



ESG SUPPLEMENT 2025



ESG Supplement 2025

This document provides supplementary sustainability and ESG disclosures for Bodycote plc for the year 2025 (1 January–31 December 2025). It should be read in conjunction with Bodycote's 2025 Annual Report, which remains the primary source of the Group's statutory, strategic and climate-related disclosures, and the Basis of Preparation, which outlines definitions, methodologies and assumptions underpinning the reported data.

This supplement brings together selected additional data, metrics and contextual information on sustainability topics considered most relevant to stakeholders, informed by the Group's double materiality assessment. It provides further detail to augment disclosures in the Annual Report, particularly on occupational health and safety and workforce characteristics. Multi-year greenhouse gas emissions information is also provided in this supplement to enhance transparency. Climate-related strategy, performance and risk management, including energy and TCFD-aligned disclosures, are addressed in detail in the Annual Report.

1. Basis of preparation

This ESG Supplement has been prepared on a voluntary basis as we continue to enhance our sustainability disclosures in line with evolving best practice and stakeholder expectations. It does not constitute reporting in accordance with the Corporate Sustainability Reporting Directive (CSRD).

Following the European Commission's Omnibus Simplification Package and the publication of Directive (EU) 2026/470, we are reassessing our future reporting obligations under CSRD. Regardless of our ultimate reporting obligations, we continue to view the European Sustainability Reporting Standards (ESRS) as a valuable framework for communicating relevant sustainability information to stakeholders.

The European Sustainability Reporting Standards (ESRS), Global Reporting Initiative (GRI) Standards and SASB Standards, alongside other established frameworks and ESG ratings methodologies, have been used as reference frameworks to support the identification, structuring and communication of sustainability-related information in this supplement. The scope and level of detail provided varies by topic and reflects differences in relevance to stakeholders, data availability and the extent to which disclosures have already been provided within the Annual Report.

Unless otherwise stated, information relates to Bodycote's global operations for the reporting period, covering 136 facilities across 22 countries and over 4,000 employees. Data included in this supplement is subject to internal governance and review processes consistent with our sustainability reporting processes.

SUSTAINABLE IMPACT

Target	Performance in 2025	Performance in 2024	Performance since base year	Status
We will help our customers avoid at least 125,000 tonnes of CO ₂ e by 2030 to meet their climate and net zero targets.	15,600tCO ₂ e	-	48,700tCO ₂ e ¹	T
We will increase the proportion of revenue supporting sustainable end-use markets and applications to at least 20% by 2035.	9%	7%	-	T

RESPONSIBLE BUSINESS

Target	Performance in 2025	Performance in 2024	Performance since base year	Status
We will reduce our Scope 1 and Scope 2 emissions by 46% by 2030 vs 2019.	↓ 16.7%	↓ 1.9%	↓ 38.0%	T
We will reduce absolute Scope 3 emissions from fuel and energy-related activities by at least 45% by 2030 vs 2019.	↓ 15.4%	-	↓ 40.6%	T
We will ensure that 30% of suppliers (by emissions) of purchased goods and services have science-based or other carbon reduction targets by 2030.	13%	-	-	T
We will deliver sustained year-on-year improvement in safety performance, with the clear ambition of preventing all work-related injuries. ²	TRIR: 1.89 LTIR: 1.15	TRIR: 1.82 LTIR: 1.06	-	X
We aim to be one of the best companies to work for in our sector, supported by an employee engagement score of 85% by 2030.	79%	-	-	T
We will reach at least 40% representation of women on the Board.	50.0%	37.5%	-	A



Target achieved



Target is on track



Target is not on track

For more information on the methodologies, assumptions, definitions and reporting boundaries used in the preparation of our sustainability metrics, please see the Basis of Preparation, available at www.bodycote.com

¹ 2023 was the base year for our avoided emissions target set in late 2024; 2025 represented our first full year of measurement.

