

Progress on our sustainability targets

The Board identified nine significant non-financial KPIs for the business, aligned with the Group's main sustainability objectives (they cover 100% of our operations, owned and joint ventures). These KPIs were defined when the sustainability strategy was launched in 2020. Most targets associated with the KPIs had a deadline in 2025. We set stretching targets for the Group's sustainability KPIs to reach within set time frames. These are set out in the table below. In view of the progress made, the reduction of Scope 1 and Scope 2 CO₂e emissions target was increased in 2022 from 10% to 20% and its coverage increased from energy CO₂e to all CO₂e emissions.

KPI	Measure	Target	2025 progress vs plan ¹	2025 progress	Main domain	UN Sustainable Development Goals
Safety	Lost Time Injury Frequency Rate	<1	Ahead of schedule	0.7	Our people	
Energy intensity	By 2025, reduce energy intensity per metric tonne of product packed for shipment (vs 2019)	-10%	Ahead of schedule	-13.8% ^{1,2,3,4}	Our planet	
CO ₂ e emission intensity	By 2025, reduce Scope 1 and Scope 2 CO ₂ e emission intensity per metric tonne of product packed for shipment (vs 2019)	-20%	Ahead of schedule	-31.4% ^{1,2,3,4}	Our planet	
Wastewater	By 2025, reduce wastewater per metric tonne of product packed for shipment (vs 2019)	-25%	Ahead of schedule	-28.6% ^{1,2,3,4,5}	Our planet	
Solid waste	By 2025, reduce solid waste (hazardous and sent to landfill) per metric tonne of product packed for shipment (vs 2019)	-25%	Ahead of schedule	-30.0% ^{1,2,3,4}	Our planet	
Recycled material	By 2025, increase the proportion of recycled materials from external sources used in production	7%	Behind plan	5.3% ^{1,2,3,4}	Our customers	
Gender diversity	By 2025, increase female representation in the Senior Leadership Group (approx. 150 top managers)	25%	Behind plan	21%	Our people	
Compliance training	Increase the percentage of targeted staff who complete anti-bribery and corruption training annually	90%	Ahead of schedule	100%	Our communities	
Supply chain	By the end of 2023, conduct sustainability assessments of our raw materials suppliers (as a percentage of Group raw material spend)	50%	Target achieved	57%	Our communities	

During 2023, our production of dolime was considerably reduced, following an incident in January which incapacitated one of our rotary kilns. The dolime installation resumed production in 2024 albeit at a lower level than prior to the 2023 incident. As dolime production is a major contributor to the Group's tonnage and CO₂ emissions, the change in product mix skews environmental performance comparisons both with prior years and with the 2025 target. The table above therefore contains pro forma performance figures as if the dolime process had been operating normally to preserve meaningful comparability. The actual figures are set out in a footnote to the table.

- The numbers are collated from 100% of entities within the Group's Operational Control Boundary, excluding PiroMET and the Molten Metal Systems business, which were acquired in 2025.
- Re-baselined using pre-acquisition data for the businesses acquired from Universal Refractories, Inc. (Vesuvius Penn Corporation), and BMC (Yingkou YingWei Magnesium Co., Ltd).
- Pro forma: performance as if the dolime process had been operating normally in 2025 (based on average production levels for 2019-2022). See page 51 for further information.
- Actual Group performance for 2025, with actual dolime production: Energy intensity -18.4%, CO₂e emission intensity -47.4%, wastewater -24.7%, solid waste -26.2%, recycled material 5.7%.
- 2025 wastewater data excludes 13 sites that began reporting in 2025 or implemented major reporting changes during that year to ensure comparability with previous years.