



Sustainability Report 2024

# Enhancing Everyday Life



INTRODUCTION

02

• Introducing The Vita Group	03
• CEO’s Introduction	04
• Director of Sustainability’s Introduction	05
• Our History	06
• Our Purpose	07
• Our Operational Context	08
• Vita in Every Day Life	09
• Performance at a Glance	10
• Key Performance Indicator Progress 2024	11
• Footnotes	12
• Sustainable Development Goals	13

DRIVING CIRCULARITY

14

• Recyclability	15
• Case Study – Orbis ULTRA on the Pilot Plant	16
• Our Commitment to Verified Sourcing	17
• Product Stewardship	18
• Supply Chain Traceability	20
• Targets and a 3-year Action Plan	22

OPTIMISING RESOURCES

23

• Our Journey Towards Net-Zero	24
• Our Climate Transition Action Plan	25
• Value Chain Overview	26
• Our Progress	27
• Engagement in Sustainability	31
• Other Environmental Impacts	32
• Targets and a 3-year Action Plan	35

EMPOWERING PEOPLE

36

• Safety	37
• Occupational Health Management	38
• Our Communities	40
• Our Workforce	42
• Learning and Development	44
• Vita is 75!	46
• Targets and a 3-year Action Plan	47

ACTING ETHICALLY

48

• ESG Strategy and Governance	49
• Governance	50
• IT and Cyber Security	51
• Double Materiality Assessment	52
• Business Conduct	54
• Targets and a 3-year Action Plan	55

ABOUT THIS REPORT

56

• The Validated Material Topics and Alignment to Internal Policy, Process and Enhancing Everyday Life Roadmap	57
• Topics Reviewed as Immaterial, Close to Being Material	58
• Glossary of Terms	59
• Disclaimer	60



# Introducing The Vita Group

The Vita Group is leading the transformation of the flexible polyurethane industry, harnessing advanced material science to drive sustainability. Through our pioneering innovation and technological breakthroughs, we are defining industry standards, ensuring resource efficiency, reduced environmental impact, and enhanced performance. Guided by a strong commercial mindset, we integrate sustainability into our core strategy, delivering tangible value to stakeholders while contributing to a more responsible and resilient future. At The Vita Group, we don’t just adapt to change—we want to shape it.

We aim to lead the industry with our unique, flexible PU foam products and solutions. With a history spanning 75 years, we have been developing, manufacturing, and marketing a diverse range of flexible polyurethane foam, Talalay latex, and technical products. Our reach extends across markets including bedding, furniture, automotive, building and construction, medical, hygiene, flooring, filtration and packaging products for industrial applications.

**In 2024, we achieved significant milestones in sustainability:**

- **Reduced Greenhouse Gas Emissions:** Reduction of absolute greenhouse gas emissions by 56% versus the 2019 baseline, exceeding our 46.2% 2030 target. The focus remains on meeting our long-term net-zero target by 2050.
- **Social Responsibility:** Reduction of our Lost Time Incident Frequency Rate (LTIFR) by 83% vs 2019, and we improved the diversity, equity, and inclusion of our workforce, with 34% of our senior leadership positions held by women.


- **Innovative Products and Services:** Evolution of our Orbis technology that allows greater recycled content in our next-generation foams. We are working closely with our suppliers to scale these solutions to help our customers and partners reduce their environmental footprint and enhance their social impact.
- **Strategic Partnerships:** Focusing on our partnerships within our strategic value chain stakeholders. Working closely on research and development, next generation technologies that allow us to increase the volume of end-of-life materials used to make our products.

At Vita, our values of safety, integrity, innovation, responsibility, and resourcefulness guide everything we do. We believe in the transformative power of sustainability to enhance innovation and our competitiveness as well as ensuring our long-term viability. We align our value chains through strategic partnerships, driving innovation with cutting-edge technologies while preserving the core qualities that define our products.


As we look to the future, our vision is clear: to lead the flexible polyurethane industry towards change, driving sustainability through innovation. We recognise the challenges ahead, but we are committed to overcoming them through innovation and strategic partnerships. Our goal is to deliver low-carbon, circular products that set new standards in the industry. By embracing sustainability at every level, we aim to drive positive change across multiple markets and create a better future for all.



SCIENCE +  
TECHNOLOGY  
= POSSIBILITY



POSSIBILITY +  
ECONOMICS  
= REALITY



REALITY + ACTION  
= SUSTAINABLE  
FUTURE





# CEO's Introduction

2024 was a year of significant milestones for The Vita Group.

As a business, we celebrated the 75<sup>th</sup> anniversary of the company's creation. We also had a year of huge transformation - an interesting juxtaposition of the old and new coming together. Although I joined the company in late 2023, last year was my first full year with the business, and my executive team and I had the opportunity to imprint our vision onto the business. I strongly believe that steering a company is a collective endeavour, and our strength lies in our combined expertise and dedication.

Although 2024 was characterised by increasing geopolitical tensions and unpredictable instability of global financial markets, we still made significant strides in accelerating our strategic execution and transformation. We introduced new executive members to the team, setting the stage for Vita’s next phase.

We also revamped our operating model and conducted a comprehensive organisational redesign to enhance customer centricity, sharpen strategic focus, expedite delivery and drive growth. As of April 2024, The Vita Group transitioned to a customer solution-based matrix structure, with five new customer-facing business units: Furniture & Bedding, Finished Mattress, Flooring, Industrial & Speciality and Mobility.

Although we have shifted the business focus, there are areas we will continue to hold central to our values: safety, innovation, being responsible, acting with integrity and being resourceful. All of these values link to sustainability. Achieving a low-carbon circular economy is challenging, but we view the sustainability transition as a crucial societal shift. Vita is committed to making bold strides and is resolute in accelerating the shift towards circular flexible polyurethane.

We take all parts of sustainability seriously and we are committed to leading our industry in this space. We believe that to create a successful circular economy, it is just as important to concentrate on social and governance elements as it is to focus on environmental issues.

We know that cultivating diverse talent is crucial for driving innovation, resilience, and long-term growth. By embracing diverse perspectives, we ensure our business is well-equipped to meet the needs of our global customers and stakeholders.

As a company, we are committed to leading the industry in sustainability through creating meaningful targets that are rooted in science and developing our processes to achieve them. Our climate targets, validated by the Science Based Targets initiative (SBTi), set us on a path to achieve net-zero by 2050.

The complexity of our business environment means that as a company, we must have agility and flexibility to seize commercial opportunities. For instance, when new technologies emerge, we need to quickly adapt our processes to integrate these advancements. This means we will often have to move ahead of the legislative curve by adopting sustainable practices before they become mandated by law.

We will continue to collaborate extensively with partners from the private sector and academia to accelerate our innovation. We will also continue to employ the strongest scientific minds to strengthen our understanding and development of the science and will apply our chemistries to new growth platforms to extend our sustainability-driven growth journey.

**I would like to thank all our stakeholders — customers, suppliers, partners, and our Vita employees—for another year of successful collaboration.**



Omar Hoek  
CEO





# Director of Sustainability’s Introduction

As Group Sustainability Director of The Vita Group, I am proud to present our 2024 Sustainability Report. This year has been pivotal, marked by a significant advancement in next-generation foams from our pilot plant in Accrington. Despite dynamic market conditions and geopolitical tensions, we have continued to innovate. Our commitment to sustainability remains strong.

Our progress highlights a transformative approach to sustainability, focusing on transparency, accountability, and integrating sustainable practices into our core strategies to safeguard our future. In December 2024, we proudly earned a Platinum rating from EcoVadis. This achievement solidifies our leadership within the flexible polyurethane industry and highlights our commitment to sustainability.

Our vision is to lead the flexible polyurethane industry towards a sustainable and innovative future. We understand the importance of maintaining momentum in our sustainability transition. The challenges we collectively face, from climate change to resource scarcity, demand urgent and sustained action.

Our road map for sustainability is driven through innovation, and at the heart of this is our people. By giving our people a platform to share their thoughts on how we move forward, we are demonstrating that everyone's voice counts. By doing this, we hope to spark fresh ideas and help foster stronger human connections across our workforce.

We are making strides in decarbonising our operations by using 100% renewable electricity and implementing internal programmes focused on energy efficiency. Most of our carbon emissions come from our upstream value chain, with four raw materials being the primary contributors. We will continue to innovate and seek alternative low-carbon feedstocks for key materials, addressing the embedded carbon in their footprint.

The path to a sustainable future is long, demanding continuous effort, innovation, and collaboration – these are Vita’s strengths. Over the last three years, I have seen firsthand the powerful impact of togetherness, where alignment on core values and principles accelerates progress.

Our approach to innovation supports our vision, encouraging us to push the boundaries of what is possible in sustainability. It challenges us to think creatively, act responsibly, and collaborate effectively with our partners, suppliers, and customers. As we continue to align our sustainability ambitions with our business strategies, we are confident that we can achieve our ambitious sustainability targets and contribute to a more sustainable world.

It is clear that momentum for sustainable solutions in the flexible polyurethane industry is building. We have seen the acceleration of possibilities in flexible PU foam and how it is a future-fit material, which excites me immensely. Science has illuminated the path forward, and the technology developed in close collaboration with our supply chain has demonstrated that this vision is now achievable.

**Thank you for taking the time to read our 2024 Sustainability Report. Your support and engagement are crucial as we continue our journey towards a more sustainable and innovative future.**

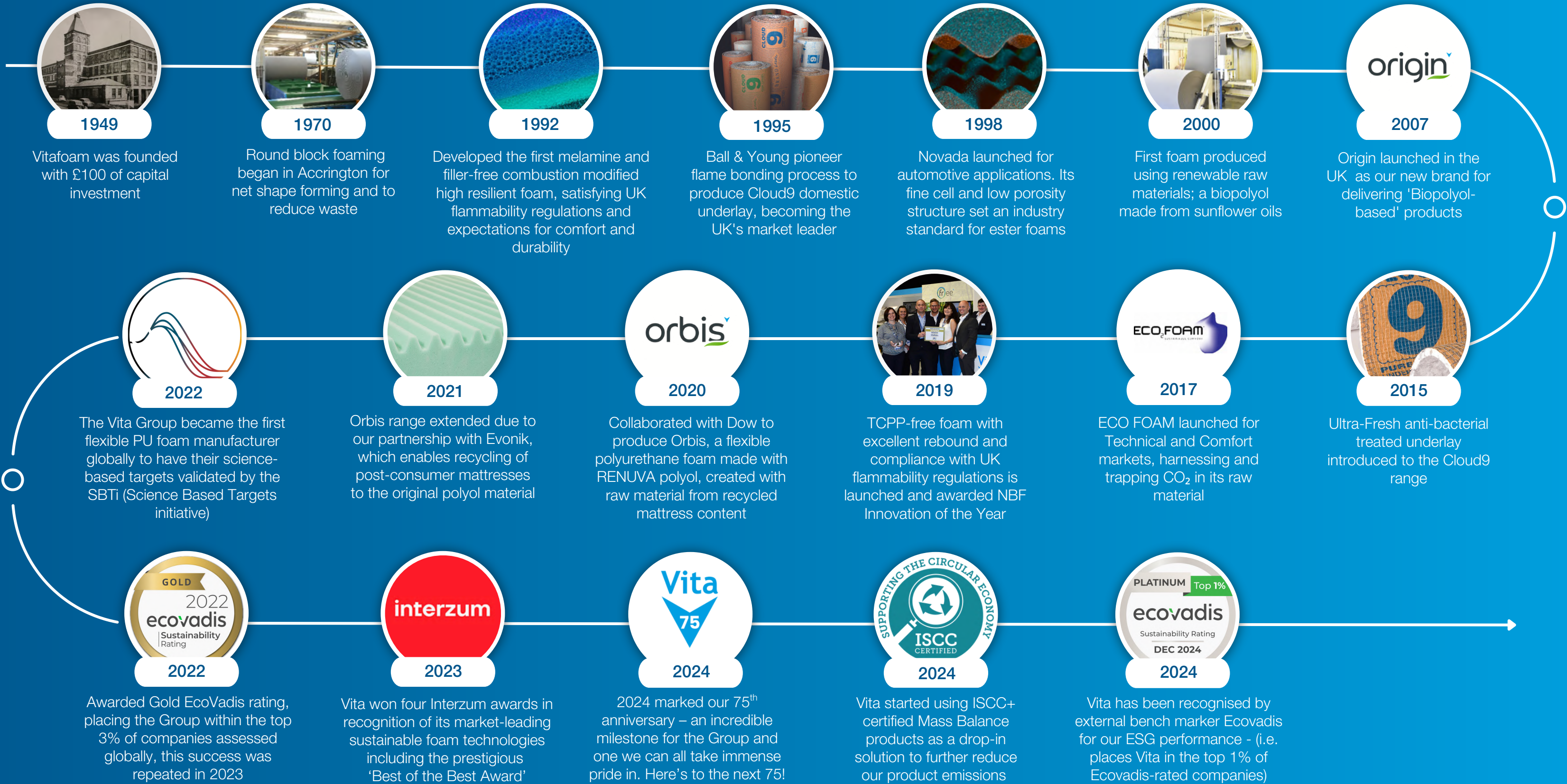


**Natalie Watson**  
Director of Sustainability





# Our History





# Our Purpose

Our purpose is to create comfort, deliver performance, and enhance everyday life. We recognise that to achieve this, we must continually evolve and make bold decisions driven by science and data.