² This year, we introduced a new target to reduce TRIR, LTIR and total recordable work-related incidents by 5% in 2026.

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2. Double materiality assessment: methodological overview

2.1 Scope and coverage

Bodycote undertook a Double Materiality Assessment in 2024 to clearly define the company's material Impacts, Risks and Opportunities ('IROs') in relation to environmental, social and governance sustainability matters. The double materiality assessment considered Bodycote's own operations and relevant aspects of its upstream and downstream value chain. Impacts, risks, and opportunities were assessed across the short- (0–1 years), medium- (1–5 years), and long- (5+ years) term. Topics were assessed on an unmitigated basis, reflecting their inherent severity and scope before applying existing controls or mitigation measures.

2.2 Identification of impacts, risks and opportunities (IROs)

A long list of potential sustainability-related IROs was identified using Bodycote policies and internal documents (including the Principal Risk Register), a media scan, peer review and European Sustainability Reporting Standards (ESRS) requirements. Separate entity-specific topics that were not explicitly covered within the ESRS topic lists were also considered.

2.3 Assessment of impact materiality

Potential and actual impacts on people and the environment were assessed using severity-based criteria, considering: scale (potential gravity of the impact); scope (the potential extent of affected stakeholders or environmental receptors); and remediability (the extent to which impacts can be prevented, reversed or remediated). The likelihood of potential impacts occurring was also considered.

2.4 Assessment of financial relevance

Sustainability-related risks and opportunities were assessed based on their potential relevance to Bodycote's financial performance, operations and strategic positioning over different time horizons. The assessment applied a structured qualitative approach, focusing on the relative significance of identified risks and opportunities. Financial risks and opportunities were assessed using likelihood and magnitude considerations to support prioritisation.

2.5 Prioritisation

Identified impacts, risks, and opportunities were prioritised using qualitative likelihood and magnitude scales. Likelihood reflects the probability of occurrence, while magnitude reflects either the severity of impacts or the potential financial and operational effect on the Group. The outcomes were used to inform internal prioritisation and to support materiality-aligned disclosure.

2.6 Stakeholder input

Internal stakeholders, including representatives from operations, health and safety, human resources, legal, finance and sales teams, contributed to the assessment by providing input to the identification, assessment and validation of sustainability-related impacts, risks and opportunities. External stakeholders and sources were also consulted to inform the assessment, where appropriate.

2.7 Governance and review

The process and outcomes of the assessment were reviewed through internal governance processes, with oversight from the Chief Sustainability Officer. The results have been used to inform ongoing management of material sustainability matters.

2.8 Outcome and use of results

The assessment informed the identification of key IROs disclosed in this supplement (see p4–7). These topics reflect areas considered most relevant to Bodycote's stakeholders and are informed by the nature of the

Group's operations and business model. These will continue to evolve as practices, expectations and regulatory frameworks develop.

2.9 Communication of materiality

The materiality matrix in our 2025 Annual Report (p50) depicts the highest-scoring IROs (both positive and negative) across ESRS topic areas. Risks/opportunities and positive/negative impacts were treated equally, as a topic is considered material regardless of whether its effects are positive or negative.

To present a clear matrix and avoid excessive datapoints, some topics were aggregated. However, subtopics within Climate Change and Own Workforce were kept disaggregated due to their strategic priority to Bodycote.

For aggregated topics, the relative positioning was derived from averaging the financial and impact materiality scores across the underlying subtopics. This resulted in a single financial materiality score and a single impact materiality score for each consolidated topic, which were then plotted on the matrix.

This supplement provides a more granular view by disclosing all topics in detail, as shown in the table overleaf. For each IRO, the corresponding matrix-aligned topic is indicated, illustrating how the aggregated topics in the matrix align with and break down into their underlying sub-topics.

2.10 Material impacts, risks and opportunities

The table overleaf presents Bodycote's material sustainability-related impacts, risks and opportunities identified through the double materiality assessment. For each topic, it signposts where information about our management approach can be found and how it aligns with the GRI framework.

