

Section 172(1) statement continued

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

The Board receives information on stakeholder engagement matters through regular reports and presentations from senior management throughout the year. All Board papers for principal Board decisions include a specific section on s.172(1) and stakeholder interests. In addition to specific s.172(1) duties, there are a range of other factors that are taken into account or may be considered relevant in the context of decision-making: for example, pension scheme members or engagement with regulatory authorities, as well as an overarching governance framework which includes Group policies, the Delegations Framework and the Code of Conduct. Directors bring additional value by sharing knowledge or insight gained from other previous or current roles.

The Board visited our Livingston site during 2025. This visit provided an opportunity for employees and senior management to engage with the Directors during their tour of the site, which also included a management overview presentation and a social event scheduled with the Board. In addition, the Directors engaged directly with our investors (see pages 98 and 103 for more detail) and participated in a wider programme of engagement with our employees.

Christine Soden, our DNED for Workforce Engagement, ensures that the views and concerns of the workforce are brought to the Board, understood and taken into account. Further information on our approach to workforce engagement can be found on page 104.

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
- Provision of 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

- Established Elementis Global Quality Council resulting in a robust and proactive quality culture
- Enhancements to both systems and reporting processes have enabled better integration of sample processing and turnaround times
- Greater utilisation of the customer service team has provided improvements in quality of response times and order placement efficiency
- Standardised processes in customer communication have provided customers with clearer information

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Suppliers

Partnering with suppliers who are committed to sustainable procurement is critical to our business as it reduces cost, mitigates supply chain risks, supports regulatory compliance and is aligned with our customers' requirements.

What matters to them

- Responsible and ethical supply chain
- Fostering collaboration and innovation
- Corporate social responsibility

How we engage

- Business Partner Code of Conduct and onboarding
- Business reviews with key partners
- Corporate responsibility and ethics reporting

Actions and outcomes

- Rotational site visits with key and critical suppliers
- Cross functional meetings to review innovation and strategic priorities
- Cost and efficiency savings to reduce waste, energy consumption and operational costs



Read more on pages **84-87**



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 day dedicated to inclusion in November, 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

- 80% of sites with zero recordable injuries for >1 year
- Engagement survey participation grew to 93%, with the grand mean increasing to 4.04
- Timely and effective communication, and consultation with trade unions, works councils and shop stewards where appropriate
- Over 887 hours logged on LinkedIn Learning
- Over 115 articles posted on the global intranet accessible to all employees

Read more on pages **75-83**



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

- Public disclosure of our material environmental and social topics, accessible via our website, including corporate responsibility, modern slavery, gender pay, water stewardship and carbon emissions
- Local volunteering activities
- Communicating annually via the Carbon Disclosure Project and UN Global Compact

Actions and outcomes

- Investing in product innovations that reduce negative environmental impacts
- Adopting controls to prevent pollution of the local environment
- Long-term targets to reduce resource consumption and negative environmental impacts
- Silver rating on EcoVadis



Read more on pages 57-87



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
- 127 investor meetings with over 102 unique institutions (184 cumulative institutions)
- Hybrid AGM, with all resolutions passed
- Chair attended nine meetings with nine 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

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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

- In China we have taken proactive measures to meet changing regulatory requirements and worked closely with government authorities to secure permits and approvals for a range of initiatives
- We engage with government bodies and regulators through our membership of the Industrial Minerals Association on a number of matters, including sustainability, health and safety, and other product-specific topics

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