Our purpose is driven by everyone at The Vita Group and is brought to life by four core sustainability principles:

- Driving circularity
- Optimising resources
- Empowering people
- Acting ethically

These principles guide our sustainability journey, providing a clear structure for effective and transparent progress.

Whilst delivering our high-quality products, we must also ensure that we mitigate any potential negative consequences that could impact future generations. By placing sustainability at the centre of our procurement and innovation strategies, we ensure that 100% of new products in our innovation pipeline have a sustainable solution designed in. This approach reduces our use of virgin hydrocarbons and increases our use of renewable and recycled feedstocks, leading industry change through resource optimisation. By integrating circularity and decarbonisation into our core strategies, we are not only reducing our environmental footprint but also setting a new standard for the industry.

We are faced with the unique opportunity to unlock the potential of end-of-life foam as a useful resource. The potential to divert end-of-life foam back into our manufacturing process and reduce the issue of waste production is within our capabilities. It is possibilities such as this, which highlight the importance of industry collaboration and strategic partnerships. We will continue to collaborate extensively across our industry to develop future-fit solutions, utilise valuable end-of-life resources and drive transformative, positive change.

## The Core Values that Empower Us in Enhancing Everyday Life

We believe that by bringing our values to life, our science-based approach to sustainability will help shape a new industry standard.



**SAFETY**  
We place safety at the heart of everything we do  




**INTEGRITY**  
We make the right choices, not the easy ones  




**RESOURCEFUL**  
We relentlessly pursue solutions that create success for our customers  




**RESPONSIBLE**  
We care for each other, our world and the environment  




**INNOVATIVE**  
We apply creativity to drive change  




# Enhancing Innovation through Sustainability

We have a clear roadmap on how innovation will drive our sustainability transition. Key actions are:

- ✔ Advanced Recycling Technologies: Investing in cutting-edge recycling to enhance material recovery and reuse.
- ✔ Sustainable Product Design: Developing high-performing products designed for disassembly and recyclability.
- ✔ Innovative Chemistry: Advancing sustainable and pioneering chemical processes and products.
- ✔ Energy Efficiency: Implementing advanced energy management systems and investing in energy-efficient technologies.
- ✔ Collaborative Innovation: Partnering with customers, suppliers, industry leaders, academic institutions, and start-ups to drive sustainable innovation.
- ✔ Guided by science, grounded in facts: Pursuing verified LCA data wherever possible to ensure every decision we make is transparent, credible, and impact-driven.

We understand that change is necessary and must be driven by facts and data. Our decisions are backed by scientific research and data analysis, ensuring that our innovations are effective and impactful. By prioritising data, we can make informed choices that drive our sustainability agenda forward.

We recognise that a collaborative and transparent approach is essential. This maintains the strength of our workforce, communities, and value chain, driving positive change. Through collaboration, clear communication, empowering people and acting ethically, we aim to advance our sustainability strategy and progress, while acknowledging how far we still need to go.

## Our Operational Context

### Commercial Excellence and Sustainability

As we continue to navigate the evolving landscape of our industry, our commitment to sustainability and innovation remains at the forefront of our strategic initiatives. One of the key drivers of our success in this area is our Commercial Excellence Programme. This programme is designed to enhance our operational efficiency, foster innovation, and drive sustainable growth.

Through targeted initiatives, we are not only improving our commercial capabilities but also ensuring that our products and services contribute positively to our customers' sustainability ambitions. By integrating sustainability into our core business strategies, we are able to deliver high-performance solutions that meet the future needs of our customers now.

Our focus on Scope 3 emissions has delivered impactful results by ensuring even our conventional foam operates ~10% lower than the industry average\*.

### Cutting-Edge Chemistry and Recycling

Our cutting-edge chemistry, combined with the recycling expertise of our supply partners, enables us to recover and repurpose foam waste, significantly reducing environmental impact. By integrating state-of-the-art technology, we enhance the durability, versatility, and recyclability of foam, making it an ideal future candidate for sustainable solutions.

### Our Commitment to Positive Change

From the Board to the factory floor, we are adaptable, resilient, forward-looking, and motivated to reduce the impact of our foam solutions while continuing to deliver high-quality, increasingly circular products to our customers.

### The Evolution of Flexible Polyurethane Foam

Flexible polyurethane was born through innovation, and its future lies here too. We have already proven that through pioneering technology, flexible polyurethane foam can support a circular economy, being developed with innovative new raw materials whilst still offering unique benefits that make it highly adaptable and ready for chemistry adjustments. We have transformed foam into a future-fit material.

We are leveraging advanced recycling technologies and sustainable practices to redefine the role of foam in the circular economy.

### Driving Innovation and Industry Change

Innovation drives our efforts to make foam an ethical and a future-fit choice. We continuously explore new ways to optimise resources and reduce reliance on virgin petrochemicals, demonstrating that foam can be a key component in a sustainable future.

Our commitment to science and data ensures that our advancements are both effective and impactful, setting new standards for the industry. Through these innovations, we aim to inspire industry-wide change, showcasing the potential of foam as a future-fit material that aligns with the principles of the circular economy.

### Advocating Change

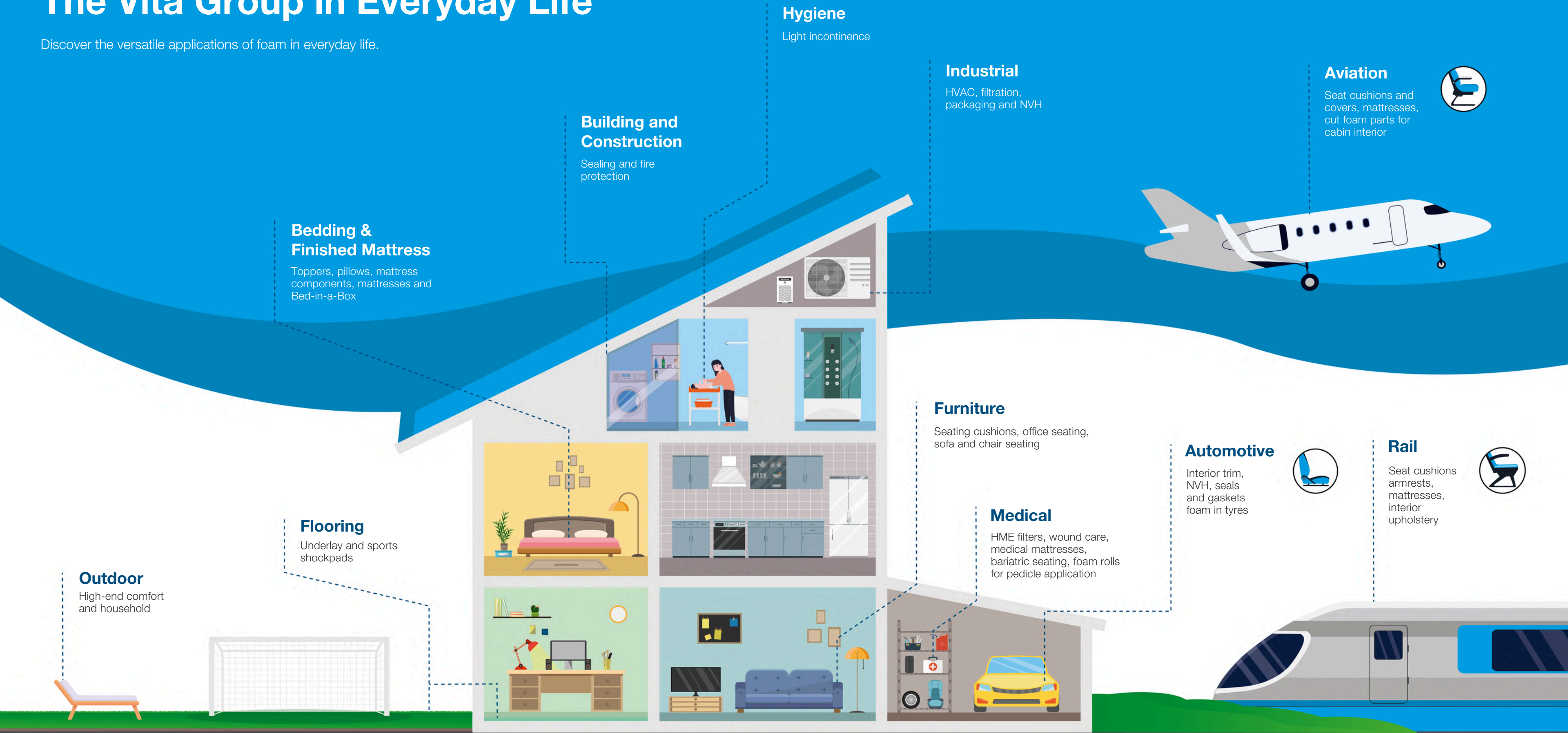
To achieve this, we comply with country-level ESG codes and commitments. We work with industry bodies such as EUROPUR to positively influence regulatory frameworks and standards, ensuring our practices align with evolving regulations.

\*Calculations based on in-house Life Cycle Analysis model with EUROPUR published industry average data in 2024.



# The Vita Group in Everyday Life

Discover the versatile applications of foam in everyday life.





# Performance at a Glance



6

sites certified to sell mass balance products with an ISCC+ sustainability declaration



17%

of sales come from sustainability-related products

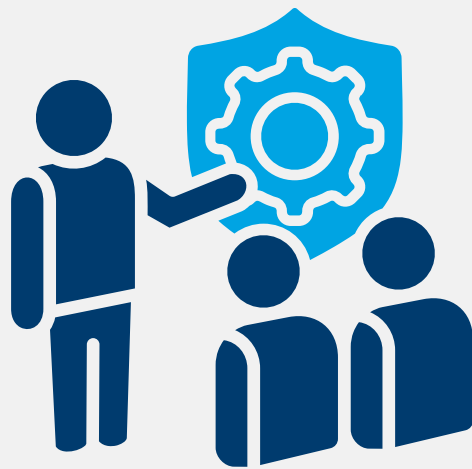


100%

renewable electricity powered operations in 2024

12h

Training hours per employee



56%

reduction in Scope 1&2 emissions<sup>3</sup>

20%

reduction in Scope 3 emissions<sup>4</sup>

62%

percentage of sites with capability to manufacture with sustainable polyol

7%

chemical procurement from renewable/recycled feedstock

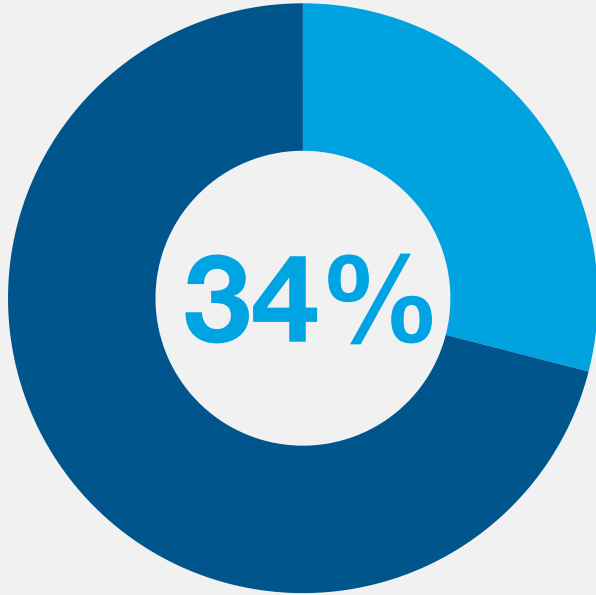
99%

diversion from landfill



82%

reduction in LTA<sup>1</sup> - 0.14 for 2024<sup>2</sup>



of our leadership team is female<sup>5</sup>

<sup>1</sup> LTA = Lost Time Accident (an accident to an employee whilst working for the company that results in the loss of one or more calendar days' absence). The percentage shows the reduction from 2019.  
<sup>2</sup> LTIFR = Lost Time Incident Frequency Rate (the number of lost time accidents divided by total hours worked, multiplied by 100,000).  
<sup>3</sup> Percentage reduction in direct and indirect emissions from 2019, our baseline year.  
<sup>4</sup> Percentage reduction in other emissions from 2019, our baseline year.  
<sup>5</sup> Female leadership team = 34% of our VMT and VMT-1 identify as female.