Climate-related IROs are informed by the Group's climate scenario analysis, decarbonisation approach and operational resilience planning, as described in the TCFD report in the 2025 Annual Report (p71–79).

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Material impacts, risks and opportunities assessed on an inherent basis

Topic	Matrix category	Type	Description of IRO	GRI reference	Position in value chain	Time horizon
Climate change	Climate change adaptation	O	Revenue growth from low-carbon thermal processing and Specialist Technology services. See Annual Report 2025 (p21).	GRI 302 – Energy / GRI 305 – Emissions	D	M
		R	Operational disruption from increasing extreme weather events. See Annual Report 2025 – TCFD report (p71–79).	GRI 201 – Economic Performance	O	M
		R	Revenue loss from site closures in cyclone-prone regions. Annual Report 2025 – TCFD report (p74).	GRI 201 – Economic Performance	E	L
	Climate change mitigation	- A	Greenhouse gas emissions from operational and value chain activities. See Annual Report 2025 (p59–63).	GRI 305 – Emissions	D	S
		R	Cost and compliance risks from increased GHG regulations. See Annual Report 2025 – TCFD report (p75).	GRI 305 – Emissions	O	L
		R	Higher operating costs from rising energy and carbon prices. See Annual Report 2025 (p59–63).	GRI 302 – Energy	O	L
		O	Revenue growth from customer outsourcing to reduce emissions and avoid carbon cost. See Annual Report 2025 (p21).	GRI 305 – Emissions	O	M
		O	Demand growth from incentives for low-carbon processing. See Annual Report 2025 – TCFD report (p76).	GRI 201 – Economic Performance	O	L
		- P	Biodiversity impacts from climate-related emissions. See Annual Report 2025 (p59–63).	GRI 305 – Emissions	E	M
	Energy	R	Energy intermittency and price volatility risks. See Annual Report 2025 – TCFD report (p74).	GRI 302 – Energy	O	L
O		Cost savings from energy-efficient technologies. See Annual Report 2025 (p59–63).	GRI 302 – Energy	O	L	

Type + Positive impact - Negative impact O Opportunity R Risk **Position in value chain** D Downstream O Operations E External U Upstream
 A Actual P Potential **Time horizon** S Short M Medium L Long

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Material impacts, risks and opportunities assessed on an inherent basis continued

Topic	Matrix category	Type	Description of IRO	GRI reference	Position in value chain	Time horizon
Pollution	Pollution	- P	Air quality impacts from process gas use or release. See ESG Supplement 2025 – Environmental management and pollution control.	GRI 305 – Emissions	E	M
		- A	Community and environmental impacts from contaminated water discharge. See ESG Supplement 2025 – Environmental management and pollution control.	GRI 303 – Water and Effluents	E	M
	- P	Biodiversity impacts from water pollution in the supply chain. See Annual Report 2025 (p70).	GRI 304 – Biodiversity	E	M	
	- A	Soil contamination from oil or chemical spills. See ESG Supplement 2025 – Environmental management and pollution control.	GRI 306 – Waste	E	M	
	- P	Biodiversity impacts from soil contamination. See Annual Report 2025 (p63); ESG Supplement 2025 – Environmental management and pollution control.	GRI 304 – Biodiversity / GRI 306 – Waste	E	M	
	- P	Land contamination from improper hazardous waste handling. See Annual Report 2025, (p63); ESG Supplement 2025 – Environmental management and pollution control.	GRI 306 – Waste	E	L	
Own workforce	Working conditions	- P	Health and wellbeing impacts from long hours and shift work. See Annual Report 2025 (p57–58).	GRI 403 – Occupational Health and Safety	D	S
		R	Talent and cost risks from inflexible working arrangements. See Annual Report 2025 (p64–65).	GRI 401 – Employment	O	M
	R	Engagement and retention risks from insufficient communication channels. See Annual Report 2025 (p69–70).	GRI 402 – Labour/Management Relations	O	M	
	- P	Morale impacts from limits on freedom of association. See Annual Report 2025 (p64–66).	GRI 407 – Freedom of Association	O	M	
	- P	Wellbeing impacts from poor work-life balance. See Annual Report 2025 (p58).	GRI 403 – Occupational Health and Safety	O	S	

