5% total waste by 2025 vs 2022
Group waste (landfill)							
Absolute	tonnes	12,772	17,298	9,345	9,487	12,353	
Specific	kg/tonne production	9.13	11.03	5.37	5.38	6.80	
Group waste (hazardous)							
Absolute	tonnes	27,367	35,591	22,674	21,402	23,128	
Specific	kg/tonne production	19.57	22.70	13.03	12.13	12.74	
Group waste (non-hazardous)							
Absolute	tonnes	22,991	26,863	17,034	18,450	26,236	
Specific	kg/tonne production	16.44	17.13	9.79	10.45	14.45	

2. Environment

Waste management



	Unit	2023 ^a	2022 ^a	2021 ^b	2020 ^b	2019 ^b
<i>Hazardous waste by source*</i>						
Recycled – energy recovery	tonnes	8,677	10,684	2,931	3,244	3,777
Recycled – separated – reprocessed	tonnes	7,222	7,914	5,065	6,418	5,959
Incinerated – no energy recovery	tonnes	4,126	5,392	2,738	1,611	1,430
Disposed by landfill	tonnes	1,565	2,755	3,235	2,276	1,643
Other	tonnes	5,777	8,845	10,141	8,567	11,100
<i>Non-hazardous waste by source</i>						
Recycled – energy recovery	tonnes	3,232	3,714	4,278	4,475	8,176
Recycled – separated – reprocessed	tonnes	3,006	3,503	2,836	2,377	2,275
Incinerated – no energy recovery	tonnes	75	124	22.3	17.0	186
Disposed by landfill	tonnes	11,206	14,544	8,011	8,170	11,808
Other - municipality	tonnes	5,471	4,977	1,887	3,411	3,791
<i>Sites that are zero direct waste to landfill</i>						
Number	#	10	---	---	---	---
Proportion of group revenue	%	27.7	---	---	---	---
Proportion of group production volume	%	30.7	---	---	---	---

2. Environment

Environmental reporting methodology



Environmental performance metrics and KPI data covers all manufacturing operations and major office/technical centres under Synthomer operational control for the calendar years stated. Data in these tables excludes all non-trading and office/sales-related subsidiaries and joint ventures.

GHG emission calculations follow GHG Protocol rules for Scopes 1, 2 and 3, with Scope 1 and 2 reporting reflecting operational control boundaries.

a) Data here refers to the Group composition as of end 2023 and excludes the divested Coated Fabric and Laminate Films sites. 2019 data for GHG emissions has been re-calculated to reflect all acquisitions and divestments as this is the baseline year for our Scope 1-3 emissions reduction targets.

b) Data here reflects the composition of the Group at the time excluding the contribution from the divested sites and the 3 ex-Eastman sites acquired in 2022 and under Synthomer operational control.

1. Data relates to site usage of all fuels, excluding transport of goods to and from site and the movement of these vehicles on site. Internal transport on site is included.
2. Scope 1 and 2 CO₂e emissions have been calculated from the usage of all fuels, excluding 3rd party transport fuel. They therefore include both direct emissions and indirect emissions related to imported electricity, steam, compressed air, cooling water etc., with the exception of transmission and distribution losses for electricity, which are considered as Scope 3 and have not been estimated. As of this year, Scope 1 process emissions are now included for 2 specific processes on 2 sites.
3. CO₂ equivalent emissions include contributions from CH₄ and N₂O associated with combustion.
4. All direct energy production from fossil fuels has been aggregated on a Group-wide basis and converted to CO₂e by using the appropriate emissions factors. Scope 2 emissions associated with electricity have been calculated using two different methods as per GHG Protocol requirements:

Market Base: using market-based emissions factors for electricity from suppliers of standard grid fuel mix tariffs, and emission factors of zero where verifiable renewable tariffs or renewable certificates with guarantees of origin have been purchased. In cases where supplier emissions factors were not available, the residual mix factor was used for EU and UK sites and the Location Base approach for non-EU sites.