# Key Performance Indicator Progress 2024<sup>1</sup>

PRINCIPLES	INDICATORS	UOM	2019	2020	2021	2022	2023	2024 <sup>1</sup>	TARGET	DATE	PROGRESS
Strategy and growth	% Sales from sustainable brands (Novus, Orbis, Origin) <sup>3</sup>	%	N/A	17.7%	16.8%	17.1%	16.9%	17.3%	40%	2030	In progress
	% Total chemical procurement from renewable/recycled feedstock <sup>4</sup>	%	N/A	N/A	3%	3%	3%	7%	1-1.5%	2030	Achieved <sup>2</sup>
	% New product developments in innovation pipeline with a sustainable option <sup>5</sup>	%	N/A	N/A	100%	100%	100%	100%	100%	2030	Achieved
Driving circularity	% Plants with sustainable polyol manufacturing capability <sup>6</sup>	%	N/A	38%	54%	54%	62%	62%	100%	2030	In progress
	% Of strategic suppliers that have had a sustainability assessment <sup>7</sup>	%	N/A	N/A	53%	85%	100%	100%	100%	2030	Achieved
	% Of sustainable alternatives across our product range <sup>8</sup>	%	N/A	15.5%	15.5%	15.5%	15.5%	15.5%	50%	2030	In progress
Optimising resources	Total percentage production waste sent to landfill <sup>9</sup>	%	9.56%	3.51%	2.01%	2.00%	0.82%	0.71%	0%	2040	In progress
	Total energy consumption (kWh/tonnes) <sup>10</sup>	kWh/tonnes	647	622	634	619	600	602	5.5% reduction	2030	Achieved
	GHG intensity (kgCO <sub>2</sub> e/kg production) <sup>11</sup>	kgCO <sub>2</sub> e/kg	0.28	0.26	0.18	0.16	0.16	0.15	46.2% reduction	2030	Achieved
	Scope 1 GHG emissions globally <sup>12</sup>	tCO <sub>2</sub> e	36,335	35,601	35,768	29,887	26,093	22,709	46.2% reduction	2030	Achieved
	Scope 2 GHG emissions globally <sup>13</sup>	tCO <sub>2</sub> e	15,274	11,855	201	200	148	228	98.5% reduction	2030	Achieved
	Scope 3 GHG emissions globally <sup>14</sup>	tCO <sub>2</sub> e	959,628	948,352	994,254	946,780	830,500	763,564	27.5% reduction	2030	In progress
	Reduction in GHG emissions (1,2) in % (since B/L 2019)	%	N/A	8%	30%	42%	49%	56%	90%	2050	In progress
Empowering people	Total water consumption <sup>15</sup>	m <sup>3</sup>	160,398	159,362	151,324	139,483	111,751	155,150	15% reduction	2030	In progress
	Lost Time Incident frequency rate (100,000) <sup>16</sup>	#	0.79	0.65	0.39	0.28	0.23	0.14	Zero YoY	2024	In progress
	Accident severity rate (100,000) <sup>17</sup>	#	22.8	15.1	10.5	9.5	5.7	7.6	Zero YoY	2024	In progress
	Gender balance in management <sup>18</sup>	%	20%	27%	25%	25%	31%	34%			
	Ethnicity balance in management <sup>19</sup>	%	29%	29%	29%	29%	4%	5%			
	Training hours per employee <sup>20</sup>	#	N/A	N/A	3	3	6	12	25% increase	2030	Achieved
	Training rate code of conduct	%	N/A	N/A	100%	100%	100%	100%	100%	2030	Achieved
Acting ethically	Training rate anti-corruption and anti-bribery	#	N/A	N/A	100%	100%	100%	100%	100%	2030	Achieved
	Internal investigations	#	0	0	0	0	0	0	Zero YoY	2024	Achieved
	Whistleblowing incidents	#	0	0	2	1	2	2			



# Footnotes

1. Note the numbers reflected in the key performance summary and in reference to Vita’s respective targets have been rounded to the nearest whole percent, hundredth, thousandth, or million, where appropriate, unless it leads to achieving the target level.
2. Target level achieved. This indicates that the quantitative value for this target has been met at the end of Q4 for 2024. This does not mean Vita will permanently achieve this 2030 target.
3. In 2024, we defined sustainability-related products at Vita as those that either incorporate future-fit materials such as repolyol, biopolyol, or rebond, or meet customer specifications that result in measurable environmental benefits compared to conventional Vita products. Previously, we reported these products based on their sales value. However, we have now transitioned to a volume-based methodology, which provides a more accurate reflection of our product mix and sustainability impact.
4. Total percentage of chemicals that have been procured containing future-fit materials or future-fit manufacturing techniques.
5. The percentage of new product developments from our innovation pipeline that have a quantifiable, sustainability-related design, feedstock, performance or recyclability trait.
6. The overall percentage of Vita operational foaming centres that have the capability to manufacture with a “repolyol” or a “biopolyol”.
7. The overall percentage of tier one suppliers that have been assessed through ‘Know Your Supplier’ questionnaires and the Vita ‘Environmental Survey’. Tier one suppliers represent over 70% of Group spend and are responsible for over 80% of our value chain emissions.
8. Percentage of products that meet the same performance criteria as conventional products but can meet a quantifiable sustainability-related benefit.
9. Total waste from production-related activities, including metals, plastics, paper, non-wovens, wood and hazardous waste.

10. Efficiency measure based on total natural gas, electricity and steam consumed during 2024 in relation to production volumes – location-based.
11. Greenhouse gas emissions intensity is based on production volumes in tonnes from January 1<sup>st</sup> – December 31<sup>st</sup> 2024.
12. Scope 1 emissions, as defined by the Greenhouse Gas (GHG) Protocol, refer to direct GHG emissions that occur from sources that are controlled or owned by The Vita Group. This includes emissions from combustion in owned or controlled boilers, furnaces, and vehicles, as well as emissions from chemical production in owned or controlled process equipment. It’s important to note that these emissions are within our ability to control and manage directly, and therefore, represent a direct impact on Vita’s carbon footprint. Please note that the accuracy of Scope 1 emissions data can depend on the precision of the measurement methods used. The scope 1 emissions near-term target has been validated by the SBTi. The data indicates that the quantitative value for this near-term target has been met at the end of Q4 for 2024. This does not mean Vita will permanently achieve this 2030 target. Our focus will be on ensuring our Scope 1 emissions continue to reduce in line with the 1.5-degree Paris Agreement Pathway.
13. Scope 2 emissions, as defined by the Greenhouse Gas (GHG) Protocol, refer to indirect GHG emissions from the consumption of purchased electricity, heat, or steam. These emissions occur during the production of the energy and are attributed to the end user who consumes it. It’s important to note that these emissions can be significantly influenced by Vita’s energy procurement decisions, such as the choice of energy supplier or the selection of energy sources. Please note that the accuracy of Scope 2 emissions data can depend on the precision of the measurement methods used and the quality of the energy consumption data. The scope 2 emissions near-term target has been validated by the SBTi. The data indicates that the quantitative value for this near-term target has been met at the end of Q4 for 2024. This does not mean Vita will permanently achieve this 2030 target. Our focus will be on ensuring our Scope 2 emissions continue to reduce in line with the 1.5-degree Paris Agreement Pathway.

14. Our Scope 3 calculation has incorporated industry average LCA data from our category of “Purchased Goods and Services”. This data was procured from our chemical suppliers, who constitute approximately 90% of all Scope 3 emissions. Scope 3 emissions refer to all ‘material’ indirect emissions that occur in our value chain, including both upstream and downstream emissions. These emissions are typically more difficult to measure due to their indirect nature, but they are significant to our journey towards net-zero. They can include emissions from activities such as purchased goods and services, business travel, employee commuting, and waste disposal. It’s important to note that the accuracy of Scope 3 emissions data can depend on the quality and completeness of the data collected from all partners in the value chain. Therefore, while we strive for accuracy, there may be some variability in these measurements. All categories of Scope 3 other than Category 1 are measured on a spend-based method if they are material to our business.
15. Water data for most sites is collected from direct water meter readings. However, on the occasion that water meters are inaccessible, data is determined from invoices for the best available data, but may be based on estimations.
16. Indicator based on work-related accidents resulting in absences of at least one full shift per 100,000 working hours. Vita is always striving for a year-on-year reduction to meet our goal of zero harm.
17. Total days lost multiplied by 100,000 working hours, divided by total employee hours worked. The Vita Group is always striving for a year-on-year reduction to meet our goal of zero harm.
18. Percentage of people who identify as female in the Vita Management Team (VMT) and VMT-1.
19. Percentage of ethnic minority individuals in the Vita Management Team (VMT) and VMT-1. An ethnic minority is defined as a person who identifies as Asian, Black, Mixed/Multiple or other minority ethnic groups.
20. Data includes online compliance training, safety training, apprenticeships and management development training.



# Sustainable Development Goals

Today, the relevance of the Sustainable Development Goals (SDGs) is more critical than ever. The ongoing impacts of climate change, the COVID-19 pandemic, and rising inequalities have highlighted the urgent need for coordinated global action. The SDGs serve as a global call to action, encouraging countries to adopt sustainable practices, protect natural resources, and promote social equity. By addressing these interconnected issues, the SDGs aim to create a more resilient and sustainable world for future generations.

As signatories of the United Nations Global Compact (UNGC) since 2022, we are committed to aligning our operations with the SDGs and the Ten Principles of the UNGC. This commitment underscores our dedication to responsible business practices, human rights, labour standards, environmental protection, and anti-corruption efforts. By integrating these principles into our strategies and operations, we strive to meaningfully contribute towards the achievement of the SDGs and promote sustainable development on a global scale.



	SDG 4 (Quality Education): We invest in employee development through monitoring training hours per employee, ensuring continuous learning and skill enhancement.	
	SDG 5 (Gender Equality): Our focus on gender balance in management highlights our efforts to promote gender diversity and equality in leadership roles.	
	SDG 6 (Clean Water and Sanitation): Our total water consumption efforts align with promoting water conservation and ensuring sustainable water management practices.	
	SDG 7 (Affordable and Clean Energy) and SDG 13 (Climate Action): Our total energy consumption (kWh/tonnes) and GHG intensity (kgCO <sub>2</sub> e/kg production) reflect our commitment to promoting energy efficiency and reducing greenhouse gas emissions. We are also addressing direct and indirect emissions through our Scope 1, 2, and 3 GHG emissions globally and tracking progress in emission reductions since our 2019 baseline.	
	SDG 8 (Decent Work and Economic Growth): We prioritise workplace safety through our lost time incident frequency rate and accident severity rate. These metrics demonstrate our commitment to ensuring a safe and healthy work environment.	
	SDG 9 (Industry, Innovation, and Infrastructure): The development of a flexible PU foam LCA model and the percentage of plants with sustainable polyol manufacturing capability highlight our efforts to advance sustainable industrial processes. Our focus on new product developments with sustainable options also fosters innovation in sustainable products.	
	SDG 12 (Responsible Consumption and Production): Our sales from our next-generation brands (Novus, Orbis, Origin) and the percentage of total chemical procurement from renewable/recycled feedstock demonstrate our commitment to promoting sustainable products and reducing reliance on virgin materials. Additionally, the percentage of sustainable alternatives across our product range and the reduction of production waste sent to landfill further align with the global goal of responsible consumption and production.	
	SDG 16 (Peace, Justice, and Strong Institutions): Our training rate on the code of conduct and anti-corruption/anti-bribery, along with reporting of internal investigations and whistleblowing incidents, reflect our dedication to promoting ethical business practices and ensuring accountability and transparency.	
	SDG 17 (Partnerships for the Goals): By ensuring that a significant percentage of our strategic suppliers have undergone sustainability assessments, we are fostering sustainable supply chains and strengthening partnerships for achieving the SDGs. Our ongoing strategic partnerships with our value chain demonstrate our commitment to driving positive change through collaboration and communication.	



# Driving Circularity

### Key Policies

- Sustainability Policy
- Climate Action Policy
- Sustainable Procurement Policy
- Supplier Code of Conduct
- Anti-Greenwashing Policy

### Targets

#### 2030:

- 46.2% reduction in Scopes 1 and 2 emissions
- 27.5% reduction in Scope 3 emissions

#### 2040:

- Zero waste to landfill

#### 2050:

- 90% reduction in Scopes 1, 2 and 3 emissions

### Key Actions

- Developed and maintained partnerships with key industry players
- Investment in R&D to develop Orbis Ultra
- Updating of the Know Your Supplier due diligence framework
- Creation of a new Supplier Code of Conduct
- Identify emission reduction levers to further emissions reduction progress

Driving Circularity is key to a sustainable future. It enhances product reusability, recyclability, and durability, reducing waste and conserving resources. By promoting energy and resource efficiency, driving circularity at The Vita Group means reducing environmental impacts and supporting a circular economy. This approach drives innovation and economic growth and strengthens our supply chain resilience and reduces reliance on environmentally harmful materials.

Targets	2024 Performance
Staying in trim: Ensure all manufacturing trim is repurposed	We diverted 26,567 tonnes from landfill, repurposing it into high quality products. This trim comes from within The Vita Group, we also buy back trim from our customers.
All Vita foaming plants to manufacture products incorporating future-fit materials by 2030	We are investing in new infrastructure to enhance our next generation polyol capability and aim to achieve this well before our target date.
Raw materials: Maximise the use of renewable and recycled feedstocks	Our innovation team is working to increase the use of renewable and recycled feedstocks, and we are enhancing our dosage capabilities through Orbis repolyol and Origin biopolyol.
Innovation: We will seek to embed a sustainable option into every new product in our innovation pipeline and design for end of life	All our new product developments in our innovation pipeline have a sustainable solution built in. We are working hard to embed end-of-life design.
Sustainable procurement: Sustainability metrics embedded into annual supplier performance reviews by 2025	We closely collaborate with our suppliers, completing maturity assessments for all Tier 1 suppliers and using this information in our annual reviews.

 [Click here to find our goals for the next 3 years](#)



# Recyclability

## Mechanical Recycling

Flexible polyurethane foam is versatile and recyclable, with multiple lives after its initial use. During manufacturing, off-cuts (trim) are repurposed into other products, ensuring minimal waste. For over 50 years, The Vita Group has mechanically recycled its trim and developed a supply chain to take back customers’ trim. In 2024, this collaboration recycled over 26,567 tonnes of trim, diverting approximately 325,000 tonnes from landfill since 2000.

Products using trim include Cloud 9™ carpet underlays from Ball & Young and Revosport shock pads. Vita's expertise in repurposing allows conversion of various foam densities into high-performing products such as rebonded foams, used in Bed-in-a-Box mattresses. These foams are made from off-cuts of flexible PU foams, reduced to flakes and bound with high-pressure steam curing. Ball & Young and Revosport lead their industries with up to 100% recycled foam content.