Type + Positive impact - Negative impact O Opportunity R Risk
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Material impacts, risks and opportunities assessed on an inherent basis continued

Topic	Matrix category	Type	Description of IRO	GRI reference	Position in value chain	Time horizon
Own workforce	Working conditions	- P	Health and safety impacts from inadequate standards. See Annual Report 2025 (p57–58); ESG Supplement 2025 – Occupational health and safety.	GRI 403 – Occupational Health and Safety	O	M
		O	Productivity and cost benefits from strong safety culture. See Annual Report 2025 (p57–58); ESG Supplement 2025 – Occupational health and safety.	GRI 403 – Occupational Health and Safety	O	M
	Equal treatment and opportunities in the workforce	R	Financial risks from unequal pay practices. See Annual Report 2025 (p65).	GRI 405 – Diversity and Equal Opportunity	O	M
		- P	Employee career development constraints. See Annual Report 2025 (p64–66); ESG Supplement 2025 – Training and development.	GRI 404 – Training and Education	O	M
		O	Talent and productivity gains from skills development. See Annual Report 2025 (p64–66).	GRI 404 – Training and Education	O	M
		- P	Wellbeing and retention impacts from bullying or misconduct. See Annual Report (p64–66); Code of Conduct.	GRI 406 – Non-discrimination	D	M
		R	Workforce stability risks from insufficient diversity, equity, and inclusion initiatives. See Annual Report 2025 (p67–68).	GRI 405 – Diversity and Equal Opportunity	O	M
		O	Talent pipeline benefits from diverse recruitment. See Annual Report 2025 (p67–68).	GRI 401 – Employment	O	M
	Other work-related rights in the workforce	- P	Forced labour impacts from weak human rights due diligence. See Annual Report 2025 (p69); Supplier Code of Conduct.	GRI 409 – Forced or Compulsory Labour	D	M
		- P	Privacy and trust impacts from data misuse. See Data Protection Policy.	GRI 418 – Customer Privacy	D	M

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Material impacts, risks and opportunities assessed on an inherent basis continued

Topic	Matrix category	Type	Description of IRO	GRI reference	Position in value chain	Time horizon
Workers in the value chain	Workers in the value chain	- P	Health and safety impacts on supply chain workers. See Supplier Code of Conduct.	GRI 414 – Supplier Social Assessment	U	M
		R	Financial and operational risks from unsafe supply chain conditions. See Annual Report 2025 (p70).	GRI 414 – Supplier Social Assessment	U	M
		- P	Wellbeing impacts from bullying or harassment in the value chain. See Supplier Code of Conduct.	GRI 406 – Non-discrimination	U	M
		- P	Forced labour impacts in the supply chain. See Annual Report 2025 (p70).	GRI 409 – Forced or Compulsory Labour	U	M
		Business conduct	Business conduct	R	Financial risks from ESG non-compliance. See Annual Report 2025 (p71).	GRI 2 – General Disclosures
O	Brand and talent benefits from strong sustainability governance. See Annual Report 2025 (p50).			GRI 2 – General Disclosures	O	M
- P	Retaliation against whistle-blowers. See Annual Report 2025 (p69–70).			GRI 205 – Anti-corruption	O	M
- P	Environmental and social harm from non-compliant suppliers. See Annual Report 2025 (p70).			GRI 308 / GRI 414 – Supplier Assessments	O	M
R	Financial and reputational risks from corruption or unethical practices. See Annual Report 2025 (p69–70); ESG Supplement 2025 – Training and skills development.			GRI 205 – Anti-corruption	O	M

Note: 'Matrix Category' reflects the positioning of an IRO within the double materiality matrix presented in the 2025 Annual Report (see p50), illustrating its relative importance to Bodycote and its stakeholders. Some topics have been aggregated.