Location Base: using emissions factors from DEFRA (dataset published in June 2023) for UK grid electricity, US Environmental Protection Agency (EPA) Inventory eGRID sub-region factors for US sites (April 2023 dataset) and for other countries grid electricity from the relevant IEA (International Energy Authority) 'World CO₂ Emissions from Fuel Combustion' databases. In accordance with UK Government guidance, factors used for 2023 reporting are based on 2021 validated data.

Scope 2 emissions associated with imported steam have been estimated using verified emission factors provided by the suppliers where available. Where not available the UK DEFRA heat and steam factor has been used.

5. The total Scope 1 and 2 CO₂e figure is the total of the CO₂ equivalent emissions associated with energy, refrigerant release and relevant process emission contributions.
6. NO_x emissions are predominantly those from combustion processes. The CO₂ equivalent Global Warming Potential contribution from these releases is already included in the CO₂ from the energy figure above.
7. Some 2022-2019 data has been modified following verification and review, for example reflecting more accurate emission factors. No individual changes are considered to have had a material impact.
8. Scope 3 GHG emissions have been calculated following the GHG protocol. Details can be found on Synthomer's 2024 Scope 3 report.
9. Our Stallingborough site in the UK is supplied with most of its electricity from an adjacent municipal waste incinerator. But since the waste is both renewable and non-renewable, the site has some associated emissions. In 2023, the emissions from this electricity were 0.427kg CO₂e per kWh, based on our determination of the factors used for the Climate Change Agreement submission.
10. Since adopting a more accurate and holistic water mass balance approach in 2022, we are not reporting water consumption for earlier years.

3. Social

Workforce key facts and diversity



	Unit	2023	2022	2021	2020	2019	Target
Total headcount	#	4,215	5,207	4,632	4,608	2,899 ²	
Employees with permanent contract	%	97	97	96	~ 100	~ 100 ²	
Employees with temporary contract	%	3	3	4	0	0 ²	
Total employee turnover	%	7.9	8.5	14.5	10.2	10.2 ²	
Employees covered by collective bargaining	%	55	65	67	67	67	
Total new hires	#	435	822 ¹	564	327	205 ²	
Average training hours per FTE	#	31	23	15	18	23 ²	
Workforce gender diversity							
Total workforce who are female	%	23	21	21	21	21 ²	
Board who are female	%	44	33	33	33	22 ²	
Senior leaders who are female ³	%	30.4	25	20	17	9 ²	40% senior management gender diversity by 2030 33% female senior leaders by 2025

¹ excludes former Eastman employees; ² prior to Omnova acquisition; ³ Executive Team and management level one.

3. Social

Workforce key facts and diversity



<i>People demographics in 2023</i>	AMERICA		EMEA		ASIA		FEMALE		MALE		NOT DECLARED	
	HC	FTE	HC	FTE	HC	FTE	HC	FTE	HC	FTE	HC	FTE
Nr of employees	857	857	2621	2570.5	737	737	960	930.9	3241	3219.6	14	14
Nr of permanent employees	857	857	2557	2520.8	675	675	909	884.8	3164	3152	14	14
Nr of temporary employees	0	0	64	49.7	62	62	51	46.1	77	67.6	0	0
Nr of non-guaranteed employees	0	0	0	0	0	0	0	0	0	0	0	0
Nr of full-time employees	855	855	2512	2492.2	737	737	891	884.1	3199	3186.1	14	14
Nr of part-time employees	2	2	109	78.4	0	0	69	46.8	42	33.5	0	0

<i>Notice period for operational changes*</i>		AMERICA	EMEA	ASIA
Minimum notice period regarding operational changes	weeks	2	2	2
Specified in collective labour agreements	Y/N	Y	Y	Y

* In line with GRI 402, Synthomer adheres to the legal requirements in each region that we operate in

3. Social

Community support



	Unit	2023	2022	2021	2020	2019	Target
Total grants	#	300+	300+	250+	250+	300+	
Total donations	£'000	1,000+	1,000+	930	820	1,000+	Provide volunteer support and financial contributions in excess of £1 million a year to advance education, public health, diversity and environmental stewardship
<i>Education</i>	%	60.3	60.6	---	---	---	
<i>Arts and Culture</i>	%	4.9	3.3	---	---	---	
<i>Civic</i>	%	7.4	6.6	---	---	---	
<i>Health & Human Services</i>	%	27.4	29.5	---	---	---	