Our logistics operations ensure a steady trim supply from Vita sites and customers, producing a wide range of underlays and shock pads that meet customer requirements.



## Chemical Recycling

Chemical recycling of flexible PU foam is making significant strides, with several methods now available. Current commercial solutions enable the incorporation of a limited percentage of recycled content into new products, typically within closed-loop systems. However, a recent breakthrough has demonstrated the ability to achieve up to 95% recycled content by depolymerising PU into its original monomers using water. This innovation is still developing and we are working closely with our strategic suppliers to bring this to market. These advancements are essential for building a more sustainable and circular economy within the flexible polyurethane industry.

Vita has played a key role in advancing chemical recycling through strategic partnerships with suppliers and academic institutions. Collaborations with Dow Chemicals and Evonik have been instrumental in developing and commercialising technologies that convert flexible PU foams back into polyol raw materials. At the same time, Vita’s academic partnerships ensure that cutting-edge research is translated into practical applications, further driving sustainability in the industry. Together, these initiatives are helping to reduce the environmental impact of end-of-life flexible PU foam and support the transition to a circular economy.

## Renewable Materials

A key focus for us to achieve our climate targets is to increase the use of future-fit materials. Since 2007, we have incorporated biopolyol (renewable feedstock) into our formulation process. Our R&D projects aim to boost the dosage of these renewable feedstocks while ensuring their environmental and social footprint is genuinely reduced through LCA impact data analysis.

Our Radium Foam plant in the Netherlands has held the Cradle-to-Cradle (C2C) Gold certification since 2013, a global standard for safe, circular, and responsibly made products. Radium Foam has also recently renewed its Forest Stewardship Council (FSC) certification.

## Research and Development

Our innovation teams work to develop new methods for incorporating or increasing the use of future-fit materials. While foam is already a low-carbon solution with numerous advantages, we continually strive to reduce its carbon footprint further. Lower carbon emissions are essential to mitigating climate change, preserving resources, and staying ahead of rising carbon taxes—ultimately helping reduce long-term costs. We take our responsibility to drive industry change seriously, collaborating with partners and grounding our efforts in scientific evidence and facts. This commitment enhances our products and contributes to a more sustainable future for the industry.



OMAR HOEK, CHIEF EXECUTIVE OFFICER:

“Polyurethane foam is very versatile and has growth opportunities for sustainable innovation and market development. It will be a key player in developing a circular economy.”



# Case Study – Orbis ULTRA on the Pilot Plant

Orbis ULTRA revolutionises circularity in flexible polyurethane (PU) foams by incorporating up to 100% recycled polyol and up to 100% recycled TDI (converted from recycled TDA). It means that for the first time, we can produce foam with the possibility of more than 95% total recycled content originating from end-of-life foam, a true closed-loop circular solution.

Orbis ULTRA is a concept foam proven at pilot scale at Vita’s Accrington site in December 2024. This pioneering technology combines the polyol and TDI from the recycling technology at Evonik with Vita’s expert chemistry know-how. Orbis ULTRA achieves a carbon footprint reduction of more than 70%\* against conventional foam and coupled with its ~95% total recycled content, it truly unlocks a low-carbon, circular economy for the flexible polyurethane industry. Designed to deliver the same high-performance characteristics as traditional foams, Orbis ULTRA ensures superior resilience, durability, and comfort. With sustainability embedded at its core, Orbis ULTRA provides designers and manufacturers with a versatile, closed-loop alternative. Its seamless integration into existing foam applications makes it an ideal choice for industries aiming to balance performance with environmental stewardship. It establishes a new benchmark in circular design, material efficiency, and environmental responsibility.

Building on five years of continuous development, Orbis ULTRA is our most advanced and sustainable foam to date, which places partnerships at its core. Developed in close collaboration with Evonik, it integrates a groundbreaking process that enables us to create a new industry benchmark in closed-loop foam technology. Orbis ULTRA marks a transformative step in flexible polyurethane foam production, reducing reliance on virgin materials while maintaining superior quality.

Evonik is developing hydrolysis technology that makes it possible to obtain higher amounts of recycled polyol that can be incorporated into new foams. The physical properties of these foams are comparable to foams made with standard polyols. This is the first time that this exciting, new technology has been incorporated into a product and together with our industry partners, represents a pioneering foam.

\*Calculations based on our in-house LCA model.





# Our Commitment to Verified Sourcing

Adherence to international standards has become increasingly important for us. Over the last five years, we have explored ways to increase our supply chain traceability and provide substantiation via recognised and trusted standards to demonstrate verified, responsible raw material sourcing.

## ISCC+ Certification and Verified Sourcing

We have integrated ISCC+ certified mass balance products into our supply chain, ensuring that our raw materials are sourced responsibly. This certification verifies that our materials meet stringent sustainability criteria, reducing our environmental impact and promoting circularity across open-loop waste streams.

Our procurement strategy has evolved to prioritise verified sources, ensuring that the materials we use can contribute to our sustainability goals. This approach not only enhances the traceability of our products but also builds trust with our customers and stakeholders.

## Importance of Chain of Custody

The chain of custody is crucial in maintaining the integrity of our supply chain. By tracking the journey of our materials from source to final product, we ensure transparency and accountability at every stage. This rigorous approach helps us understand the future directions of our supply chains, enabling us to make informed decisions that align with our sustainability objectives.

## Collaborative Supplier Engagement

Fostering strong relationships and engaging with our strategic partners has been instrumental in allowing us to share our sustainability vision and collaborate on innovative solutions that drive decoupling of material consumption, growth, and emissions. By working closely with our suppliers, we can collectively advance towards a more sustainable future, leveraging their expertise and our commitment to responsible sourcing.

## Future Directions and Decoupling

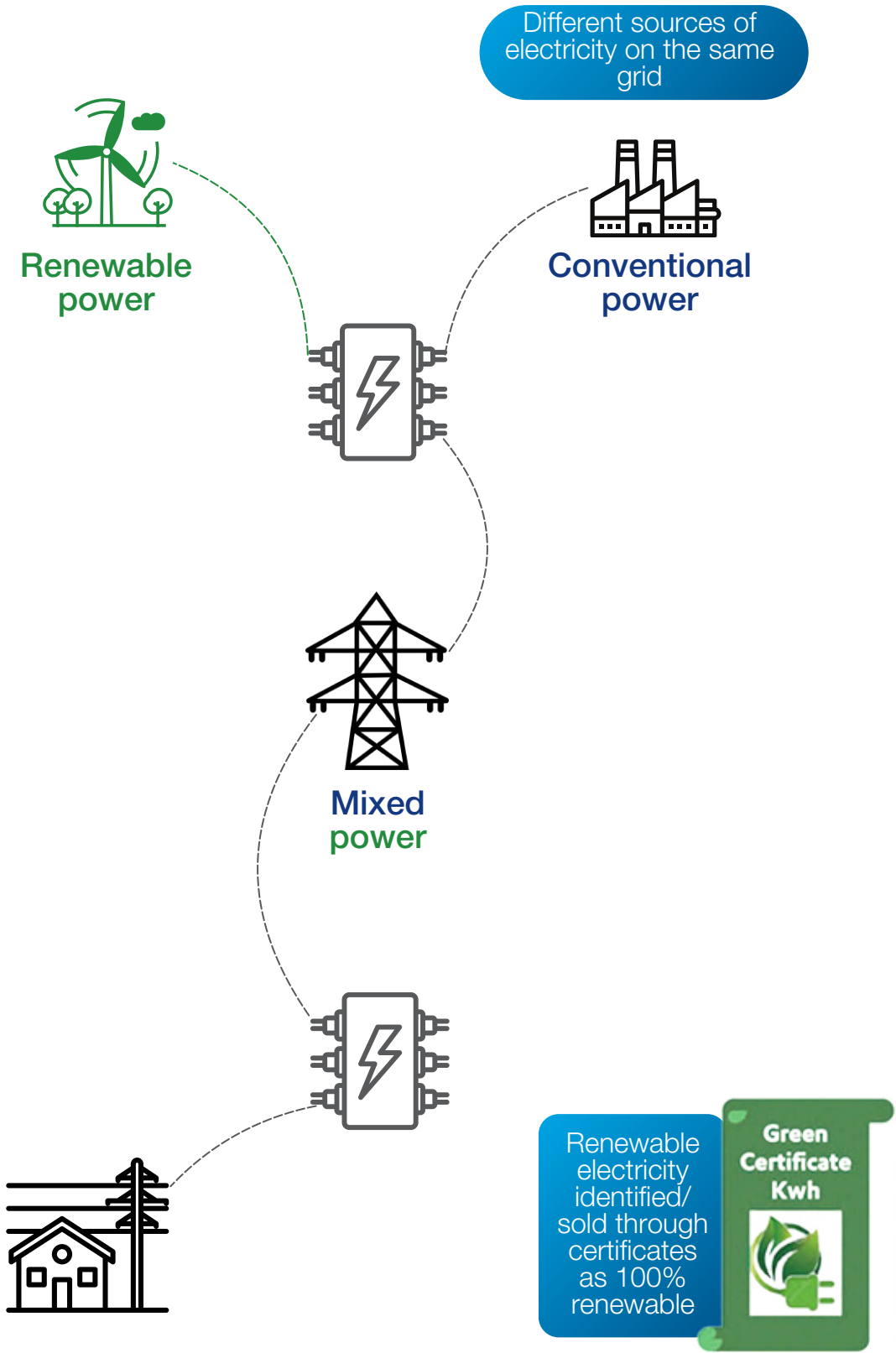
Understanding the future directions of our supply chains is essential for achieving our long-term sustainability goals. We are committed to exploring new technologies and practices that enable the decoupling of material consumption from growth and emissions.

This strategic focus ensures that we continue to deliver high-quality, durable products that are designed for customer requirements and meet market demands while minimising our environmental footprint.

## Mass Balance as a Transition Tool

Mass balance enables the increased integration of responsibly sourced renewable and recycled feedstocks, reducing the environmental impact of our products. Its capability provides an opportunity for our industry, helping leverage the use of non-conventional, recycled or renewable feedstock into products and utilising waste from other sources. Its utilisation forms a key enabler in the scaling up of circularity in the industry and highlights the key role of foam as a future-fit material.

Achieving a fully circular economy demands long-term investment, technological innovation, and a fundamental transformation of existing processes and systems. As the necessary infrastructure and technologies continue to evolve, tools such as mass balance play an important role. They support market development, help meet our customers' requirements, and contribute to reducing the environmental impact of products. In this way, mass balance acts as a stepping stone on the path towards a truly circular economy.





# Product Stewardship

We prioritise product safety and regulatory compliance while striving to make sustainable design the norm. While we are on our way to aligning with the proposed Ecodesign for Sustainable Products Regulation (ESPR), achieving full alignment will require continuous innovation, development, and strong partnerships. This forthcoming regulatory requirement provides further opportunity to create transparency with our stakeholders and support the transition to a circular economy model.

Our commitment to product stewardship includes material substitution, enhancing environmental performance, and reducing our reliance on virgin petrochemicals. We continue to invest in discovering materials and technologies with lower environmental impacts. Through this exploration and innovation, we strive to provide products to our customers that contribute to a more sustainable future.

Our innovation journey focuses on extending foam lifespan, diverting waste from landfills and incineration, and repurposing waste as raw materials. We aim to decarbonise our product range, reduce odours, use low-emission additives, and cut Volatile Organic Compounds (VOCs) in manufacturing.

CertiPUR (EU) is a certification for PU foam used in furniture and bedding that ensures it meets high standards for quality, safety and environmental responsibility. It helps reassure consumers that foam is made responsibly and contributes to a comfortable and healthier indoor environment. Our comfort foams in the UK meet the CertiPUR™ standard.

Transitioning to renewable and recycled feedstock at scale is a priority for us. The Vita Group’s investment in research and development ensures we lead the way in sustainability breakthroughs. We assess the full environmental impact of raw materials, including CO<sub>2</sub>, ozone depletion, water usage, eutrophication and more by using a comprehensive LCA model.

This helps us make informed decisions and provide customers with a full understanding of product impact. Leading legislative change in product safety and environmental impact is a key aspect of our stewardship programme.

We collaborate with organisations like EUROPUR and partner with universities to accelerate our development in this area. Our approach is not to wait for legislation, but to help shape it. Through our leadership roles at EUROPUR, including Chair of the Product Stewardship Working Group and Vice Chair of the Sustainability Working Group, The Vita Group is driving industry standards forward by championing the best available technologies.

Whilst our sustainability efforts are driven by robust innovation and supplier engagement, our commercial teams play a key role in ensuring that our next generation products land well in mature markets to increase demand. Our sales teams receive specialised training to ensure that they understand the benefits of and can effectively market products such as Novus, Orbis, and Origin, emphasising their environmental value and performance and ensuring that customers recognise the added benefits of sustainability. Integrating sustainability into our commercial strategy ensures that our innovative products can contribute to a more sustainable future.



**GEORGINA TAYLOR, SUSTAINABILITY MANAGER:**

**“Engineered for evolution, flexible polyurethane foam adapts through chemistry innovation - shaping itself to meet the ever-changing contours of customer needs, market trends, and regulatory landscapes.”**





Sustainability Policies

Our Sustainability Policy, Code of Conduct, Climate Action Policy and Anti-Greenwashing Policy commit us to reaching our targets, acting on our commitments and ensuring that all communications regarding product properties, components and ingredients are honest, ethical and responsible.

