

OUR PEOPLE CONTINUED

Building an inclusive business

In April 2022, we established a series of goals to assess our progress towards being an inclusive business. We measure our progress against these goals on 31 March each year, and for the goals we looked to meet in 2023, 2024 and 2025 we have given an update on our progress below. In light of the acquisition of CP Kelco and the new shape of the business, we will reassess these goals in the coming year and report any changes in the 2026 Annual Report.

SYSTEMS

Strive to integrate inclusion into our core organisational structures, policies and practices.

Our goals:

2024

High-potential employees from under-represented groups will be sponsored for advancement. This is being driven through our Launchpad Employee Resource Group.

2026

In each region, we aim to achieve parity between minority and majority groups in attrition rates, and in employee engagement scores on inclusion.

TALENT

Strive for diversity in the workforce that reflects the local communities we serve.

Our goals:

2025

We aim to achieve gender parity in leadership and management roles. Women hold 46% of these roles (not including CP Kelco), a significant increase from 27% in 2020.

2030

We aspire for teams at all levels to be representative of their local communities.

CULTURE

Educate all to achieve the competence needed to create and sustain an inclusive culture.

Our goals:

2023

We aim for 10% of employee resource group (ERG) leaders' paid time to be spent on ERG work. We met this goal on 31 March 2023, and continued to meet it in 2024 and 2025.

2026

We aspire for employees, managers and leadership to spend 10, 15 and 20 hours each respectively on inclusion training.

SOCIETY

Listen to, speak to and serve society by delivering progress on inclusion for and with our customers, communities and suppliers.

Our goals:

2030

Our aim is for employees to spend 30,000 hours volunteering for projects aligned with our purpose and our priority UN SDGs.

2030

We aspire to expand our spend with diverse suppliers globally, with interim goals achieved for North America supplier diversity by 2027.