3. Social

Health & Safety



	Unit	2023	2022	2021 ²	2020 ²	2019 ³	Target
Total recordable injury case rate - RCR	per 100,000 hrs ¹	0.16	0.34	0.31	0.36	0.20	0.22 by 2024 Top quartile performance by 2030
<i>Employees' RCR</i>	per 100,000 hrs	0.14	0.35	0.33	0.36	0.19	
<i>Contractors' RCR</i>	per 100,000 hrs	0.26	0.27	0.23	0.35	0.22	
Total fatalities		0	0	0	0	0	
Total process safety event rate - PSER	per 1 00,000 hrs ¹	0.18	0.22	0.16	0.10	0.11	0.22 by 2024 Top quartile performance by 2030
Lost time injury frequency rate (LTIR)	per 1,000,000 hrs ¹	1.42	2.0	1.6	2.6	1.4	
<i>Employees' LTIR</i>	per 1,000,000 hrs	1.32	2.2				
<i>Contractors' LTIR</i>	per 1,000,000 hrs	1.91	1.1				
Lost time injury severity rate (LTISR)	per 100,000 hrs ¹	8.3	9.7	5.5	12.1	6.3	
<i>Employees' LTISR</i>	per 100,000 hrs	8.1	10.7				
<i>Contractors' LTISR</i>	per 100,000 hrs	9.1	4.7				

¹ employees and contractors ² data prior to Eastman acquisition ³ data prior to Omnova acquisition

3. Social

Value chain



	Unit	2023	2022	2021	Target
<i>Sustainable Procurement</i>					
Procurement spend covered by sustainability rating	%	46	37 ¹	26	50% by 2025 80% by 2030
Priority Suppliers that have agreed to our Supplier Code of Conduct	%	83	---	---	
<i>Product Quality and Safety</i>					
Right first-time products	%	98.5	98.0	97.4	
Sales volume from SVHC ² containing products	%	0.79	---	---	
<i>Innovation and Sustainability</i>					
New products with sustainability benefits ³	%	64	50	43	55% by 2025 60% by 2030
Ratio of products with Product Carbon Footprint (PCF)	%	approx. 60	---	---	

¹ excluding Adhesive Solutions; ² SVHC – substances of Very High Concern as per Annex XIV in REACH ³ assessed by our product sustainability scorecard; Please refer to our [Sustainable Procurement Policy and Strategy](#) and [Supplier Code of Conduct](#)

3. Social

Certifications



Standard	% of certified sites ¹					All certificates available on Synthomer website:
	2023	2022	2021	2020	2019	
ISO 9001:2015	100	90.9	89.7	90.2	100.0	ISO 9001 multisite certificate
ISO 14001:2015	77.8	63.6	71.8	73.2	100.0	ISO 14001 multisite certificate
ISO 50001:2018	19.4	15.9	17.9	17.0	24.0	ISO 50001 multisite certificate
ISO 45001 certification	11.1	9.1	7.7	9.8	16.0	Filago (Italy) ; Sant'Albano (Italy) ; Sokolov (Czech Republic) ; Nanjing (China)
RCMS compliance statement	30.6	25.0	20.5	19.5	0.0	Synthomer HQ RCMS Statement of Conformity
ISCC Plus	15.8	---	---	---	---	ISCC Plus certificates
Total number of sites	36	44	39	41	25	

4. Governance

Board of Directors



Board of Directors	Caroline A Johnstone	Michael Willome	Lily Liu	The Hon Alexander G Catto	Martina Flöel	Roberto Gualdoni
Position	Chair	CEO	CFO	Non-executive director	Independent non-executive director	Independent non-executive director
Nationality	British	Swiss	British and Australian	British	German	German and Italian
Gender	female	male	female	male	female	male
Starting date	Mar 2015	Nov 2021	July 2022	1981	Sep 2023	Jul 2021
Audit Committee *					X	X
Remuneration Committee *					X	X
Nomination Committee *	Chair			X	X	X
Disclosure Committee *	Chair	X	X			
Serves in other listed company Boards	1	1	1	0	1	1

¹ X = member of the committee

4. Governance

Board of Directors (cont.)