We ensure our customers are well-informed about our products, including any relevant safety considerations. Where applicable, we provide material safety data sheets and clearly communicate product properties as part of the sales process. Promoting a thorough understanding of our products and ingredients supports transparency and trust. These practices are continuously enhanced through our alignment with EU Regulation 2024/1781.

We are committed to transparency and traceability, ensuring genuine progress rather than misleading claims. Throughout 2024, we have implemented strict policies and processes to combat greenwashing. Ensuring that claims made about our organisation and products are rooted in fact and data is not just a regulatory requirement, but an ethical one too. Our policies and processes are supported by our core company value of integrity.

We work to stay ahead of legislative requirements and to enable this, we internally monitor the evolving sustainability regulatory landscape and externally keep a close watch on all legislation changes through EUROPUR. Our strong relationship with suppliers also provides valuable insight. The benefits of forging industrial and academic alliances are clear; they help us accelerate thought leadership and investment in innovation.

Life Cycle Analysis

We recognise that all products and services have an impact. We are committed to thoroughly evaluating this impact and continuously seeking ways to reduce it. We believe that transparency in key measures such as greenhouse gases (GHGs), water use, and ozone depletion can drive change and inform our future purchasing decisions.

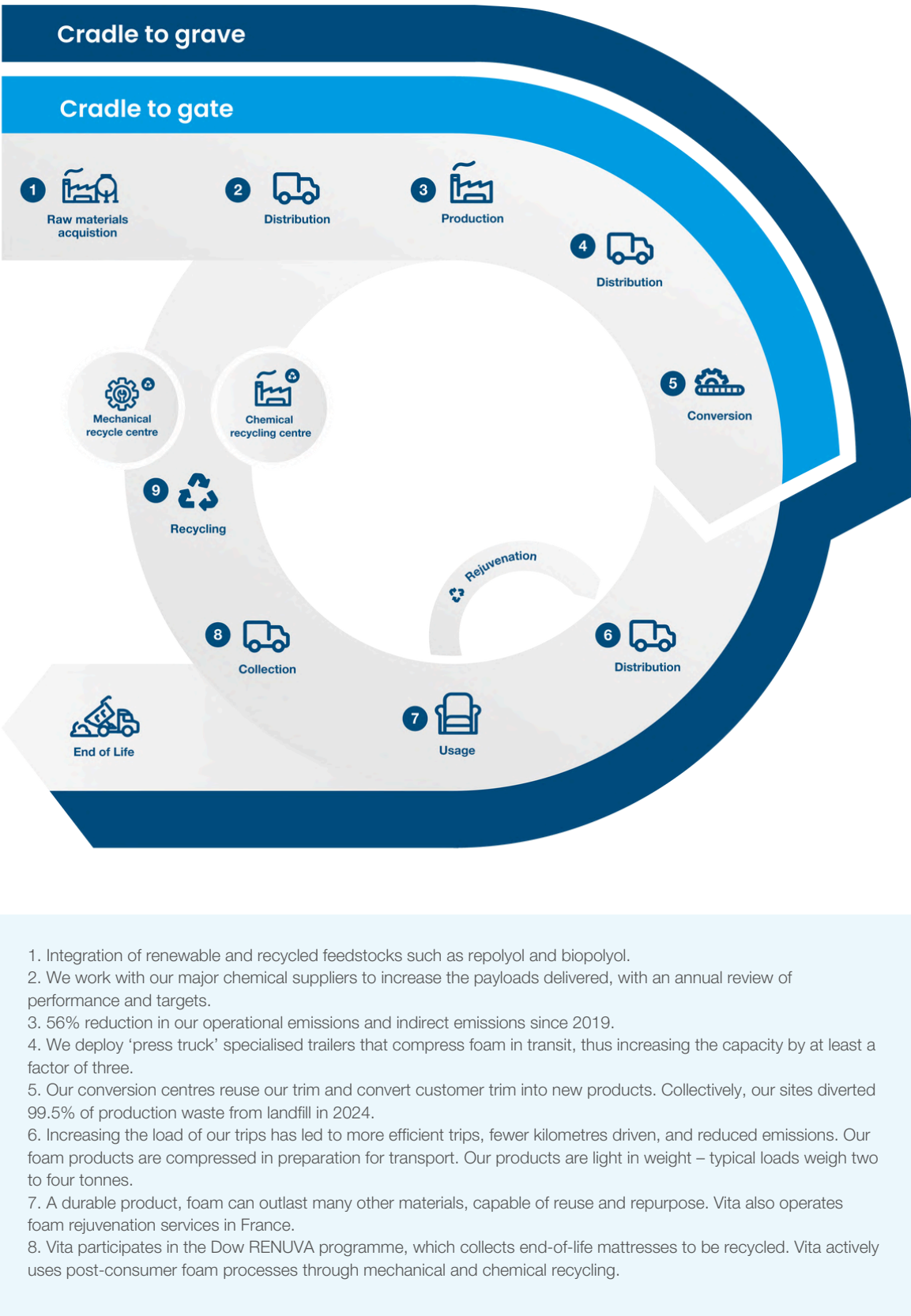
Currently, Vita calculates the environmental footprint of our materials using a 'Cradle-to-Gate' analysis, covering the extraction of raw materials, transportation, production, and manufacture into Vita products. This analysis is performed through our in-house Life Cycle Analysis (LCA) model, which is built on reliable, attributed data using standardised and regulated techniques in accordance with ISO 14040 and 14044.

Our science-based approach to building the LCA model from the ground up allows us to input real-world process data from suppliers and tailor our model for different formulations and site-based efficiencies through our new product configurator. In 2025, we will advance the development of our tool by exploring capabilities for conducting full cradle-to-grave analyses in specific use cases. This marks an important step in the evolution of our approach, enabling deeper insights and more comprehensive sustainability assessments.

Product Impact Verification

We understand the importance of providing our customers with verified data to instil confidence in their decision-making processes. Our Life Cycle Analysis (LCA) model enables us to produce verification-ready impact data, allowing our supply chain and our customers to make rational, defensible and transparent decisions backed by science. Our model has produced third-party verified data, which we make available to our customers to assist in their purchasing decisions and the formulation of their climate transition plans. This verified data ensures that our customers can trust the information they receive and use it to support their own science-based targets.

We are proud to offer a cradle-to-gate verification-ready tool for LCA, which is available to our customers. This tool, combined with our validated net-zero science-based targets for all Scopes, demonstrates our commitment to sustainability and transparency. By providing our customers with reliable and scientifically backed data, we support them in achieving their own environmental goals. Our approach is grounded in scientific principles and methodologies, ensuring that our LCA is as accurate and reliable as possible. This commitment to data integrity and transparency is a cornerstone of our efforts to promote sustainable practices and align with suppliers who share our dedication to reducing their overall environmental footprint.





# Supply Chain Traceability

Sustainable procurement is underpinned by sound governance and supplier due diligence. During 2024, we made several improvements in our supply chain management.

Digital scorecards continue to provide a holistic view of our suppliers' operational and environmental performance, as well as monitor compliance and governance. These scorecards are used for supplier development, ensuring we all work towards common, sustainable goals and best practices.

We will ensure full compliance with EU Regulation 2023/1115, promoting transparency and accountability in our operations. We engaged with our key suppliers and shared the data and materials that are necessary to ensure our mutual progress and performance. This included their GHG emissions and due diligence of human rights in the supply chain. These requirements are covered by and visible in our Sustainable Procurement Policy.

All Tier 1 suppliers, representing over 71% of Group spend, completed due diligence assessments to ascertain Environmental, Social, and Governance (ESG) risks, opportunities, and impacts. The KYS and Vita environmental survey assesses suppliers' current environmental and sustainability maturity, leading to joint improvement plans.

## Supplier Due Diligence

The landscape of sustainability and ESG requirements is dynamic and often turbulent. However, our commitment to ensure that we act transparently, make responsible business decisions and align with our core values remains a critical focus for Vita. We took the opportunity to redefine our due diligence framework, understanding what due diligence is required and what it means to us as a business. We aligned and updated two mechanisms into our framework: an updated Know Your Supplier (KYS) questionnaire and a refreshed Supplier Code of Conduct. These have an extended Scope, covering both our upstream and downstream segments of the value chain for a range of environmental, social and governance-related risks.

## Know Your Supplier (KYS)

To ensure that we go beyond compliance, we have updated our KYS questionnaire. The updated version maintains the same key groups of questions as the previous questionnaire (General, Financial, Quality, Health and Safety, Diversity, Environmental, Ethics and Governance), but also goes beyond them, focusing on key activities, processes and supplier goals.

Similarly to the previous version, responses to this questionnaire are measured against our corporate risk-weighted scoring methodology, giving an overall risk assessment and highlighting key areas of concern. For flagged key risks, actions and development plans are created, logged, and followed up on during periodic reviews.

Our 2024 KYS goes one step further. For flagged key risks categorised into product or country-specific risks, there will be a follow-up questionnaire requiring the supplier to provide more specific information. This strengthens our due diligence process and ensures that Vita is equipped with the correct knowledge before making business decisions.

Due to the nature of conflict minerals, we have a due diligence mechanism for their supply and have further mitigated their risk by limiting our source to a sole supplier. This supplier is the only company required to fulfil this due diligence pathway.

The responses and monitoring process are held on our procurement analytics tool and form part of the supplier scorecard, which includes operational metrics such as price, quality and delivery performance. These responses are used in our regular reviews with suppliers and by our procurement team when making purchasing decisions.



## Supplier Code of Conduct

In alignment with our renewed due diligence framework and amended KYS, we additionally created and implemented a refreshed Supplier Code of Conduct. This was a crucial step in maintaining and improving our supply chain integrity. Our Supplier Code of Conduct comprises five key areas of compliance: Ethical Business Conduct, Employees and Human Rights, Environment and Sustainability, Responsible Operations and Reporting and Monitoring. This ensures we actively engage with responsible suppliers who align with Vita's values and goals.

**The Supplier Code of Conduct also defines and outlines relevant standards that Suppliers must abide by, including but not limited to:**

- United Nations Global Compact Principles
- United Nations Guiding Principles on Business and Human Rights
- International Bill of Human Rights on respect for fundamental human rights and labour rights
- International Labour Organisation (ILO) Conventions
- Applicable local, national and international regulation

Suppliers are expected to declare their compliance with the content, terms and conditions of the Code of Conduct. The document specifies that material or repeated violations may result in the termination of the business relationship.

Our Supplier Code of Conduct ensures that the suppliers we engage with align with our commitment to ethical legal compliance, respect for fundamental human and labour rights and socially and environmentally responsible corporate governance.





### On-site Auditing

During 2024, we developed and implemented our on-site auditing process. We developed a flow chart to help determine which suppliers require an on-site audit, including factors such as being a Tier 1 supplier or their KYS questionnaire highlighting potential risk in the supply chain. If an on-site audit is required, it will be completed and examined and cover important on-site aspects such as health and safety and ESG-related policies and procedures. We will continue to develop this process over the next 3 years to ensure that it aids our due diligence framework and helps inform the future directions of our supply chains.

### Environmental Survey

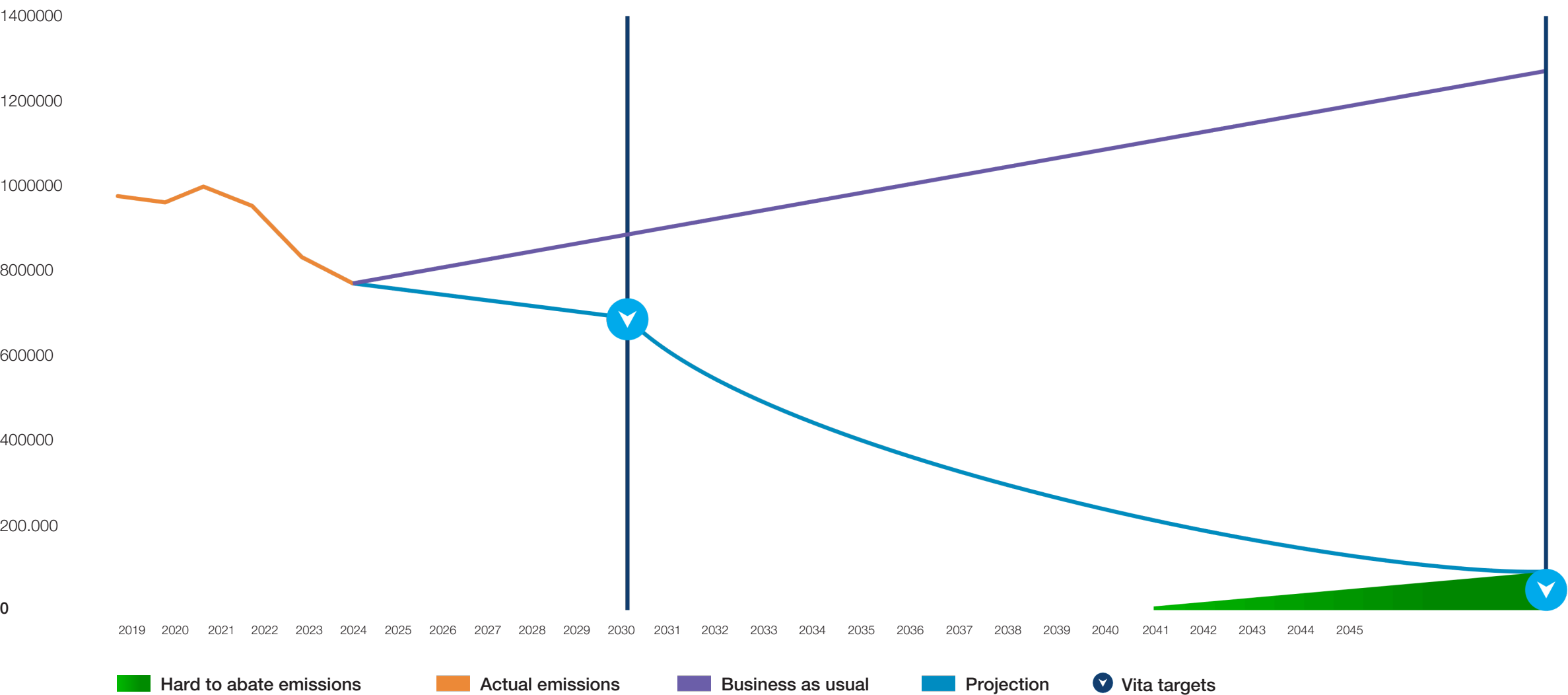
We conduct supplier maturity assessments to rank our suppliers based on their sustainability journey. We categorise suppliers as being at the beginning of their journey, advanced, or market leaders in sustainability. We consider various factors, including net-zero goals, commitments to the Science Based Targets initiative (SBTi) or other frameworks, renewable electricity targets, and greenhouse gas (GHG) emissions reporting through platforms like Ecovadis and the CDP. In 2025, we will implement a supplier engagement tool to conduct these maturity assessments across a larger cross-section of our suppliers. This tool will provide us with more extensive data, allowing us to better understand and support our suppliers' sustainability efforts.

