



expect extraordinary

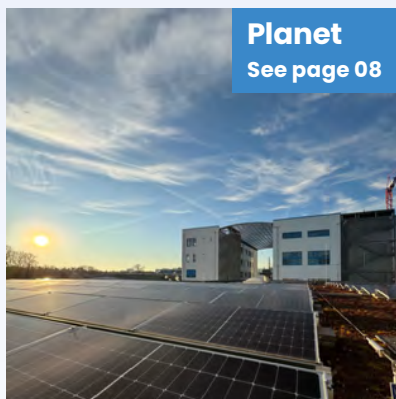
Planet People Products Governance

**Sustainable
through science**

Sustainability strategy launch report 2024

Welcome

For decades, THOR and the solutions we provide have been quietly improving the performance and extending the life of people's everyday products, helping the world to be a more sustainable place.



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Visit our website to find out more about our performance.

CEO introduction

Protecting and preserving for over 65 years



Even if our name is new to you, it's likely that our advanced formulations are somewhere in your kitchen, bathroom or living room, quietly playing a part in your everyday life. These speciality chemicals may be prolonging the paint inside and outside your home, preserving your detergent, protecting your furniture or clothes from the risk of fire, or enhancing your moisturiser and shampoo.

As they improve performance and extend the shelf life of millions of products, they're supporting the global sustainability agenda, too.

It's my pleasure to tell you more about them, our Company and our future ambitions as we publish our latest sustainability strategy in this report.

Aside from our products, we've also been working hard to run our business more sustainably in recent years. We've taken action to improve our operations and environmental impact across the world by investing in renewable energy projects. We have also spent time baselining our Scope 1, 2 and 3 greenhouse gas (GHG) emissions, and exploring ideas for further decarbonisation improvements.

We've supported local communities and engaged our talented teams as we strive to become a better place to work. And we've put time and effort into how we govern THOR responsibly and effectively.

We take our responsibilities seriously, developing sustainable products and with a mindset focused on doing the right thing. Now, we've co-ordinated these local, independent efforts into a unified sustainability strategy, focused on Planet, People, Products and Governance, with clear targets for the years ahead. Rooted in insights from our stakeholders and the fast-changing world around us, it's informed by a thorough double materiality assessment that we conducted in 2024.

"We're proud of what we've achieved so far, we're guided by our values and we're focused on our purpose: to create lasting solutions that enable the extraordinary."

➔ For more information about our double materiality assessment, see pages 5 and 6.

We're also recruiting our first Head of ESG who will take the reins and work with colleagues across THOR to help us drive the strategy, achieve our ambitions and adapt to the regulatory landscape we operate in.

Now is a pivotal time for THOR as we further integrate sustainability into our core business and harness the collective efforts of our local teams through a new Group function. We're proud of what we've achieved so far, we're guided by our values – to solve with ingenuity and deliver with integrity – and we're focused on our purpose: to create lasting solutions that enable the extraordinary.

Our future growth requires a determined, unified focus on important ESG issues, not only for our customers and other stakeholders, but for the future generations deserving of a safer, greener world. This ESG focus is identified as one of the critical enablers to achieving our 2030 business strategy and our new sustainability strategy will guide us.

In short, we're determined to take action so that THOR remains fit for the 21st century and we play our part in building a more sustainable future. How we're going to achieve that is set out in this report. We hope you find it useful and we look forward to sharing our progress with you in future years.

David Hewitt
Group CEO

About us

Solutions for everyday life

We produce and supply a wide range of biocides, disinfectant products, flame retardants, multi-functional additives and personal care ingredients to varied industries: from construction to newspapers, from high fashion to cosmetics.

These 'imagine ifs' help illustrate what a world without THOR's solutions might look like. As we continue on our sustainability journey, we're determined to better quantify the direct effects our products have on prolonging life, reducing waste and minimising environmental impact.

Imagine if...

You had to store your washing up liquid in the fridge

By strengthening resistance to microbial degradation, **Acticide**® preservatives deliver reliable protection across diverse applications. Proven under demanding conditions, **Acticide**® extends product life and contributes to more sustainable supply chains through reduced waste and optimised resource use. In line with THOR's commitment to bespoke solutions, **Acticide**® can be tailored to support long-term stability in household products, paints, polymer emulsions, adhesives and more.



Imagine if...

You had to repaint your home every year

THOR solutions containing **AMME**® active substances provide durable, long-lasting protection against algal and fungal growth in exterior coatings. Field tested across four consecutive tropical monsoon seasons, **AMME**® based systems have consistently outperformed standard formulations, achieving equal or superior performance with up to seven times less active substance. You'll find them in everyday products including paints, coatings, plasters, adhesives, fillers and more.



Imagine if...

Your face cream spoiled after just a few weeks


Without preservatives, personal care products often expire within one to three months. With our optimised **Microcare**® personal care ingredients, shelf life can extend to 12–36 months or beyond, depending on the formulation and packaging design. Our systems enhance stability by up to 10 times, cutting the risk of early disposal and delivering long-lasting product performance. You'll find our preservatives in everyday haircare and skincare products, toiletries, wet wipes, decorative cosmetics and more.



Timeline of sustainability at THOR

Building a sustainable business, through preservation

For years, our solutions have been supporting the sustainability of everyday products. We've also been focused on becoming a more sustainable business, with big ambitions to do more. Some of the key milestones in our journey and Company history so far include...

1959 THOR Chemicals Ltd was formed to produce and sell bactericides into the paint market. 	1970s to 1990s THOR starts preserving everyday products across markets in Europe, the US and Asia. 	2005 THOR Mexico is established to service the Americas more sustainably. 	2015 THOR China begins operations to service APAC more sustainably. 	2023 We baselined our Scope 1 and 2 greenhouse gas (GHG) emissions. 	2024 Our Scope 3 carbon footprint is baselined. We conduct our first double materiality assessment, identifying and prioritising ESG impacts, risks and opportunities. The trademark for Amaval ® is filed, introducing the world to our innovative, nature-identical, biodegradable, multi-functional additives. We achieve signatory status to the UN Global Compact. 
					
