

# Stakeholder engagement

The Board has considered the interests of stakeholders throughout the year.

## Customers

Our customers rely on us to deliver high-quality products with superior performance, efficiency and sustainability features. We deliver a range of products to customers around the world and, by providing expertise and innovation, we keep our customers at the forefront of their industries.

### What matters to them

- Customer service and performance
- Supply reliability and quality
- Responsible investment
- Affordability and value

### How we engage

- Continuous customer dialogue helps inform our innovation, which aligns with market trends
- Provide technical support services to our customers: an established global key account programme enables us to focus on deepening our customer relationships
- Continuous feedback loop with key large customers drives more sustainable, innovative products that will meet their needs, strengthening partnerships and collaborations
- Participation and launching of new products at conferences and trade shows, and active participation in industry associations

### Actions and outcomes

- Launched 22 products
- 30 innovation projects in development
- \$60 million in new business delivered
- \$15 million spend on R&D and technical support
- 8 open innovation partnerships (Universities/ Research Institutes)
- \$108 million total innovation sales

Read more on pages 16-17.

## Suppliers

A resilient and ethical supply chain is critical to our business. We rely on our suppliers to be able to meet the needs of our customers so that we can meet our growth opportunities and portfolio potential.

### What matters to them

- Responsible supply chain
- Sustainability
- Collaboration

### How we engage

- Onboarding process provides two-way communication to build relationships with our suppliers
- Direct engagement with suppliers by senior management and regular contact with procurement team to address any issues or potential issues
- Corporate responsibility and ethics reporting

### Actions and outcomes

- Reduced single sourcing by 20% to reduce risk and build resiliency
- Delivered \$4 million in year cost savings
- Develop cross functional team with R&D to qualify backup sources for critical raw materials

Read more on pages 13, 21 and 51-54.

## Employees

Our employees are crucial to the success of our business, and many of our decisions have an impact on them. Our employees want to feel valued and empowered to make a difference. A safe, ethical and sustainable workplace with opportunities for real impact remains central to our employee proposition.

### What matters to them

- Health, safety and wellbeing
- Diverse and inclusive workplace
- Fair pay and reward
- Opportunities for learning and growth

### How we engage

- Initiatives around health, safety and wellbeing, and our organisational culture
- Promote diversity and inclusion, with a month dedicated to the theme in October, and regional activities facilitated by the employee resource group
- Biannual engagement surveys to gather feedback and develop action plans
- Global and local townhall meetings
- Regular leadership briefings and intranet updates for the Fit for the Future programme
- Performance reviews and career development discussions
- Unlimited access to LinkedIn Learning
- Global 24-hour, confidential employee assistance programme

### Actions and outcomes

- 90% of sites with zero recordable injuries for >1 year
- Engagement survey participation grew to 86%, with the grand mean increasing to 3.91 out of 5
- Onboarding, knowledge transfer and highly effective teams training
- Timely and effective communication, and consultation with trade unions, works councils and shop stewards where appropriate
- Over 1,653 hours logged on LinkedIn Learning
- Over 150 articles posted on the global intranet accessible to all employees

Read more on pages 44-50.

## Communities and the environment

Engagement helps us to understand our impact on wider society and the ways in which we can work together to make a valuable difference.

### What matters to them

- Local employment
- Economic contribution
- Operational impact and disruption
- Environmental considerations

### How we engage

- Environmental and social reporting on our website, including corporate responsibility, modern slavery, gender pay, water stewardship and carbon emissions
- Philanthropy and employee-matched funding for charity policy
- Local volunteering activities
- Carbon Disclosure Project ("CDP"), UN Global Compact ("UN GC") communication on progress
- Local biodiversity initiatives such as recycling rainwater for banana plantations in Brazil

### Actions and outcomes

- Set long-term targets to improve environmental impacts
- Investment in operations and product innovation to improve environmental impacts
- Gold rating for EcoVadis
- Annual disclosure to CDP

Read more on pages 28-43 and 49.

## Investors

As owners of the Company, it is important to engage actively and listen and respond to investor feedback throughout the year.

### What matters to them

- Successful delivery of our strategy and financial targets
- Transparent and regular updates
- Capital generation and shareholder returns
- Robust governance practices and responsible corporate citizenship

### How we engage

- Interim and full-year results presentations, investor roadshows, attendance at conferences, site visits and ad hoc meetings with existing and potential investors
- The AGM is an important event, attended by all Directors, where all shareholders can access the meeting and ask questions
- Governance roadshow with the Chair and meetings with the SID and Committee Chairs as required

### Actions and outcomes

- Maintained a comprehensive programme of communication throughout the year, with regular market updates
- c.100 investor meetings with over 70 institutions.
- Hybrid AGM, with all resolutions passed
- Chair attended 21 meetings with ten investors over the year, with the feedback collected shared with the Board
- Investor feedback is collated and shared with the Board on a regular basis

Read more on page 83.

## Government, trade bodies and regulators

Engagement with governments and local regulatory authorities helps to ensure we understand changing regulatory requirements and can maintain a constructive dialogue to meet these requirements.

### What matters to them

- Governance and compliance
- Trust and transparency
- Environmental impact
- Sustainable procurement

### How we engage

- Direct engagement with regulatory authorities, including permit compliance, reporting breaches, annual technical submissions and regulatory guidance
- Establishing and maintaining key contact relationships with the Company's main regulators
- Active engagement with industry bodies

### Actions and outcomes

- Through our membership of the International Minerals Association ("IMA") Europe (the umbrella organisation which includes EuroTalc), we support and contribute to IMA Europe's position for engaging with government bodies about upcoming regulations, including, for example, sector-specific sustainability disclosure rules
- In relation to our talc mines in Finland, we have launched a programme of engagement activities with regional and national regulatory bodies to ensure meaningful engagement

Read more on pages 51-54.



As industries seek substitutes for traditional halogenated flame retardants due to their known environmental and health hazards, organoclays are stepping into the spotlight as the sustainable synergist alternative. Derived from natural clay minerals, our new CHARGUARD™ organoclays offer a safer alternative to PTFE based synergists.