Type + Positive impact - Negative impact O Opportunity R Risk **Position in value chain** D Downstream O Operations E External U Upstream
A Actual P Potential **Time horizon** S Short M Medium L Long

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3. Environmental management

3.1 Pollution control

Environmental risks, including emissions to air, water discharges, prevention of soil contamination and waste handling, are managed through site-level controls supported by Group environmental management systems aligned with ISO 14001.

Across our global operations, our heat treatment activities generate very low levels of air emissions. These processes rely primarily on electric or clean burning fuel systems and do not produce significant particulate matter, volatile organic compounds, or hazardous by-products. As a result, most of our heat treatment technologies fall well below regulatory thresholds for air emissions, and the majority of our sites do not require air permits. We continue to monitor equipment performance and regulatory developments to ensure ongoing compliance.

A small number of our sites in the UK, France, and North America operate thermal spray booths. These booths are equipped with advanced particulate control systems, which include measures such as high efficiency cyclones with cartridge-based particle collectors, which achieve high particle capture rates that far exceed regulatory requirements. Across all locations where these booths are in use, controls are designed to keep particulate emissions low and ensure compliance with relevant environmental and health and safety standards.

Chemicals are used in our operations to manage the conditions needed for heat treatment, to clean and prepare parts before they are processed, and to carry out steps such as quenching and coating. They are also used in systems that control emissions and wastewater, helping us meet environmental and safety requirements. In 2025, we implemented new chemical management software across all European and Asian plants, enabling consistent and enhanced chemical management practices. A total of 4,124 chemicals are currently tracked, of which 11.7% are classified as red risk substances. In 2026, we will expand the system to North America.

To manage environmental risks effectively, we apply a comprehensive set of controls, including monitoring and containment measures, interception systems for water discharges, and incident response procedures. We comply with all applicable regulatory requirements.

Our management approach also includes classroom training for all plant employees, supported by regular spill response drills to ensure employees understand the procedures required to manage potential incidents. These exercises help identify any procedural gaps and confirm that the appropriate personnel are engaged at each stage of the response process.

Independent audits are conducted to verify compliance with legal requirements and to assess the effectiveness of our environmental management practices.

Further climate-related strategy, performance and risk management are disclosed in detail in the 2025 Annual Report.

3.2 Energy and GHG emissions performance

The tables below present Bodycote's Scope 1, and Scope 2 for the past five years, together with data from our 2019 base year. Presenting multi-year data enables stakeholders to track our progress in reducing operational emissions and improving transparency around emissions across the wider value chain.

Scope 1 and 2 total CO₂ emissions (ktCO₂e)

	2025 ktCO ₂ e	2024 ktCO ₂ e	2023 ktCO ₂ e	2022 ktCO ₂ e	2021 ktCO ₂ e	2019 (base year) ktCO ₂ e
Scope 1 CO₂e emissions	123.6	129.6	134.4	140.4	142.9	170.2
Scope 2 CO₂e emissions (location-based)	109.7	125.3	131.1	130.5	142.1	186.4
Scope 2 CO₂e emissions (market-based)	105.1	145.1	145.5	136.2	156.5	198.7
Total Scope 1 + Scope 2 (location-based)	233.3	254.9	265.5	270.9	284.9	356.6
Total Scope 1 + Scope 2 (market-based)	228.7	274.7	280.0	276.6	299.3	368.9

Note: Prior year greenhouse gas emissions have been restated to reflect actual consumption following the availability of updated information.