1966 The Acticide ® trademark is first registered and THOR's preservation journey begins.	1998 and 1999 Aflammit ® trademark is first filed. The Microcare ® trademark is first granted as THOR's approach to sustainability through preservation is extended to personal care markets.	2011 Our pioneering protection for dry-film applications is registered under AMME ®, delivering market-leading preservation with less active substance.	2019 Formal Group-wide ESG initiative launched.	2023 onwards Decarbonisation CAPEX projects prioritised across the Group.	2025 Our first unified sustainability strategy and report is published.

Materiality assessment and strategy

Our new strategy, rooted in double materiality

We've worked hard to develop our comprehensive sustainability strategy to guide our ESG actions for years to come.

Built on four key pillars – Planet, People, Products and Governance – it's informed by a rigorous double materiality assessment. We undertook this analysis in 2024, working with independent consultants to evaluate both how THOR impacts people and the planet, and how ESG issues could impact our business financially.



Our double materiality approach

We followed a four-step process, informed by guidelines from the European Financial Reporting Advisory Group (EFRAG), to complete our double materiality assessment and identify our material impacts, risks and opportunities.

Step

01

- Mapped entire value chain, identifying where material ESG impacts, risks and opportunities (IROs) may arise.
- Analysed business world around us, assessing wider market trends, peers and customers.
- Assessed ESG reporting frameworks, including European Sustainability Reporting Standards (ESRS), the Sustainability Accounting Standards Board (SASB), the Global Reporting Initiative (GRI) and EcoVadis.

Step

02

- Identified and interviewed internal and external stakeholders who are, or could be, affected by our activities.
- Included senior management at THOR, employees, customers, consumers and suppliers.
- Also engaged with stakeholders who use financial and sustainability reports and statements.
- Incorporated insights into materiality assessment, helping us define and prioritise ESG IROs.

Step

03

- Worked with subject matter experts and ran validation workshops to review and score all IROs.
- Gave each ESG impact a severity and likelihood score.
- Aligned with our Enterprise Risk Management framework, risks and opportunities were broken down into two sub-scores: likelihood of each occurring and size of potential financial impact.
- Explored all IROs across the short term (within a year), medium term (one to five years), and long term (over five years).

Step

04

- Prioritised all material topics, reviewed them with key stakeholders, and set targets to help build sustainability strategy.
- With strong governance in place, the strategy will integrate sustainability across our business.
- It will guide us to improve the impact of our activities and the products we provide to customers long into the future.

Materiality assessment and strategy continued

Our material impacts, risks and opportunities

Under each of our material ESG topics, we have identified a number of IROs, these have been summarised below. We have also aligned them with the pillars of our new sustainability strategy.

Material topic key: R Risk O Opportunity - Negative impact + Positive impact

Planet

Climate change and energy

Development of greener products

R O -

Scope 1, 2 and 3 greenhouse gas emissions

-

Waste management and circular economy

Waste management in operations and end of life

R -

Increasing customer interest in circularity

O

Extending the lifetime of end-user products

+

Pollution prevention (air, water and soil)

Wastewater management

-

Pollution management from operations and upstream

-

Water management

Water use management and stress on water resources

-

Biodiversity and ecosystems

Use of hazardous chemicals across supply chain

-

People

Health and safety

Health and safety of own and supply chain workforce

R -

Human rights and labour practices

Becoming a supplier of choice by upholding human rights due diligence principles and legislations

O

Human rights and equal opportunities in the value chain

- +

Talent engagement, attraction and retention

Skills shortage and competitive labour market

R

Talent recruitment and engagement

O +

Diversity, equity and inclusion

Workforce diversity

O

Equal opportunities

O +

Products

Chemical and product safety

Increasing product regulation

R

Increased demand for greener products

O

Product safety and control of hazardous products

-

Consumer safety

+

Investing in green chemistry, improving products' impact

+

Governance

Business ethics and corporate culture

Sustainable and ethical business operations

O +

Cyber security

Cybercrime

R

Governance

Strengthening sustainability oversight

Strong governance is fundamental to our success, and that includes having the right structures in place to ensure we manage ESG issues responsibly and effectively.

As these impacts, risks and opportunities have become increasingly important to us and our stakeholders, we're aiming to integrate them further into our operations and governance.

Risk management, responsibility and oversight

The Main Board of Directors has overall oversight of – and is ultimately responsible for – how we manage sustainability and climate matters. ESG issues are a standard agenda item at the Main Board meetings twice a year.

In future, responsibility for sustainability and climate-related issues will sit with the ESG Committee. The Board currently draws on the advice of the Audit and Risk Committee and plans to integrate climate-related risk and opportunity monitoring into a new ESG Committee.

We identify and manage risks and opportunities through the Enterprise Risk Management cycle, and this includes climate-related risks. Further details are

available in the Risk management section of our Task Force on Climate-related Financial Disclosures (TCFD) report on pages 08 to 11 of the Annual Report 2024.

The Group Head of Audit, Risk and Compliance is responsible for managing the Enterprise Risk Management process, which includes climate risks and opportunities.

We have three regional Chief Operating Officers (COOs) who all sit on THOR's Executive Board and Main Board, and who are responsible for driving the ESG agenda across the Group.

ESG is discussed regularly at bi-monthly Executive Board meetings. This forum also approves policies proposed by the Group, including those connected with our sustainability strategy which are detailed throughout this report.

In our subsidiary businesses, each of our 15 Managing Directors is accountable to their regional COO, including on sustainability and climate issues. Emissions and other operational information is reported to the Group every month, and projects with a sustainability benefit are prioritised when we decide where to invest capital.

We're also in the process of recruiting our first Head of ESG to drive the sustainability strategy across THOR and to assume full Group-wide responsibility for all ESG-related topics.

Disclosing our sustainability performance

We were initially in scope for mandatory reporting in line with CSRD. This would have covered our aggregated EU business for FY2025 and our activities at Group level for FY2028.

However, with CSRD implementation delayed due to the omnibus proposals, and the ultimate impact on THOR still not confirmed, we're currently considering reporting in line with VSME. This is the Voluntary

Sustainability Reporting framework for SMEs, published by the European Financial Reporting Advisory Group (EFRAG) in December 2024.

We've included some of the VSME data points throughout this report. While we don't have all of them to share now, we'll endeavour to collect them as we progress with the implementation of our sustainability strategy.



Board of Directors



**Group Head of Audit,
Risk and Compliance**

**Three regional
Chief Operating Officers**



15 Managing Directors

At THOR, we want to do what is right for the world we live in. This means responsibly growing our business while continually improving our environmental performance.