### Supplier Engagement

We engage regularly with our major strategic suppliers to ensure alignment on sustainability goals. In 2024, we conducted a series of on-site supplier visits to explain our sustainability strategy, our climate transition action plan and discuss next-generation technologies required to accelerate our sustainability transition. These discussions were invaluable in understanding our current position and future direction, fostering collaboration to achieve our shared goals.

From 2025, volume allocations or business awards will depend not only on price, quality and delivery but also on environmental and social criteria. We are committed to best practices and capturing risks, impacts, and opportunities in our value chain, aligned with our sustainability agenda and core values.

### Our Roadmap Towards Net-Zero Emissions - Scope 3 Emissions



### REDUCTION LEVERS



#### Production Efficiency

Improve our own production to increase the yield of our foaming centres and conversion sites



#### Innovation and Partnerships

Testing and scaling new technologies through innovation and partnerships



#### Supplier Selection

Partner with the suppliers who are working hard on reducing their own emissions



#### Material Switch

Market changes and material switch will impact our own emissions



# Targets and a 3-year Action Plan





# Optimising Resources

### Key Policies

- Sustainability Policy
- Climate Action Policy
- Anti-Greenwashing Policy

### Targets

#### 2030:

- 46.2% reduction in Scopes 1 and 2 emissions
- 27.5% reduction in Scope 3 emissions

#### 2040:

- Zero waste to landfill

#### 2050:

- 90% reduction in Scopes 1, 2 and 3 emissions

### Key Actions

- Validation of net-zero science-based targets for Scopes 1, 2 and 3
- Developing and implementing key energy efficiency projects
- Developed climate risk assessments for all sites
- Launched a chemical tracker in conjunction with our legal advisors

Optimising resources is important for us, not only because it makes good business sense, but also because it is the right thing to do. Climate action is at the core of Vita’s sustainability journey, and we are committed to achieving our net-zero targets through continuous hard work.

We recognise that our efforts to reduce environmental impacts involve trade-offs. For instance, we continue to purchase renewable electricity despite its current higher cost despite its current higher cost, due to its long-term environmental benefits.

Our commitment to net-zero is demonstrated through our externally validated science-based targets, which set clear reduction goals for both the near and long term. To achieve these targets, we must minimise our energy consumption and reduce the use of virgin and non-renewable resources in our operations.

Targets	2024 Performance
<ul style="list-style-type: none"><li>• Map, measure, and report all Scopes 1, 2, and 3 by 2020</li><li>• 100% of operations powered by renewable electricity by 2030</li><li>• Combined Scope 1 and Scope 2 reduction by 46% by 2030</li><li>• Net-zero carbon (Scopes 1 and 2) by 2050</li></ul>	<ul style="list-style-type: none"><li>• All Scopes mapped and measured</li><li>• All sites reporting onto Resource Advisor platform monthly</li><li>• LCA data externally verified</li><li>• 100% of our electricity from renewable sources in 2024</li><li>• Achieved a ~6% absolute reduction from 2023 and an overall ~56% absolute reduction from our 2019 baseline</li></ul>
<ul style="list-style-type: none"><li>• 100% segregation of all cardboard, metals, and plastics by 2030</li><li>• Zero manufacturing waste to landfill by 2040</li></ul>	<ul style="list-style-type: none"><li>• 99.3% of our waste was diverted from landfill in 2024</li></ul>

 [Click here to find our goals for the next 3 years.](#)





# Our Journey Towards Net-Zero

## Introduction

We believe that business success and environmental stewardship are not mutually exclusive. As we navigate the complex landscape of climate change, we’ve anchored our approach through science, transparency, and ambitious targets.

## Greenhouse Gas (GHG) Protocol Adherence

The GHG Protocol serves as our compass. Developed by the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD), it provides a framework for measuring and managing emissions. We track our Scope 1 (direct emissions), Scope 2 (indirect emissions from purchased energy) and Scope 3 (other indirect emissions from the value chain) in accordance with the GHG Protocol Corporate Standard.

## Science-Based Targets

Our commitment to climate action extends beyond mere compliance. We have embraced the Science Based Targets initiative (SBTi) and joined a global movement that aligns corporate emissions reduction goals with the latest climate science. For us, science-based signifies targets that contribute to limiting global warming to 1.5 degrees above pre-industrial levels – a critical threshold for avoiding catastrophic impacts. Our targets are not arbitrary; they are grounded in scientific evidence.



## Validation by SBTi

In 2024, we made great progress towards our near-term emissions reduction targets. These were essential for focusing on immediate progress and building momentum. However, to ensure that we maintained a long-term vision and a structured route to align with global climate targets, net-zero goals were a crucial next step for us to set. Ensuring that our targets are rooted in the best available science, during November 2023, we set net-zero science-based targets for Scopes 1, 2 and 3. To ensure that our near-term targets aligned with our net-zero trajectory, we also accelerated our near-term Scope 3 (other indirect emissions) reduction targets from 13.5% to 27.5%. These commitments were all validated during 2024.

## Value Chain Emissions

We are continuing to improve how we measure our indirect (Scope 3) emissions - those that come from our supply chain and other activities outside our direct operations. Nearly 90% of these emissions fall under Category 1 - Purchased Goods and Services, which includes the materials and products we buy. For this category, we now use detailed data based on actual purchases and supplier LCA and apply trusted industry averages to estimate the environmental impact more accurately. We've also updated this data all the way back to 2019 so we can clearly track our progress over time. For the other categories of Scope 3 emissions, we still use a method based on how much we spend. Both approaches follow the Corporate Value Chain (Scope 3) Accounting and Reporting Standard.

## Our Path Forward

We are making good progress in our journey towards net-zero. For Scope 1 and 2 emissions, we have already achieved our 2030 target. Now, we must maintain these reductions and ensure further progress to reach our long-term net-zero goal.

Scope 3 emissions are more complex and less within our direct control. However, we are taking important steps to reduce them. We have excellent relationships with our suppliers and continuously seek improvements together.

In 2024, we completed our supplier sustainability tour, visiting key strategic suppliers to discuss sustainability and explore ways to move forward together.

Achieving our net-zero goals would signal a 90% reduction in all scope emissions. The final 10% of emissions are those that are considered hard to remove or abate. Instead, these can be offset through methods such as carbon capture and storage, or projects such as reforestation or renewable energy generation. As we have achieved our 2030 Scopes 1 and 2 emission reduction targets, we intend to look towards our net-zero goals, exploring ways in which we can manage these hard-to-abate emissions, in alignment with our Climate Transition Action Plan.

## GHG intensity

Absolute data from different years provides a useful measure of impact scale, but our GHG intensity is more meaningful, particularly as we optimise our footprint. We express intensity by taking the total GHG emissions from Scopes 1 and 2 and dividing them by the total weight of products produced during the year.

We have separated out the GHG intensity by Scope to monitor progress on the emissions we control (Scopes 1 and 2) while working with our suppliers on Scope 3 reductions. Since our 2019 baseline year, our GHG intensity figures have halved, demonstrating Vita’s progress in operational excellence and energy efficiency.

GHG Intensity	2019	2020	2021	2022	2023	2024
kgCO <sub>2</sub> e/kg	0.28	0.26	0.18	0.16	0.16	0.15



# Our Climate Transition Action Plan

The Vita Group's transition plan aims for net-zero emissions by 2050, aligned with the Paris Agreement's 1.5°C goal. Supported by validated science-based targets, the plan includes key decarbonisation strategies and transformative actions towards a low-carbon future.

Our commitment to driving down the emission impact of our foam is a benefit we are proud to pass down to our customers, with Vita conventional foam being ~10%\* lower than the industry standard foam.

\*Based on EUROPUR LCA figure as of 2024 and in accordance with ICOA validated LCA data for non-FR foam.

## Our Emission Reduction Targets

Our SBTi-validated climate targets, both near-term and long-term, intensity and absolute, are complemented by tailored Vita-specific goals.

- 1

Near-term (2030): Reduce Scope 1 and 2 absolute emissions by 46.2%.
- 2

Near-term (2030): Reduce Scope 3 absolute emissions by 27.5%.
- 3

Long-term (2050): Reduce Scope 1, 2 and 3 absolute emissions to net-zero.

## Strategies for Achieving Our Decarbonisation Targets

### 1 Decarbonisation of our operations

- Renewable Energy Procurement: Transitioning to renewable energy sources such as solar, wind and hydropower to significantly reduce carbon emissions and promote sustainable energy use.
- Energy Efficiency and Optimisation: Implementing measures to reduce energy consumption across operations. This includes upgrading equipment, optimising processes, and enhancing building performance to achieve greater efficiency.
- Alternative Cleaning Chemistries: Innovate and transition to alternative cleaning chemistries which have a lower global warming potential.
- Decoupling processing emissions: Develop systems to reduce process emissions either through innovation or capture.
- Production efficiency: Improve our own production to increase the yield of our foaming centres and conversion sites.



### 2 Value Chain Engagement

Engage with our value chain, including suppliers, industry peers, government, public sector, and customers.

- Include emission factors in to buying decisions from 2025.
- Partner with suppliers with the most effective decarbonisation plan.
- Explore suppliers with new or alternative materials that aid our decarbonisation.

### 3 Policy Engagement

- Advocating policy reforms to enable the use of low-carbon materials in foam-based products.

### 4 Scenario Analysis

- Mitigating climate-related physical risks, such as extreme weather events and climate variability, as well as transition risks, including regulatory and political changes.
- Identifying, and implementing key site-specific actions dependent on climate risk e.g. closed water loop process on sites of water stress/severity.
- Identify, map, and implement where evolving technology solutions can assist or progress in the transition.
- Monitor regulatory change and strive to align to best practice, ahead of regulatory requirement where feasible.

### 5 Map, Measure, Report Scopes

- Detailed greenhouse gas emissions reporting, which will be subject to limited assurance from 2025.

### 6 Financial Alignment

- Capital alignment with science-based targets: 1.9% of CAPEX aligned to reducing operational emissions.
- Planned and costed net-zero transformation plan.

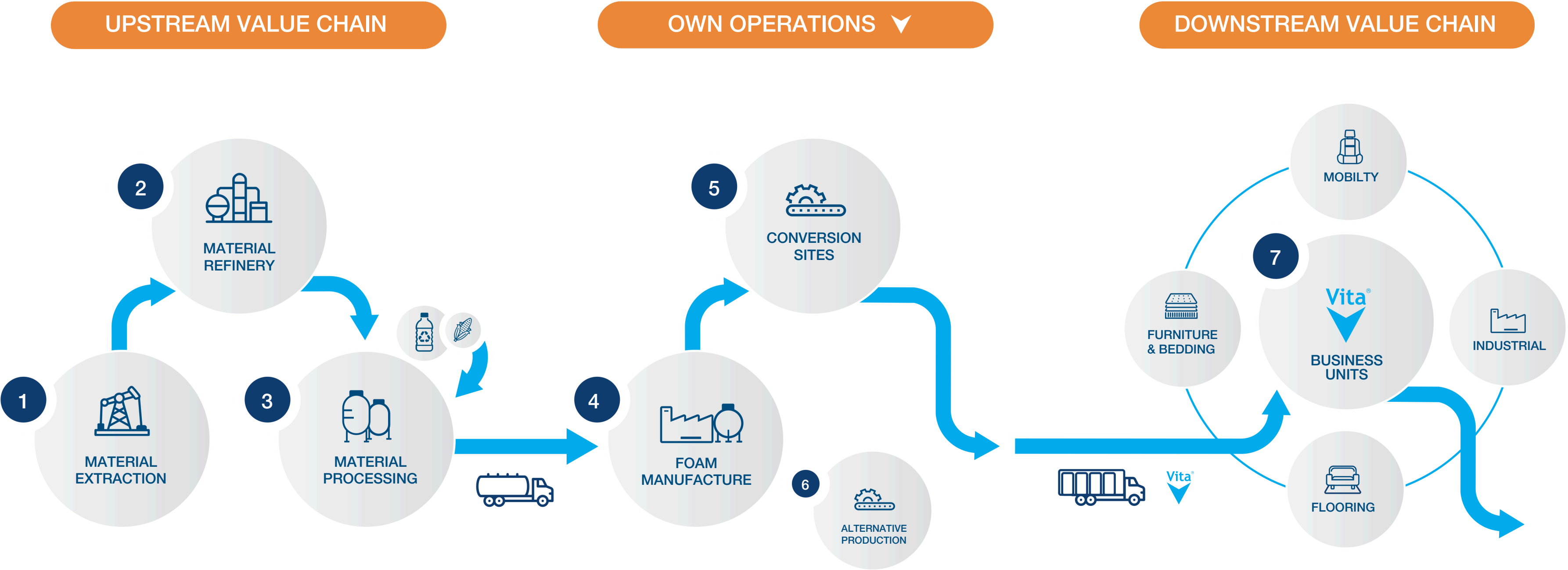
### 7 Governance

- Board level oversight of transition plan.
- Executive incentives linked to climate performance indicators from 2025.