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Scope 3 total CO₂ emissions (ktCO₂e)

Scope 3 emissions by category	2025 ktCO ₂ e	2024 ktCO ₂ e	2023 ktCO ₂ e	2019 (base year) ktCO ₂ e
Category 1: Purchased goods and services	54.8	50.4	54.6	25.9
Category 2: Capital goods	1.4	1.3	1.2	2.0
Category 3: Fuel and energy-related activities	50.2	59.3	61.4	84.6
Category 4: Transportation and distribution	2.0	2.1	2.2	2.8
Category 5: Waste generated in operations	2.0	2.0	2.2	2.4
Category 6: Business travel	2.4	2.4	2.3	3.7
Category 7: Employee commuting	8.4	8.8	9.7	9.7
Category 8: Leased assets	0.6	1.0	1.0	1.3
Category 9: Transportation and distribution	2.0	2.1	2.2	2.8
Category 10: Processing of sold products	0.0	0.1	0.0	0.1
Category 11: Use of sold products	n/a	n/a	n/a	n/a
Category 12: End-of-life treatment of sold products	0.4	0.4	0.5	0.5
Category 13: Leased assets	n/a	n/a	n/a	n/a
Category 14: Franchises	n/a	n/a	n/a	n/a
Category 15: Investments	n/a	n/a	n/a	n/a
TOTAL	124.2	129.9	137.4	135.8

Note: In 2025, emission factors used in the calculation of Scope 3 were updated to reflect the latest Eurostat Greenhouse Gas Emission Footprints (CO₂ equivalent) dataset based on the FIGARO application. This methodological update had a significant impact on total Scope 3 emissions. Comparative figures have been restated to ensure comparability across reporting periods.

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4. Occupational health and safety

Occupational health and safety is a priority for Bodycote and 'Safety First' is one of our four core corporate values. We are committed to promoting a safety-first culture to ensure that all our people return home from work safely and securely.

Bodycote monitors and reports a set of health and safety (H&S) key performance indicators to support effective management of occupational health and safety risks. The indicators below are those that are recorded in our Group-wide H&S management system and encompass work-related injuries, and occupational ill health and fatalities for employees and contractors working under our operational control. In 2025, 19% of our facilities maintained ISO 45001 certification (2024: 23%). The year-on-year change in the percentage of sites covered by ISO 45001 reflects the divestment of 10 sites in France in November 2025. No sites lost certification of ISO 45001 in 2025.

The KPIs are selected to:

- Enable consistent and comparable reporting over time
- Reflect both the frequency and severity of health and safety incidents
- Support internal oversight and continuous improvement
- Align to commonly used international H&S performance measures

Data is reported on a Group-wide basis, using established internal reporting and control processes. In 2026, we are targeting a reduction in TRIR, LTIR and total recordable work-related incidents of 5%.

4.1 Health & Safety key performance indicators – multi-year performance

H&S KPIs	2025	2024	2023	2023	2022	2026 Target
Workforce covered by ISO 45001	18%	23%	14%	NR	NR	-
Fatalities as a result of work-related injuries and ill health	0	0	0	0	0	-
Fatalities of other workers (not own workforce) from work-related injuries / ill health on Bodycote's sites	0	0	0	0	0	-
Recordable work-related accidents for own workforce	77	79	124	109	119	We are targeting a 5% reduction in 2026 (vs. 2025)
Total Recordable Incident Rate (TRIR)	1.89	1.82	2.82	2.52	2.90	We are targeting a 5% reduction in 2026 (vs. 2025)
Lost Time Injury Rate (LTIR)	1.15	1.06	1.51	1.24	1.65	We are targeting a 5% reduction in 2026 (vs. 2025)
Cases of recordable work-related ill health	1	1	1	3	2	-
Days lost to work-related injuries and ill health	707	656	1,022	1,100	1,032	-

Note: The year-on-year change in the percentage of workforce covered by ISO 45001 reflects the divestment of 10 sites in France in November 2025. No sites lost certification of 45001 in 2025. All workers are included in the reporting of health and safety metrics – employees and contractors. NR: not reported.