Pillar topics

- 09 Climate change and energy
- 12 Pollution prevention
- 13 Waste management and circular economy
- 14 Water management, biodiversity and ecosystems
- 15 Environmental initiatives

2027 targets

- Conduct a Group-level water use and efficiency review. Set water intensity, reuse and recycling targets by the end of the year.
- Carry out a Group-level packaging reuse and recycling assessment and set targets by the end of the year.
- Conduct a baseline biodiversity dependency, impact and risk assessment by the end of the year.

2030 targets

- Decarbonise our business in line with a near-term science-based reduction target.
- Ensure no significant pollution incidents.

Planet



Climate change and energy

Prioritising a low-carbon future

We're determined to do more to address the climate emergency. That means cutting our greenhouse gas (GHG) emissions and energy use as we transition to a low-carbon economy.

In recent years, we've taken action in many of our locations to reduce our carbon footprint and wider environmental impact. But we know we've got more to do across our operations and value chain.

So, we're focused on further reducing the amount of energy we use, improving energy efficiency and switching from fossil fuels to renewables wherever we can. We're also determined to integrate new technologies that make our operations more energy efficient, embrace new products and develop low-carbon solutions for our customers, leveraging our teams' innovation and ingenuity.

Our business is facing multiple climate-related risks and opportunities, so managing these effectively is a key part of our Planet pillar, too.

Data-driven decarbonisation

To cut our GHG emissions, we need to have a thorough understanding of our carbon footprint and continue our efforts to reduce it.

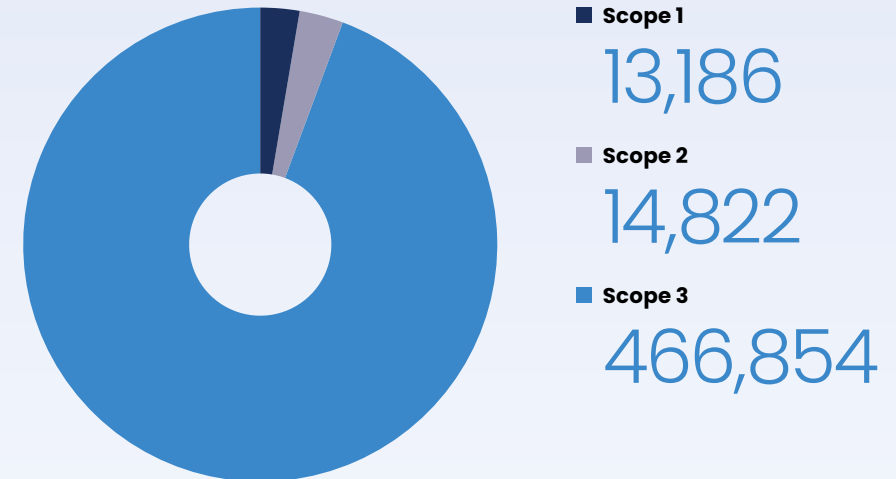
While we've taken steps to measure it in the past, in 2024 we adopted a more robust approach across the entire Group. Working with an external consultant, we've calculated our Scope 1, 2 and 3 emissions for the whole of THOR and identified actions we could take to reduce them.

Our total emissions for this baseline year amounted to 494,862 tCO₂e – significantly higher than in 2023 because of the improved data and calculation methods we used. Scope 3 emissions accounted for 94% (466,854 tCO₂e).

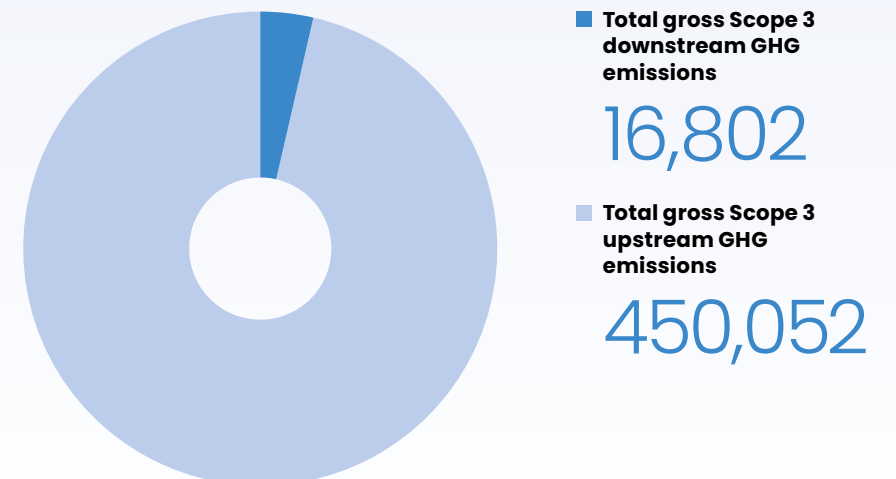
Scope 1 contributed 13,186 tCO₂e and Scope 2 (location based) added 14,822 tCO₂e to the 2024 total. Working with our external adviser to build on the projects we've already delivered, the high-level actions we identified that could reduce these emissions include:

- Installing insulation, upgrading heating, ventilation and air conditioning systems, and adjusting building management controls to minimise our impact.
- Using alternative fuel boilers.
- Substituting fossil fuels with biomass.
- Accessing options to recover and use waste heat.
- Using Power Purchase Agreements to directly source renewable electricity.
- Fitting more solar panels on our sites.
- Improving vehicle and fuel efficiency.
- Further replacing petrol and diesel models with electric vehicles.

Total gross greenhouse gas emissions
tCO₂e



Total gross Scope 3 emissions
tCO₂e



Climate change and energy continued

Our 2024 energy consumption

% of total energy consumption (including gas) from renewable sources

25%

Purchased (not produced on site) electrical energy from renewable sources ('000 kWh)

22,201

Purchased electrical energy from non-renewable sources ('000 kWh)

17,917

Renewable electrical energy produced and consumed on site (e.g. solar power) ('000 kWh)

20

Building on our track record

In recent years, we've delivered a range of projects across our sites to improve our environmental impact, including reducing our energy consumption and carbon footprint.

→ For more information about these initiatives, see page 15.

Looking ahead

At THOR, we improve the sustainability of our customers' products through preservation. This is our biggest contribution to the planet.

