

Stakeholder engagement

In line with the requirements of the Code, the Board considered the mechanisms for ensuring that the views and concerns of the workforce are taken into account and agreed that a specific Board accountability for workforce engagement would be formalised by appointing a Board member to serve as the Designated Non-Executive Director for workforce engagement (DNED). Christine Soden currently serves as the DNED having assumed the role on appointment as a Board member on 1 November 2020.

During the year Christine held focus groups with employees in the US, China and Finland each of which included discussion around compensation. Further information found on pages 107-108.

Two further focus groups were held with all people managers globally (c.250) in January 2023 by Christine Soden, Steve Good and Chris Shepherd (CHRO) to explain governance at Elementis, the role of the Remuneration Committee and to show how the policy is applied throughout the organisation. The sessions including polling questions to assess understanding and questions and answers. The output of these sessions included the Board

gaining confirmation that managers understand the basis on which our pay programmes are set, including the link to strategy and how Directors' remuneration is determined.

The Board closely monitors and reviews the results of the Company's annual Employee engagement. In 2022, we launched our Employee Value Proposition (EVP) to help identify what employees value about Elementis, what makes this a satisfying and engaging place to work. For further information, please see page 64.

We also work with our customers, suppliers, local communities and other business partners across the value chain every day. The infographic below sets out the different stakeholders with whom we engage, which in turn is reported to the Board.

STAKEHOLDER	HOW THE BOARD IS KEPT INFORMED	FURTHER INFORMATION
CUSTOMERS	<ul style="list-style-type: none"> Regular meetings and visits by the CEO and Business Unit leaders 	Page 22-23 and 72
SUPPLIERS	<ul style="list-style-type: none"> Engagement with our suppliers 	Pages 16-17 and 72
EMPLOYEES	<ul style="list-style-type: none"> Focus groups conducted by the DNED Regular townhall meetings 	Page 61-67 and 72
COMMUNITIES AND THE ENVIRONMENT	<ul style="list-style-type: none"> Community meetings Receiving regular updates regarding Sustainability 	Page 36-60 and 72
INVESTORS	<ul style="list-style-type: none"> Engagement with major shareholders regarding governance and strategy Committee Chairs engage, as appropriate, on their areas of responsibility Formal and informal discussions are held with shareholders in the context of the Company's AGM 	Page 110 and 72
GOVERNMENT TRADE BODIES AND REGULATORS	<ul style="list-style-type: none"> Active engagement 	Page 38 and 72

EXAMPLES OF WORKFORCE ENGAGEMENT THEMES



Values and culture



Communications



Processes



Remuneration and benefits



Local/global ways of working



COVID-19 response

WORKFORCE THEMES