# Value Chain Overview

This infographic maps our complete value chain, illustrating how sustainability-related impacts, risks and opportunities can arise at each stage - from raw material sourcing to end of life. These factors are actively measured, managed, and transparently reported against, ensuring we address our environmental and social responsibilities while identifying areas for innovation and long-term value creation.





# Our Progress

## Direct Emissions

During 2024, our total emission reduction across Scopes 1 and 2 was 6.3%, contributing to a 56% reduction from our 2019 baseline. We have consistently met our 2030 target early and continue to work hard to maintain and further reduce our emissions.

Our top three decarbonisation levers for direct emissions are renewable energy purchasing, transitioning away from cleaning chemistries with higher global warming potential, and energy efficiency.

- 1

Renewable electricity is nothing new for Vita; in fact, we have been purchasing renewable electricity since 2020.
- 2

For cleaning chemistries, we have already achieved a 75% reduction and plan to completely switch by 2030.
- 3

Our energy efficiency projects remain crucial to our emission reduction efforts, with a strong focus on natural gas and diesel consumption projects for the next year.

## Indirect Emissions

Our Scope 2 emissions accounted for just 0.02% of our emission footprint, thanks to our transition to 100% renewable electricity across our operational portfolio since 2022.

One site (Brzeg Dolny) within our portfolio purchases steam, which accounted for 228 tCO<sub>2</sub>e during the reporting period. This site will have an Energy Attributable Certificate (EAC) in place for 2025 to ensure our Scope 2 emissions are brought down to 0 tCO<sub>2</sub>e.

In 2019, we made a policy decision to buy renewable electricity wherever possible as existing contracts expired. In 2024, 100% of our procured electricity came from renewable sources, with 60% from renewable power and 40% from Energy Attributable Certificates. These EACs are compliant with the SBTi. The use of EACs applies to selected ongoing contracts on leased sites not under Vita’s control, such as in Poland.

## Environmental Management

We have a Vita Integrated Management System in place for all our sites, covering health, safety, and environment. We conduct regular internal audits and implement corrective actions as needed.

We encourage our sites to certify this management system to ISO14001 and ISO45001 standards. Initially, we are focusing on our foaming centres for certification, and we plan to extend this to all sites. Currently, 29% of our foaming centres and 16% of our Group sites are certified. Further details can be found in the table on [page 50](#) of this report.



MIKE MURRAY, CHIEF INNOVATION OFFICER:

“Innovation in circularity is the key to a sustainable future. By reimagining our processes and products, we can create systems that minimise waste and maximise resource efficiency, driving both environmental and economic benefits.”

## Energy Efficiency

All Vita sites within the Scope of the European Commission’s Energy Efficiency Directive (EED) have been independently audited and shown to be compliant with the Directive. In the UK, all relevant sites are Energy Savings Opportunity Scheme (ESOS) compliant and have also undergone independent audits.

In 2024, we implemented 39 energy efficiency projects across our businesses, with many more potential projects identified. These initiatives not only help reduce our emissions but also contribute to cost savings.

## Operational Excellence Driving Energy Efficiency

In 2024, we achieved an 8% reduction in energy consumption compared to 2023. A contributing factor to this was the mild winter across Europe.

However, over the past few years, we have driven specific energy-saving programmes across the Group, which also had a positive impact. Alongside our use of renewable electricity, we continue to optimise our operations and improve production efficiency through operational excellence programmes. Our focus for 2024 is on enhancing energy efficiency, particularly in areas where we use natural gas and diesel.



# 2024 Energy Efficiency Examples

We have implemented several energy-saving initiatives across our sites, resulting in significant reductions in natural gas and electricity usage. For example, Ball and Young achieved a 10.3% decrease in natural gas consumption by optimising our block drying processes and improving the sensitivity of our sensors to turn off the drying as soon as possible. Our Metzeler site in Germany reduced electricity consumption by 8.6% by replacing a compressor with a newer and more efficient one.

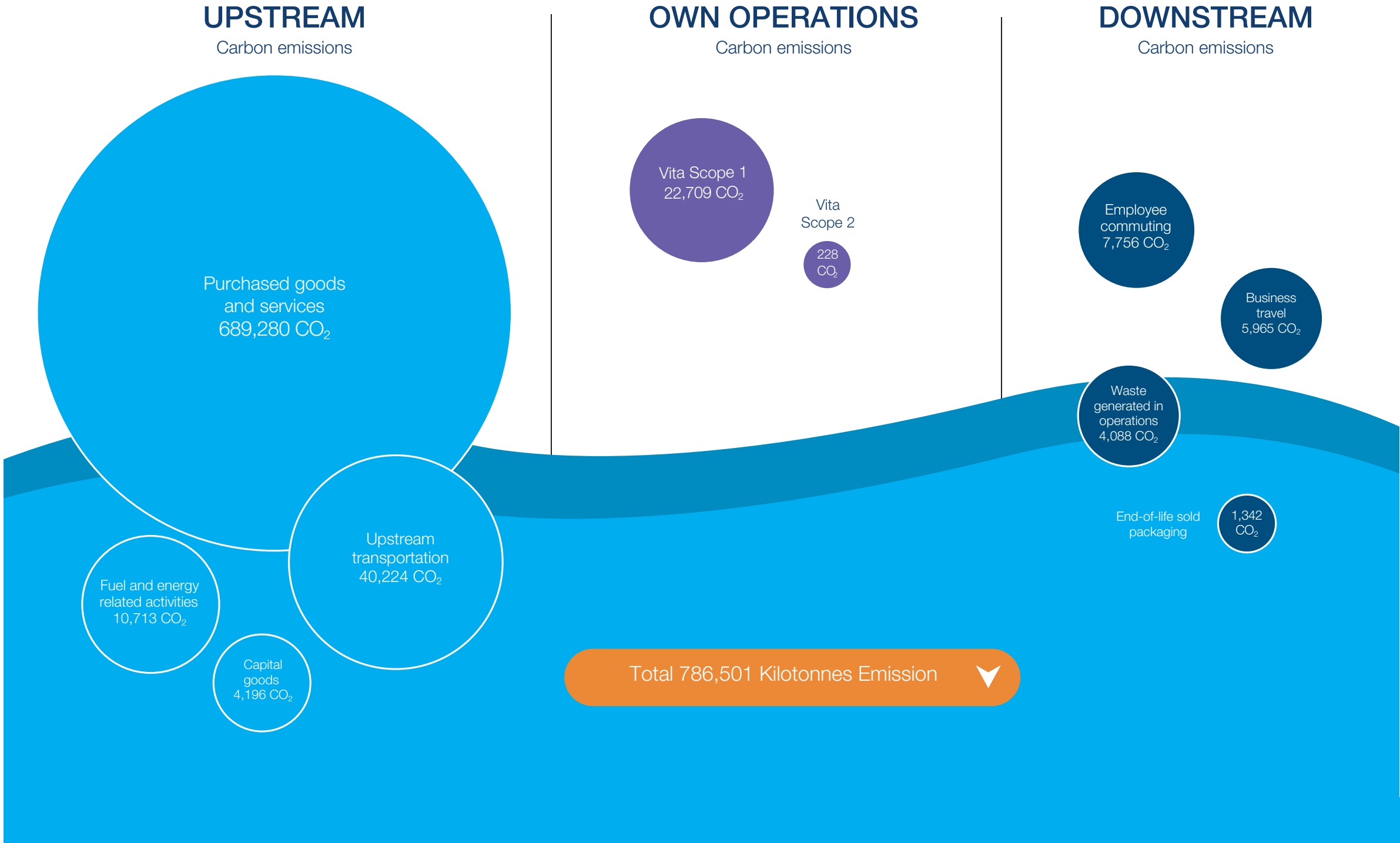
At our Ludus site in Romania, the team led an internal audit and identified many opportunities to reduce their natural gas consumption. Through various behavioural changes and operational adjustments, such as turning down thermostats, turning off machines when not in use, they managed to reduce the natural gas usage by 6%, a fantastic achievement for relatively minor adjustments! Similarly, ICOA's campaign to turn down temperatures and switch off machines resulted in a 22.8% decrease in natural gas usage and an 8.7% decrease in electricity consumption.

During our November sustainability campaign, the importance of inspecting compressed air lines for leaks was highlighted as a key opportunity to boost energy efficiency. The Accrington site took the lead by launching an employee survey to identify potential leaks, demonstrating outstanding engagement and initiative. This proactive approach was quickly adopted across all sites using compressed air systems, contributing to meaningful energy conservation and reduced operational costs.

We continue to evaluate and upgrade our infrastructure, focusing on reducing our natural gas and diesel consumption in particular. This includes replacing boilers and compressors with more energy-efficient alternatives. In 2024, 1.9% of our capital expenditure was dedicated to energy efficiency projects.

## Tracking Our Emissions Across Our Value Chain

In kilotonnes CO<sub>2</sub> - equivalent 2024





Other Indirect Emissions

Our indirect emissions are primarily within Scope 3, Category 1 – Purchased Goods and Services. We are working extensively to reduce these emissions through partnerships and collaboration with our strategic suppliers. We are also utilising our verification-ready LCA tool to drive progress by examining primary source data from our suppliers. This tool aids our innovation teams in ensuring new developments are advancing our goals, whilst also helping us better understand supplier-specific data.

Load and Route Optimisation

We work hard to increase the load of each trip we make, as well as each trip our suppliers make, resulting in fewer kilometres driven and reduced emissions. Due to our foam being lightweight, typical loads are 2-4 tonnes and therefore can be compressed in various ways to increase the quantity of foam per load. This includes compressing rolls of foam, blocks of foam and mattresses for our “bed-in-a-box” products.

We have state-of-the-art packaging equipment which compresses rolls of foam, thus reducing the amount of space needed – one container of compressed rolls is the equivalent of three containers of uncompressed foam. Four of our sites use press trucks; these sites are in continental Europe and have the longest distances to drive. These are specialised trailers that compress foam in transit, thus increasing the capacity by at least a factor of three. These press trucks alone save over 2 million km driven and almost 700,000 litres of fuel from being used.

The Vita Group works with our major chemicals suppliers to increase the payloads delivered, with an annual review of performance and targets. This has reduced the number of chemical trucks being delivered to our sites by over 200 in 2024 alone. We outsourced most of our UK fleet to an external service provider (their GHG impacts are now measured in our Scope 3 emission disclosures). This has resulted in the removal of 16 old ‘tractor’ units, which were replaced with seven new, fuel-efficient vehicles. Route optimisation and network efficiency have also helped reduce GHG emissions.

Reporting Our Progress

Measuring and reporting our progress both internally and externally is crucial. It allows us to celebrate the achievements of Vita and recognise the hard work of those who made it happen. Additionally, it highlights potential gaps in our progress, results and methodologies, providing valuable insights to focus on areas needing improvement.

To ensure transparency, we reported our contributions to Sustainable Development Goal (SDG) 13: Climate Action in 2024. We held a Group-wide progress update, where we disclosed and discussed the progress of our key ESG KPIs. This was beneficial as it provided an organisation-wide understanding of our achievements and how each site contributes to this progress. Throughout 2024, we circulated our annual sustainability report and reported internally on various required topics and metrics, such as sales and accounts. Our commitment to transparency and accountability is key to building and maintaining the motivation and trust needed to ensure progress and achieve our purpose.

Material Use, Waste and By-product Materials

In 2024, we produced 17,620 tonnes of trim, bought back 6,864 tonnes of trim from our customers, and generated 2,377 tonnes of general waste. We ensured that all usable trim from our own sites and trim bought back from customers was recycled. From the Group’s general waste total, 0.7% was sent to landfill, 9% was converted to energy, 1% was incinerated, and 3% was treated as hazardous waste. Notably, 18 of our sites sent zero waste to landfill in 2024.

We have made significant progress in segregating cardboard, metals, and plastics across our facilities and are on track to reach our 2030 target of complete separation. Including trim, 86% of all our waste was recycled in 2024. Excluding trim and considering only site general waste, 34% of all waste was recycled.

We work hard to reduce packaging use. Where packaging is necessary, we use the minimum amount required and utilise recycled packaging whenever possible. Our Lithuanian site closely monitors the use of recycled packaging, achieving 85% recycled plastic for bags and 61% for wrapping film in 2024. All recycled content plastic packaging is certified.