In recent years we've taken positive action and prioritised CAPEX spend across many Group companies in an effort to reduce our Scope 1 and 2 emissions. During 2025 and beyond, we'll be working on a plan to further decarbonise our business.

We look forward to using our 2024 baseline emissions data to set a GHG reduction target aligned to the Science Based Targets initiative (SBTi) in 2026, informed by a costed decarbonisation plan.

Climate-related risks and opportunities

Climate change and the transition to a low-carbon economy pose potential risks and opportunities that could impact THOR's success.

In 2024, we published our first Task Force on Climate-related Financial Disclosures (TCFD) report, outlining our governance, strategy, risk management and metrics in relation to climate change under different scenarios.

Our full TCFD disclosure is available in our Annual Report 2024. But we've included an overview of our climate-related risks and opportunities, as well as our process for identifying them, in this report.

Managing climate risk

Our Audit and Risk Committee is the main forum responsible for assessing business risks – including climate-related ones – and the controls we use to manage them. The Committee also supports our Main Board to make sure our growing focus on sustainability is part of our Enterprise Risk Management (ERM) framework.

Assessing our risks and opportunities

To produce our TCFD disclosure, we carried out a detailed assessment of our exposure to risks and opportunities connected to physical climate changes and the transition to a low-carbon economy. We identified the issues at hand and then analysed the potential impact of different climate scenarios on THOR.

The assessment was based on four scenarios:

- Two from the Intergovernmental Panel on Climate Change (IPCC), which are globally recognised and accepted datasets used as reference to evaluate physical climate risks to our assets.
- Two from the International Energy Agency's (IEA) World Energy Outlook 2023 to analyse transition risks.



Climate change and energy continued

The main climate-related risks and opportunities, as identified through the climate scenario analysis assessment, are summarised below.

Physical risks

Extreme heat impact on operations	Extreme cold impact on operations	Wildfires impact on operations
↓	↓	↓
Baseline Low risk	Baseline Low risk	Baseline Limited risk
2030 Moderate increase	2030 Minimal decrease	2030 Minimal increase
2050 Significant increase	2050 Moderate decrease	2050 Moderate increase

Transition risks

Increasing demand for sustainable alternative products	Increasing carbon pricing	Increasing cost of logistics
↓	↓	↓
2030 Limited risk	2030 Low risk	2030 Limited risk
2040 Moderate increase	2040 Moderate increase	2040 Low increase
2050 High increase	2050 Moderate increase	2050 Moderate increase

Transition opportunities

Improving operational efficiency	Product alignment to the net zero transition
↓	↓
2030 Limited opportunity	2030 Limited opportunity
2040 Low increase	2040 Low increase
2050 Moderate increase	2050 Moderate increase

- **High risk**
- **Moderate risk**
- **Low risk**
- **Limited risk/opportunity**
- **Low opportunity**
- **Moderate opportunity**
- **High opportunity**

→ For a detailed description of our responses to these risks and opportunities, and how they may materialise over the short, medium and long term against the four scenarios, see pages 08 to 11 in our Annual Report 2024.

Pollution prevention

Acting responsibly to protect our planet

At THOR, we know how important it is to balance the needs of our customers and business with our environmental responsibilities.

We're deeply aware of the broad impact that air and soil pollution, as well as improper water discharges, can have on the planet and local communities.

With this in mind, we're committed to doing everything we can to minimise these issues and prevent all incidents from happening.

Our commitments include controlling water discharges, identifying and monitoring all air pollutants we produce, and working to further reduce the impact of our operations in these areas.

We're committed to:

- Conducting air pollution assessments and monitoring at all our operational sites by the end of 2026.
- Collecting data on total weight of air pollutants broken down by type and location by the end of 2027.
- Setting a pollution emissions reduction target (not including GHG emissions) for 2030 by the end of 2027.
- Having no significant incidents of improper air emissions discharges.
- Having no significant incidents of improper water discharges.

To meet these targets we'll analyse our operations and identify potential focus areas to reduce the release of pollutants. Actions will include conducting wastewater quality assessments at least once a year at our manufacturing sites; investigating opportunities to reduce wastewater; and acting on them wherever possible. We'll also continue to comply with all relevant local and national legislation on water use and discharge.



Waste management and circular economy

Working together to reduce waste

We work hard to reduce the amount of waste we produce in our operations. We're also determined to work with our partners, customers and, where relevant, end-users to help ensure the responsible disposal of our products and reuse of packaging. We're also aiming to reduce our use of materials throughout the value chain, especially those that have the highest impact at the end-of-life stage.

With all this in mind, we're supporting the move to a more circular economy. Transitioning to circular business models is growing in importance, reflected in both regulation and the expectations of customers and other key stakeholders.

Circularity is based on the principle of using materials responsibly and we know that cutting waste often starts with what goes into a product in the first place. This is why we consider responsible waste management throughout the product life cycle.

We use a variety of hazardous substances to create our solutions and recognise that handling, using and disposing of these responsibly is paramount to protecting people and the environment. For more information about our approach to chemicals and product safety, see page 25.

Our 2024 waste data

Total weight of hazardous waste ('000 tonnes)

14.7

Total weight of non-hazardous waste ('000 tonnes)

2.1

Total weight of waste recovered ('000 tonnes)

4.7

% of total waste from THOR operations diverted from landfill

28%

In relation to materials, chemicals and waste, we're committed to:

- Conducting a Group-level packaging reuse and recycling assessment and setting appropriate reduction targets by the end of 2027.
- Measuring baseline waste production and mapping key waste streams and annual volumes produced from direct operations by the end of 2027.
- Continuing to reduce hazardous waste per tonne of total production volume at our manufacturing sites.
- Having no significant hazardous waste spills.
- Continuing to train all employees on reducing waste in offices and operational sites.



- Continuing to ensure all colleagues who engage with hazardous materials are properly trained in all relevant procedures every year.

To meet these targets, we'll review our processes to pinpoint where hazardous materials can be replaced with safer alternatives. However, we recognise this will not be easy and will require us to collaborate with key stakeholders, including customers, industry bodies and regulators.

We'll also look for opportunities to cut waste through operational improvements, explore reuse options within our waste streams and make sure we continue to comply with all local and national waste and hazardous materials regulations.

Water management, biodiversity and ecosystems

Managing precious resources responsibly



We're acutely aware of the importance to the planet of managing water resources responsibly.