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5. Workforce characteristics

Bodycote discloses selected information on the composition of its workforce to provide transparency on the scale, geographic distribution and diversity of its employees (GRI 2-7). The data presented on this page covers employee headcount by age, gender, contract type and role, offering insight into the structure of our workforce as well as providing important context for interpreting other people-related metrics, including health and safety performance, employee engagement and talent management. All data in this section relates to the Group's own workforce and is reported on a Group-wide basis. Headcount reflects the number of employees on the Group payroll at year end, including permanent and temporary employees working full time or part time.

5.1 Employee headcount by age GRI: 2-7

	Under 30 years	30-50 years	Over 50 years
Employees	430	2069	1502

5.2 Employee headcount by gender and contract type GRI: 2-7

	Women	Men	Not reported	Total
Total employees	916	3073	12	4001
Permanent employees	911	3042	12	3965
Temporary employees	5	31	0	36
Non-guaranteed hours employees	n/a	n/a	n/a	n/a
Full-time employees	830	3004	12	3846
Part-time employees	86	69	0	155

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6. Employment practices and workforce development

6.1 Employment security and responsible workforce management

We recognise the importance of employment security and responsible workforce management, particularly in the context of operational change, restructuring or business transformation (GRI 402-1). The Group is committed to maintaining employment security and, where workforce changes are required, to avoiding or minimising the use of compulsory redundancies. Where practicable, we consider alternative approaches such as redeployment, natural attrition and adjustments to working arrangements. As a responsible employer, Bodycote recognises that change can be challenging and aims to manage such transitions in a way that is fair, transparent and supportive for our people.

When redundancies or other workforce changes cannot be avoided, the Group aims to manage the process responsibly and in line with applicable legal and contractual requirements. Depending on the nature of the change and local context, this may include consultation with employee representatives or trade unions, provision of appropriate notice periods and measures to mitigate impacts on affected employees, such as access to retraining, redeployment opportunities, severance arrangements or other forms of transition support. Workforce change processes are managed locally, taking account of jurisdictional requirements, collective bargaining arrangements and business circumstances.

6.2 Training and skills development

We have implemented a range of initiatives to strengthen employee engagement and retention, including career development programmes, leadership development initiatives and a sustained focus on training and capability building.

As part of this wider approach to learning, we also continue to enhance our compliance training programme, which involves both in-person training alongside an extensive e-learning portfolio addressing core mandatory compliance topics, ensuring that employees across all regions receive consistent, high quality instruction that supports safe, ethical, and compliant business operations. The mandatory topics include:

- Bribery Prevention
- Competition Law
- Conflicts of Interest
- Criminal Finance Act
- Data Protection
- Fraud Prevention
- Preventing Money Laundering
- Modern Slavery Awareness
- Sexual Harassment Awareness
- Cyber Security Awareness

The table below presents the average annual e-learning hours by employee category in 2025.

E-learning hours by employee category GRI: 401-1

	Hours
Senior management	5.8
Management	6.7
Other employees	5.7
Group average	6.0

Our e-learning programme will continue to evolve in 2026, with new modules introduced through our structured learning framework to support emerging organisational needs and regional legislative requirements.

To reinforce our ambition to be one of the best companies to work for in our sector, we introduced a new target this year to achieve an employee engagement score of 85% by 2030 (2025: 79%; for more information see Annual Report 2025 p64). Investment in learning and development is a key driver of engagement, and our ongoing investment in learning and development is a core part of how we support colleagues' growth and build a positive employee experience.

Engagement levels, together with metrics such as turnover, provide insights into workforce stability and help to guide our investment in training, development, and wider people initiatives. In 2025, voluntary turnover was 13.5% and involuntary turnover was 14.5%.

GET IN TOUCH

Contact us at: sustainability@bodycote.com

Find out more at www.bodycote.com/sustainability