Board of Directors	Uwe Halder	Peter Hill CBE	Dato' Lee Hau Hian	Ian Tyler	Holly A Van Deursen
Position	Non-executive director	Independent non-executive director, Chair designate	Non-executive director	Independent non-executive director	Independent non-executive director
Nationality	German	British	Malaysian	British	American
Gender	male	male	male	male	female
Starting date	September 2024	September 2024	1993	June 2022	Sep 2018
Audit Committee *				Chair	X
Remuneration Committee *				X	Chair
Nomination Committee *		X	X	X	X
Disclosure Committee *		X			
Serves in other listed company Boards	0	1	2	2	2

¹ X = member of the committee

4. Governance

Board diversity, tenure, ownership and pay ratio



Board diversity and tenure

Gender diversity

Female	4/11
Male	7/11

Ethnic diversity

White	82%
Asian	18%

Tenure

0 – 5 years	64%
5 – 10 years	18%
>10 years	18%

Interests disclosed under DTR5

	Ordinary shares (number)	% of total voting rights
Kuala Lumpur Kepong Berhad Group	6,309,474	27*%
Jupiter Fund Management plc	12,787,976	7.81%
Greater Manchester Pension Fund	28,038,592	6%
Lombard Odier Asset Management (Europe) Limited	6,117,495	3.74%

Chief Executive Officer to all employee pay ratio	Method*	2023	2022	2021	2020	2019
25 th percentile pay ratio	Option B	32:1	24:1	54:1	37:1	28:1
Median pay ratio	Option B	26:1	21:1	44:1	28:1	23:1
75 th percentile pay ratio	Option B	19:1	16:1	31:1	22:1	16:1

**The employees used for the purposes of compiling the table above were identified on a full-time equivalent basis at the pay period during which 5 April 2022 fell. Option B, which involves identifying the employees at the 25th, 50th and 75th percentile from our gender pay gap report, was chosen as the calculation methodology. Under this methodology, the employees were identified based on the full-time equivalent basis at the pay period during which 5 April fell. The selected employees' pay and benefits for the calendar year were then calculated using each element of employee remuneration consistent with the CEO and no element of pay has been omitted. Employees for the purpose of the gender pay gap are employees of Synthomer (UK) Limited (463 relevant employees as at the snapshot date of 5 April 2022).*

* Percentage based on ordinary shares issue, as at the date the notification was received by the company. On 7 September 2023, the Company announced a 20 to 1 share consolidation and the issuance of six new shares for everyone consolidated share at a discount in the rights issue that completed on 13 October 2023.

4. Governance

Ethics and IT Security



	2023	2022	2021 ¹
Whistle-blower hotline reports	17	24	16
<i>Human Resources, diversity and workplace respect</i>	10	12	12
<i>Corruption</i>	0	---	---
<i>Business integrity</i>	5	11	3
<i>Safety, Health and Environment</i>	2	1	1
Sites audits on compliance and ethical standards	3		
Information security incidents	1	0	5

¹ data prior to Eastman acquisition

5. Glossary of terms

Glossary



CH ₄	Methane
CO ₂	Carbon Dioxide
CO ₂ e	Carbon Dioxide equivalent
DEFRA	UK Department for Environment, Food and Rural Affairs
EBITDA	EBITDA is calculated as operating profit before depreciation, amortisation and special Items
ESG	Environmental, Social and Governance
GHGs	Greenhouse Gases
FTE	Full-time Equivalent
GJ	Gigajoule
HC	Head Count
HCFC	Hydrochlorofluorocarbon
ISCC	International Sustainability and Carbon Certification
KPIs	Key Performance Indicators
ktonne	Kilotonne or 1,000 tonnes (metric)
NED	Non-Executive Director
N ₂ O	Nitrous Oxide
RCMS	Responsible Care Management System
TCFD	Task Force on Climate-related Financial Disclosures
WRI	World Resources Institute

6. Disclaimer

Safe Harbour Statement



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