As a Group, we operate in some regions facing the risk of potential drought and water stress, including our sites in Brazil, Spain and Mexico. So, we're prioritising measures to reduce our consumption.

We're also continuing to strengthen our responsible management of wastewater. We're committed to decreasing any negative impact that our use of water has on local ecology and communities and global climate change. A fundamental step is to improve our reporting of water-related metrics, so part of our annual data collection includes measuring our total consumption.

To support more sustainable water management, we're committed to:

- Conducting a Group-wide water use and efficiency review, including reuse and recycling, setting new water intensity, reuse and recycling targets by the end of 2027.
- Developing a water management plan and roadmap by the end of 2027.
- Completing water process maps for all our manufacturing sites by the end of 2027.
- Implementing water stewardship and risk management programmes at all our manufacturing locations by the end of 2027.

To meet these targets, we'll continue to track water consumption at all our locations, monitor water recycling rates and sign the WASH pledge by the end of 2027. The pledge commits companies to implementing access to safe water, sanitation and hygiene at work for all employees, as well as taking action across value chains and in local communities.

Our 2024 water consumption

Total water consumption (cubic metres)

407,650

Relevant policies

- Group Environmental Policy
- Conservation of Resources and Reduction of Waste Policy
- Health, Safety and Environmental Policy
- Health, Safety and Environmental Incident Reporting Policy



Taking steps to protect the natural environment is an increasingly important issue for businesses such as ours.

It's therefore essential that we understand the extent to which our activities both impact and depend on nature. So, we're committed to conducting a baseline biodiversity dependency, impact and risk assessment by the end of 2028.

This will ultimately help us to optimise our products and processes to minimise their effect on the natural world. To achieve our goal, we'll consider biodiversity when procuring new components, products and services; when designing new processes; and when buying or leasing new properties.

We'll also engage with local stakeholders on biodiversity issues connected with our operational sites. And we'll research alternatives to products or components that have a large, negative impact on biodiversity.

Environmental initiatives

Improving our impact across the globe





At THOR, our people enable the extraordinary. We're dedicated to fostering a safe and inclusive workplace, upholding human rights and supporting our local communities.

Pillar topics

- 17 Health and safety
- 19 Employee attraction and retention
- 20 Diversity, equity and inclusion (DE&I)
- 22 Labour practices and human rights
- 23 Community impact

2025 target

- All manufacturing sites to be ISO 45001 certified by the end of the year.
- Maintain an Employee Net Promoter Score (eNPS) of at least 75% (2023 baseline: 76%).

2026 target

- Complete Group-level human rights risk assessment.
- Maintain a voluntary attrition rate of no more than 7.5% (2023 baseline: 7.5%).

2030 targets

- Maintain zero fatalities (2023 baseline: zero). We've never had a fatality on site and we never want to.
- Reduce Lost Time Incident Rate (LTIR) by 20% (2023 baseline: 2.06).
- Ensure at least 90% of employees agree that 'THOR is committed to employee safety' (2023 baseline: 88%).
- Ensure at least 80% of employees feel included and respected at THOR (2023 baseline: 73%).
- Aim for at least 40% of leadership roles are held by women (2024 baseline: 36%).
- Ensure 100% of employees earn a living wage (2024 baseline: 99.94%).

Health and safety

Putting people's safety first

Our science and success are powered by colleagues who believe in doing the right thing for people and the planet, both today and in the years to come.

Our operations are inherently hazardous, but we've never had a fatality on site and we never want to. Our teams' health and safety is our top priority, no matter where they are in the world.

We're committed to ongoing HSE compliance across all our operations, maintaining high standards to make sure we meet this objective. Everyone working for THOR is expected to maintain these standards, too. To govern this, we have a Global HSE Policy and a Health, Safety and Environmental Incident Reporting Policy. They apply to all our businesses, divisions and offices in all jurisdictions in which we operate, in line with applicable laws.

All colleagues receive training on the Global HSE Policy and its requirements, and all our contractors and visitors are made aware of it. A signed THOR Group HSE Policy Statement must be prominently displayed at each of our locations.

As part of our health and safety commitments, we're actively seeking ISO 45001 certification at all our manufacturing sites. This international standard provides a framework for organisations to manage risks and improve occupational health and safety. Key elements include leadership commitment, worker participation, hazard identification and risk assessment, legal and regulatory compliance, emergency planning, incident investigation and continual improvement.

Our 2024 health and safety performance

Number of work-related accidents

33

Number of reports of near-miss incidents

388

Number of product recalls as a result of health and safety concerns

0

Number of days lost to work-related injuries, fatalities and ill health

417



To further strengthen our health and safety culture and performance, we're committed to:

- Maintaining zero fatalities.
- Reducing our Lost Time Incident Rate (LTIR) by 20% by 2030, against a 2023 baseline of 2.06. This metric tracks the number of injuries that result in time away from work.
- Making sure that at least 90% of our colleagues agree that 'THOR is committed to employee safety' by 2030, compared to a 2023 baseline of 88%.

Keeping people safe and well

Every one of our people globally has access to our online mental health portal and helpline through our Global Employee Assistance Programme. Colleagues can also rely on emergency medical, security and logistical support when travelling abroad for work.

We also run annual health and safety audits, as well as rolling two-year improvement plans to ensure we're constantly reviewing and optimising working conditions, environments and equipment.

Health and safety continued



Case study

Strengthening employee health and safety

Our goal is to create a safe working environment, minimise risks and avoid accidents on all our sites. We believe safety is created not by rules alone, but through continuous development, clear structures, consistent communication and shared responsibility.

In 2024, we saw an increase in reported near-misses and work-related injuries at one of our sites. We thoroughly investigated and took decisive action.

Learning from each other to improve health and safety

A root-cause analysis showed a number of areas where we could further improve the safety of our colleagues. Following implementation, near-miss and injury rates have reduced accordingly.

Launching project for ISO 45001 certification

Supported by an external partner, we began work to secure this accreditation to meet the highest international health and safety standards and continuously improve. By the end of this year, all manufacturing sites will be ISO 45001 compliant.

Developing a behaviour-based H&S strategy

With independent consultants, we're developing a new holistic strategy focused on organisational measures and safety-conscious behaviour. We're building a safety culture based on personal responsibility, awareness and mutual care.

Promoting safety awareness among apprentices

For the first time, our apprentices took part in a safety competition organised by the BGRCI (German Social Accident Insurance for Raw Materials and the Chemical Industry), promoting safety knowledge and sharpening awareness of safe behaviour.

Launching our occupational safety hotline

We launched an occupational health line which offers all employees a simple way to confidentially report safety observations, potential hazards or improvement suggestions, complementing existing channels.

Expanding management safety walks and weekly talking points

Our local leadership teams take responsibility at regular on-site safety walks to identify risks and engage directly with employees. We've also further developed short, practical talking points and integrated them into team meetings to keep people's safety knowledge up to date.

Employee attraction and retention

‘Enabling the extraordinary’ starts with our team

Our colleagues have been quietly improving the way people live, thanks to 65 years of curiosity in chemical innovation.

Retaining and engaging them, while attracting a pipeline of future talent with the skills and expertise we need, is fundamental to the growth and long-term sustainability of our business.

Fostering the right workplace culture is essential. Honesty and curiosity are among the key characteristics we look for when we recruit, and ingenuity and integrity are the values that guide how we work together and do business.

Successful attraction and retention also depends on a range of other factors, including effective leadership and management; job security, reward and benefits; and meeting colleague expectations that we will address important ESG issues.

Career growth, progression and learning opportunities are also important. We provide training and development programmes for managers and high-potential employees, and we have apprenticeship schemes and university partnerships in place.

Our Global Employee Assistance Programme is available to all our colleagues, and we run social, sports and book clubs to bring people together.

We also understand the importance of transparency and accountability, and have calculated our CEO pay ratio for 2024 as part of our broader commitment to equitable and responsible governance.

The table below sets out the ratio of the CEO’s ‘single figure’ total remuneration to the 25th, 50th and 75th percentile full-time equivalent total remuneration of the Company’s UK employees. Under UK regulations, there are three methodologies that companies can choose to report their pay ratio, known as Options A, B and C. For 2024, we have chosen to use the Government’s preferred option, Option A. Using this methodology, we have determined the full-time equivalent total remuneration for all UK employees and have ranked this data to identify employees whose remuneration places them at the 25th, 50th and 75th percentile. The pay ratios are then calculated by comparing total remuneration for these three employees against our CEO’s ‘single figure’ total remuneration.

Ratio of CEO’s single figure total remuneration (SFTR)	2024
25th percentile	25:1
50th percentile	21:1
75th percentile	14:1

A living wage benchmark analysis completed in 2024 found that only 0.06% of all workers (including agency staff/contractors) are not yet on a living wage. We are proud of this and have committed that 100% of our employees will earn a living wage by 2030.

Employee engagement: listening to our people

Open and honest communication is also fundamental to creating a great place to work. We give colleagues the opportunity to tell us what they think about working life at THOR, including through our regular employee engagement surveys.



The last one, in 2023, provided invaluable insights into how we can continue to improve employee experience. We introduced a number of initiatives in direct response to people’s feedback, including:

- Enhanced leadership communication: establishing bi-annual town hall meetings at which the Executive Board updates colleagues on various topics.
- Clearer business vision and purpose: developing a 2030 strategy and communicating it to all colleagues, including our Company vision and purpose.
- Expanded learning and development opportunities, including increasing training budgets.
- Celebrating success: launching a rewards initiative in 2024, encouraging managers to nominate high-performing colleagues to be recognised for their achievements.

To build on this progress and measure how we’re doing, we’ll carry out our next engagement survey in September 2025.

Understanding how likely people are to recommend THOR as a place to work is an important measure of our success. So, we’re committed to maintaining an Employee Net Promoter Score (eNPS) of at least 75%, while keeping voluntary attrition at or below 7.5%. These targets are in line with our strong 2023 baseline performance of 76% and 7.5% respectively.

Our 2024 pay data

% of direct employees covered by a living wage benchmarking analysis

100%

% of all employees paid below living wage, including direct employees and non-employee workers

0%

Diversity, equity and inclusion (DE&I)

Creating a workplace where everyone belongs

We're determined to make THOR as diverse, equitable and inclusive as possible, not only because it makes business sense, but because it is the right thing to do. We know we're in the early stages of our journey and we're committed to doing more.

For us, DE&I is essential to encouraging innovation, collaboration and responsible decision making, enabling us to better serve our customers and grow.

We also believe it's our duty to foster a respectful culture in which everyone feels able to be themselves and is empowered to achieve their full potential. Our Anti-Discrimination and Anti-Harassment Policy guide us in this effort.

Driven by data

To improve our DE&I performance, we need to know where we might not be fully representative of the communities and customers we serve.

Understanding our workforce and collecting comprehensive diversity data is essential, but achieving this across different jurisdictions is challenging because of varying legal requirements and the sensitive nature of protected characteristics. However, we remain committed to respecting local laws while striving for greater transparency and inclusivity.

We want everyone who works at THOR to feel that they belong. To help us achieve this ambition, we've set ourselves a 2030 target of at least 80% of employees telling us they feel included and respected, against a 2023 baseline of 73%.



We also recognise that women remain underrepresented in STEM fields, so we're focusing on creating an inclusive environment that actively supports and empowers them to advance. While female representation in leadership roles at THOR remains low today, we're determined to change this. We've set a clear goal: to have at least 40% of leadership positions – including Management Board members and senior leaders of our operating entities – held by women by 2030.

Our 2024 DE&I data

Number of employees under 30 years of age at the end of the year

227

% of women employed in the whole organisation

29%

Number of employees between 30 and 50 years of age at the end of the year

973

% of women in top executive positions (excluding Board of Directors)

36%

Number of employees over 50 years of age at the end of the year

472

% of the total managers who received training on diversity, discrimination and/or harassment

100%

Diversity, equity and inclusion (DE&I) continued



Case study

Inspiring Mexico's next generation of scientists

Through our partnerships with universities and schools in Mexico, we're helping to nurture scientists of the future and tackle the gender imbalance.

According to the World Economic Forum, females make up just 28% of the global workforce in science, technology, engineering and maths (STEM) in 2025.

Through our collaboration with Querétaro's Autonomous University, we've welcomed female STEM students on visits to support their career development. For two years running, we've also hosted female pupils in the last grade at Juan Caballero y Osio Middle School for site tours and talks to motivate them to continue studying.

As well as helping to bridge the gender gap, we've more broadly continued to support the next generation of scientists from varied backgrounds.

At Monterrey's Technological Institute in Querétaro, we've taken part in the Training Partner Project, through which learners work alongside us for an entire semester. Chemical engineering students from Tepic's Technological Institute have visited our site and heard about the career of an alumnus who works as a plant co-ordinator at THOR. And students from San Juan del Río's Technological University have toured our facility, hearing from both a team leader who studied at their institution and other colleagues who visited their campus to talk about professional growth.

Labour practices and human rights

Respecting workers around the world

We're committed to acting with integrity and doing business ethically, adhering to international labour standards and promoting good working conditions and respect for workers' rights.

This includes doing all we can to ensure there's no modern slavery or human trafficking in our operations or value chain. We commit to working only with suppliers which share our values and run their own organisations to the highest standards.

Our Modern Slavery and Human Trafficking Statement is approved by our Board annually and overall responsibility for it rests with the Chief Executive Officer. It can be found [here](#).

We've set ourselves a target to conduct a Group-level human rights risk assessment by the end of 2026.

We've identified no incidents of child labour, forced labour or human trafficking in our own workforce, or are we aware of any confirmed cases involving workers in our value chain, in affected communities or among consumers and end-users.

Our Code of Conduct is published on our website and outlines our commitment to combating modern slavery, making clear that all our employees and suppliers are expected to adhere to human rights standards. The Code covers critical issues including child and forced labour, human trafficking, discrimination and modern slavery. We also have a Group Human Rights Policy.

As a responsible business, we provide a whistleblowing channel so that any internal or external stakeholders can raise concerns about THOR and our conduct. See page 28 for more about our approach to whistleblowing, ethical business practice and governance.



Community impact

Proud to invest in our local communities

Proactively addressing our social obligations is an important part of our sustainability strategy. We're determined to be a good citizen and play a positive role in society.

Seeking to improve working conditions, providing good employment opportunities and mitigating the potential environmental impact of our operations are core to our approach.

We also aim to have a positive impact by engaging with and investing in the local communities we're part of. From sponsoring local football teams to supporting nursing homes, schools and apprenticeship programmes, we're committed to making a difference.

Our global business operates in more than 18 countries. Responsibility for identifying and promoting meaningful community initiatives rests with our Managing Directors across these geographies. This decentralised approach is deliberate so that we can have the maximum impact locally while collectively making a difference at scale across the world.

Relevant policies

- Health, Safety and Environment Policy
- Health, Safety and Environmental Incident Reporting Policy
- Code of Conduct
- Anti-Discrimination and Anti-Harassment Policy
- Group Human Rights Policy



Case study

Shaping tomorrow's skilled workforce in Germany

As an experienced apprenticeship provider, THOR GmbH has been dedicated to the vocational development of young people for over 20 years. It's a key element of our long-term business strategy.

In close partnership with vocational colleges and our peers, we provide regular apprenticeship opportunities as part of the German dual training system. This combines hands-on workplace experience with classroom-based learning and is a highly effective way to develop skilled professionals.

We've trained almost 100 apprentices to date, in both business administration and technical fields, in roles including chemical operator, warehouse and logistics operative and IT support technician.

We've received multiple commendations from the German Chamber of Commerce and Industry (IHK), recognising our long-standing commitment to high-quality apprenticeships.

We're particularly proud that several of our apprentices have completed their training at the top of their year, reflecting the quality and personalised support we offer.

For us, apprenticeship training is not just an investment in our own future, it's part of our wider social responsibility. We nurture young talent, create meaningful career opportunities and play an active role in developing the future workforce.

We're committed to creating high-quality products that positively impact consumers and the environment, and support our customers' sustainability efforts. We also aim to source responsibly and effectively manage ESG risks across our supply chain.

Pillar topics

25 Chemical and product safety

26 Supply chain resilience

2027 target

- Begin a Portfolio Sustainability Assessment (PSA) and pivot towards more sustainable products wherever possible.

2030 target

- Adopt 'safe and sustainable by design' (SSbD) principles.

Products

Chemicals and product safety

Committed to quality products that make a difference

Ensuring high levels of product safety and environmental protection are fundamental to our licence to operate and long-term success. These are responsibilities that we take very seriously.

We're committed to upholding stringent quality and safety standards so that we can avoid harmful impacts, protect our people and the planet, and ensure our solutions deliver extraordinary results.

It's essential that customers and, where relevant, their end-users have accurate, accessible guidance about how to use and dispose of our products safely. When handing them over, we meet our legal obligations by providing information about hazards, handling procedures, uses and any protections required.

We also offer safety and handling training to customers, and we enable automation by providing packaging with dry-break coupling which minimises exposure risk. This process enables us to mix multiple materials while mitigating the risk of spillage or exposure to the substances of those nearby.

Improving the overall sustainability of products can also enhance their safety and we've set ourselves a clear target to make progress on this front.

By the end of 2027, we'll begin our first Portfolio Sustainability Assessment (PSA), following the World Business Council for Sustainable Development (WBCSD) framework, and pivot towards more sustainable products wherever possible.

Such assessments can help chemical companies reduce their products' environmental impact and improve safety, reducing the risk of harm to human health and the planet, while driving innovation and competitive advantage.

By 2030

we plan to adopt 'safe and sustainable by design' (SSbD) principles.



Supply chain resilience

Sourcing sustainably and managing supply chain risk

We're committed to managing and mitigating potential supply chain disruption and know this is key to our ongoing success. As a responsible business, we're also focused on sustainable sourcing practices so that we can effectively manage ESG risks throughout our supply chain.

Our Group Sustainable Procurement Policy equips us to actively engage with suppliers to ensure the goods and services we buy are manufactured, delivered, used and disposed of in an environmentally, socially and ethically responsible way.

Sourcing extends globally, involving raw materials suppliers, manufacturers and logistics partners. As an organisation committed to acting ethically and with integrity, we're also determined to protect human rights across the whole supply chain.

Our overall approach fits with the principles outlined in the ISO 20400 standard. This provides guidance to organisations on responsible governance throughout the procurement life cycle.

What we expect of suppliers

We have established ESG standards that align with our values and global best practice, and we expect suppliers to uphold them. They include complying with all applicable laws and regulations, and making sure their own suppliers and subcontractors do the same.

In addition, on **environment**, our requirements include:

- Maintaining an environmental management system to ensure ongoing compliance.
- Assessing their environmental footprint and mitigating impacts in line with recognised standards.
- Identifying opportunities to reduce energy use, emissions and waste.

On **social**, our additional expectations include:

- Maintaining standards that provide a safe and healthy working environment, protecting employees from hazards, accidents and injuries.
- Respecting workers' rights in line with the law and international labour standards.
- Prohibiting any form of forced, bonded or involuntary labour, including human trafficking.
- Ensuring equal opportunity and fair treatment in employment, prohibiting discrimination.
- Forbidding the use of child labour.

On **governance**, our requirements include:

- Maintaining compliance with all national and international regulations relating to competition laws, ensuring there are no anti-competitive practices.
- Maintaining a zero-tolerance policy for bribery, corruption and money laundering.
- Upholding our principle that employees must neither offer nor accept gifts or favours that may compromise or appear to compromise their integrity or impartiality.

- Adhering to all applicable competition and anti-trust laws.
- Ensuring full compliance with relevant non-proliferation, export control, sanctions and embargo regulations.
- Avoiding a conflict of interest or the appearance of one.
- Maintaining the confidentiality of all private and commercially-sensitive information.

Achieving our goals

In 2024, we set a target for 100% of procurement managers to complete training on sustainable purchasing by the end of 2025. We've already achieved this goal and will continue to strengthen our practices in the future.

We have also set the following targets, in line with our Supplier Risk Management Policy and Supplier Code of Conduct:

- 25% of the largest suppliers by spend will be risk ranked in relation to ESG management by the end of 2025.
- 100% of suppliers will receive ESG-related Terms and Conditions in purchase orders by the end of 2025.
- In alignment with the THOR Supplier Risk Management Policy, ESG key performance indicators (KPIs) for high-risk suppliers*, including energy consumption, waste management, carbon emissions, labour practices and adherence to health and safety standards, will be developed by the end of 2026.

* High-risk suppliers are identified as part of the supplier risk assessment process.

Relevant policies

- Group Sustainable Procurement Policy
- Supplier Code of Conduct
- Supplier Risk Management Policy



Governance

Strong governance is fundamental to our success. We're committed to the highest standards of business practice and we strive for integrity and accountability in everything we do.

Pillar topics

- 28 Business ethics and corporate culture
- 29 Cyber security

2025 target

- 100% of computer users to complete annual cyber security training by the end of the year.

2030 target

- Achieve ISO 27001 information security certification.

Business ethics and corporate culture

Focused on operating with integrity

We're trusted to deliver, no matter where we are or who we're helping. Doing so with integrity and maintaining the trust we've built over the past 65 years is critical to our ongoing success. Ethical business practices go hand in hand with THOR's core values: solve with ingenuity and deliver with integrity.

This begins with fostering a respectful corporate culture that's free from discrimination and harassment, and focuses our teams on doing the right thing in all our dealings, guided by our values.

Our Group Code of Conduct, which was rolled out in 2022, details the standards we expect everyone who works at THOR to meet.

As well as covering human rights and labour practices (see page 22), the Code addresses a wide range of issues, supplemented by detailed policies. These include our Anti-Discrimination and Anti-Harassment Policy, Anti-Bribery and Anti-Corruption Policy and Conflict of Interest Policy.

We expect all employees to undergo Code of Conduct and ethics training within four weeks of joining the business and complete refresher courses thereafter. We monitor compliance closely. In 2024, 100% of colleagues completed this mandatory learning.

To make sure we continue operating ethically and responsibly, we have robust governance arrangements in place. The Ethics Committee, which is a sub-committee of the Main Board, meets three times a year and is made up of the Group CEO, Group CFO, Group COO EMEA and Group Head of Audit, Risk and Compliance.

Our 2024 ethics data

% of all sites assessed or audited internally on a specific business ethics issue

100%

% of total workforce trained (e.g. through e-learning) on business ethics issues

100%

Our 2024 whistleblowing data

Number of reports related to whistleblowing procedure

29

Number of whistleblowing reports reviewed, investigated and resolved

100%



Whistleblowing

Providing an effective whistleblowing channel is essential to ensuring we continue to operate to the highest ethical standards. Our approach is detailed in our Whistleblowing Policy.

We urge all our colleagues to raise concerns if they see something that they suspect is unethical, illegal, or contrary to our values and Code of Conduct. Often, their line manager, the HR team or the Compliance department can deal with issues that arise, but we also recognise there may be times when it's not easy to talk to somebody inside the organisation.

That's why we provide 'SpeakUp', an ethics and compliance hotline that allows anonymous reporting. It's run 24/7 by an independent third party in every country where we operate.

Reports made through 'SpeakUp' are reviewed and investigated as necessary by the Group Internal Audit team. In 2024, these included reported incidents of discrimination and harassment. Outcomes of all investigations are reported to the Ethics Committee.



Cyber security

Strengthening cyber resilience and information security

We understand how critical it is to manage the risk of cyber-attacks by making sure we have a robust Cyber Security Policy and procedures in place.

A significant failure or interruption in our IT networks and systems could negatively affect THOR, including disruption to customer service, data theft or loss of intellectual property.

We continue to diligently review, invest in and maintain our IT infrastructure, systems and processes. We monitor for any attempted breaches and take all necessary action.

We deploy a range of technologies, including solutions for real-time detection and response to security incidents, next-generation firewalls, identity and access management controls, and robust backup and restore capabilities.

Equipping our employees with the right knowledge and skills is also key to our resilience and our Information Technology Use Policy is an important document for all team members.

As part of our sustainability roadmap, we've set a target to ensure 100% of colleagues who work with a computer have completed annual cyber security training by the end of 2025. We're also committed to achieving ISO 27001 information security certification by 2030.

In 2023, we recruited a Group Head of Digital Transformation to ensure appropriate levels of protection and cyber security across the business. In 2024, we established an IT controls framework, which is monitored by the Internal Audit team. In addition, our Group Information Security team is expanding and we have employed the services of a third-party ethical hacking organisation to test the resilience of our sites around the world.



Relevant policies

- Code of Conduct
- Anti-Discrimination and Anti-Harassment Policy
- Whistleblowing Policy
- Drug and Alcohol Policy
- Anti-Bribery and Anti-Corruption Policy
- Conflict of Interest Policy
- Information Technology Use Policy
- Information Security Policy



Our 2024 cyber security data

Number of confirmed information security incidents

0



expect extraordinary

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