Material use efficiency has been a focus for many years, and this effort continued in 2024. We aim to reduce material yield during start-ups, shut-downs, changeovers on our foaming lines, and block cutting in conversion. Optimising these processes is crucial for sustainability and cost efficiency, ensuring we maximise the use of raw materials for prime foam.



To support our validated 2050 net-zero target, we have developed a Climate Transition Action Plan. As part of this CTAP, we have four key levers to reduce our operational emissions. First, we are accelerating the procurement of renewable energy across our sites to decarbonise electricity use. Second, we are investing in energy efficiency upgrades, optimising equipment, lighting, and building systems to reduce energy demand. Third, we are transitioning to alternative cleaning chemistries that are lower in emissions, helping to reduce the carbon footprint of our processing, sanitation and maintenance.

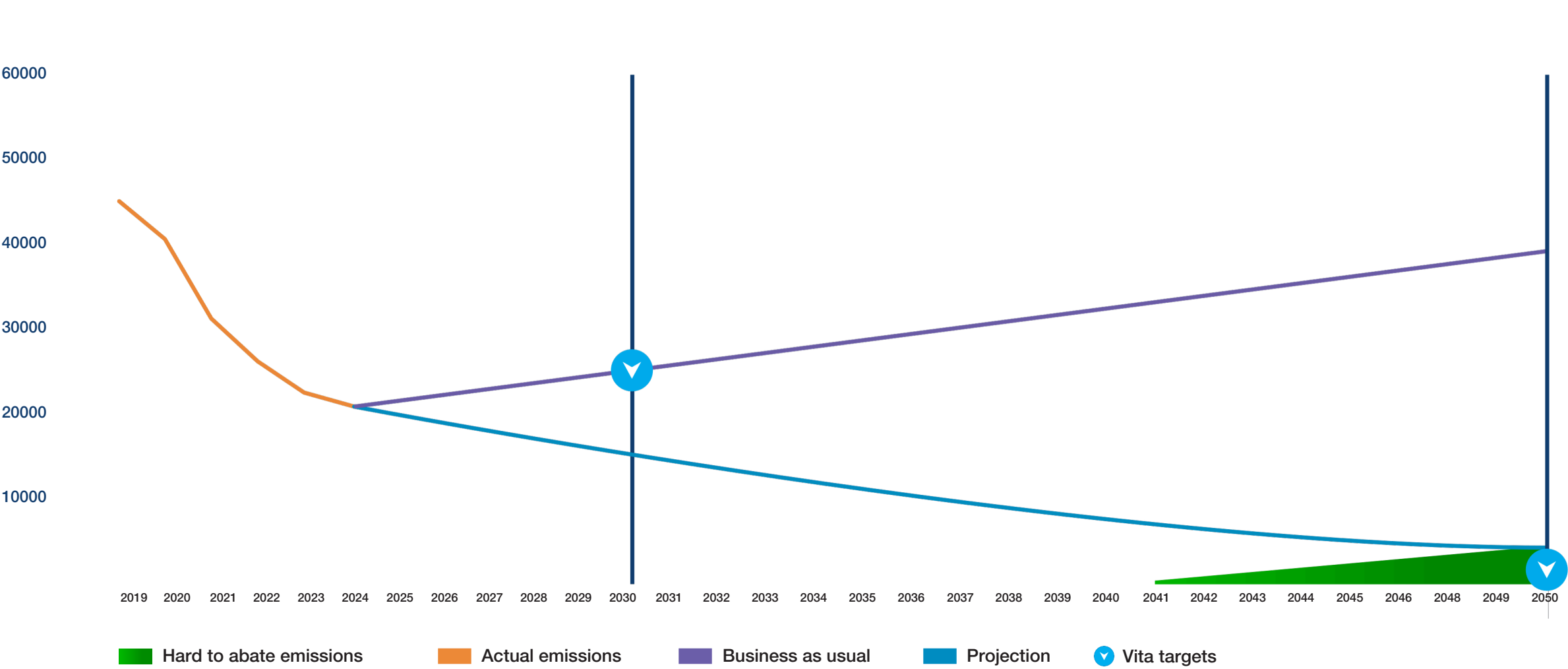
Finally, we are working to decouple production volume from processing emissions by redesigning workflows and adopting low-emission technologies that maintain output while lowering carbon intensity. Together, these actions form a cohesive strategy that not only reduces our environmental impact but also builds long-term operational resilience. Our focus remains on continuous improvement, innovation, and accountability as we progress toward our 2050 net-zero goal.



CYRIL WASEM, CHIEF PROCUREMENT OFFICER:

“Sustainable procurement is the foundation of a responsible future. By forging expert partnerships, we unlock innovation, ethical sourcing, and lasting impact, fueling the shift toward a more resilient future.”

Our Roadmap Towards Net-Zero Emissions - Scope 1 and 2 Emissions



REDUCTION LEVERS

**Renewable Energy Procurement**

Continue to purchase 100% renewable electricity across all of our sites

**Energy Efficiency and Optimisation**

On site projects to reduce energy consumption, particularly where using natural gas or diesel

**Alternative Cleaning Chemistries**

Innovation to transition to alternative cleaning chemistries which have a lower GWP

**Decoupling Processing Emissions from Production Volumes**

Innovate to reduce processing emissions or capture them



# Engagement in Sustainability

In 2024, we had a focus on employee engagement and rolled out many toolbox talks to our employees across all sites on topics such as an Introduction to Sustainability, Climate Crisis Awareness and Growing our Sustainable Business. We launched our sustainability results from 2023 with internal training sessions and full sponsorship from our executive team.

We launched Sustainability Bitesize – a series of short videos as training for our employees. We continue to grow the series as the months go on, but began with videos on topics such as Scopes 1, 2 and 3, science-based targets, Life Cycle Analysis vs Product Carbon Footprint, and Greenwashing. The addition of animations has brought our sustainability videos to life, beginning with one about what individuals can do on sites to help with our sustainability journey and then has expanded into what an LCA is and how it is calculated.

Finally, we had a November Sustainability Awareness campaign in which we included competitions across all the sites, We asked all participants to brainstorm and propose innovative ideas to minimise their environmental impact and enhance their positive contributions. The campaign achieved remarkable engagement.

As the year progressed, we added to our Sustainability Bitesize catalogue with videos covering Compound Effect, Sustainable Development Goals and Carbon Abatement. We took the opportunity to provide training for our SHE (Safety, Health and Environment) Leads on sites, as well as toolbox talks for all employees on ED&I and best practices across the Group. The campaign was embedded across the Group and is now an annual event.

As a business, we have a well-established RAG Bulletin system for sharing safety information across the Group and during the November sustainability campaign, we launched Blue Bulletins for sharing sustainability best practices. The first few Blue Bulletins have been shared already about efficient charging of FLT's, enhanced waste segregation and compressed air audits.

During the November campaign, we ran 4 competitions across the month: Carbon Footprint Crushers, Zero Waste Heroes, Sustainability Superstars and Vita Engage Awards. We asked sites as well as smaller groups to work together and propose innovative ideas to minimise their environmental impact and enhance their positive contributions. We looked specifically at kWh saved on sites, improving recycling rates, social sustainability, innovative ideas and also site wide engagement in sustainability topics.



JONATHAN FRANKISH, DIRECTOR OF SHE:

“Employee engagement is the cornerstone of a prosperous organisation. By leveraging existing networks, for example, through our thriving Safety Health and Environmental community, we empower employees to spearhead change, delivering on our purpose and values. This strategy helped fuel the success of our 2024 sustainability campaign.”





# Other Environmental Impacts

## Biodiversity

The loss of biodiversity is as detrimental as climate change, and they are intrinsically linked. The planet has three natural carbon sinks: forests, oceans and soils, which help absorb carbon emissions and subsequently reduce global warming. Healthy ecosystems help regulate the climate, and the biodiversity within them is vital for enhancing their resilience. This biodiversity offers essential services required for mitigating and adapting to the impacts of climate change. Therefore, maintaining healthy natural ecosystems and the biodiversity they contain contributes to solutions for climate change.

Biodiversity is part of our commitment to complying with relevant country-level sustainability commitments. As global temperatures rise, carbon sinks are at greater risk of damage. This shows why our science-based targets are essential, they help us adjust our actions to support the global goal of keeping warming well below 2°C.

We assessed the materiality of biodiversity to Vita in our double materiality assessment, which we conducted in 2024. We recognise our responsibility in managing our impact, particularly on those species or ecosystems that share the land where we operate. Because of this, we continue to monitor our impact and capture any material changes, such as to land classification.

We recognise that reducing our reliance on virgin hydrocarbons and transitioning to the increased use of alternative renewable or recycled content in our processes and products can be part of the solution to maintaining healthy ecosystems and the biodiversity within them. This is reflected by our sustainability strategy, which holistically addresses environmental and social sustainability. Therefore, the consideration of biodiversity implications when undertaking capital investments is required across the Group, as outlined in our Sustainability Policy.

Over 2024, we have undertaken key actions to monitor and protect our local biodiversity, including:

- 1

Undertaking bat surveys to assess the presence and activity of local species and inform strategies to mitigate any harm.
- 2

Rehousing species such as lizards to safer locations within our operational facilities, to mitigate potential harm and minimise risk to the populations.
- 3

Assessed the materiality of the impact of our activities in our operations and across the value chain (upstream and downstream) on biodiversity through our double materiality assessment.

## Air Pollution

As part of our operational activity assessments, we have established our own rigorous testing procedures to ensure we exceed statutory requirements for monitoring pollutants. Our commitment to environmental sustainability includes pursuing low-odour and low-emission additives, as well as reducing volatile organic compounds (VOCs) in our manufacturing processes. Recognising the environmental impact of burning fossil fuels, which releases nitrogen oxides (NOx), sulphur oxides (SOx), and particulate matter (PM), we have transitioned to using natural gas exclusively in our plants, eliminating the use of coal. This shift significantly reduces our emissions footprint and aligns with our goal of minimising air pollution.

To ensure that we place continuous focus on the monitoring and reduction of air pollutants, this expectation and requirement by all sites is covered by our Sustainability Policy and reinforced through our Climate Action Policy. The importance of monitoring these pollutants is key and based on site-specific factors and regulatory requirements, a selection of our sites routinely undergo external audits or inspections that include the recording, monitoring and verification of pollutants emitted to the air. This data may be reviewed by local authorities.

We continuously map, measure, and report our emissions, ensuring transparency and accountability. Our efforts include:

- 1

Advanced Emission Control Technologies: Implementing state-of-the-art technologies to capture and reduce emissions at the source.
- 2

Regular Audits and Assessments: Conducting frequent internal and third-party audits to verify compliance and identify areas for improvement.
- 3

Employee Training and Awareness: Educating our workforce on best practices for reducing emissions and maintaining environmental standards.
- 4

Sustainable Sourcing: Prioritising suppliers who share our commitment to environmental sustainability and adhere to stringent emission standards.



# Other Environmental Impacts (cont.)

## Chemicals Tracker

The chemicals we use are largely subject to REACH (Registration, Evaluation, Authorisation and Restriction of Chemicals). All products requiring REACH registration are held in our comprehensive database, together with Safety Data Sheets from each supplier, along with their REACH registration.

Much of our business involves providing customers with finished or semi-finished products. As such, numerous REACH obligations apply to our production processes (for example, restrictions on using isocyanate); however, as many of our products are either finished or semi-finished, they are considered “articles” for the purposes of REACH.

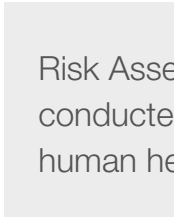
To ensure compliance and stay ahead of regulatory changes, we launched a chemical tracker. This tracker monitors EU and UK REACH changes and associated timescales, ensuring we remain aware of all current and future legislative requirements and are up to date with any divergence between EU and UK REACH requirements.



In addition to our chemical tracker, we have implemented several best practices to enhance our REACH compliance:



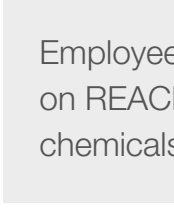
**Comprehensive Chemical Inventory:** We maintain an up-to-date inventory of all chemicals used in our operations, ensuring accurate tracking and compliance with REACH regulations.



**Risk Assessments:** Regular risk assessments are conducted to evaluate the potential impact of chemicals on human health and the environment.



**Supplier Collaboration:** We work closely with our suppliers to ensure they meet REACH requirements and provide the necessary documentation.



**Employee Training:** Our employees receive ongoing training on REACH compliance and best practices for handling chemicals safely.



**Continuous Improvement:** We continuously review and improve our processes to ensure ongoing compliance with REACH and other relevant regulations.



## Our Commitment

**By adhering to these practices, we not only ensure compliance with REACH but also demonstrate our broader commitment to:**

- Environmental sustainability through responsible chemical use and waste minimisation.
- Workplace safety by protecting our employees from chemical hazards.
- Product integrity by ensuring that our materials meet the highest standards of quality and safety.

We are a consumer of isocyanates within our industry and work closely with EUROPUR and the European Diisocyanate & Polyol Producers Association (ISOPA). We are subject to on-site audits from ISOPA-accredited suppliers, which contributes to product safety and regulatory compliance throughout the value chain. These audits assess not only our own operations but also extend upstream to our suppliers, ensuring that raw materials are handled, transported, and processed in accordance with ISOPA’s rigorous safety and environmental standards.

Our sites are SEVESO-regulated, placing specific requirements on them concerning documentation, production management, disaster and emergency recovery, and specific governmental audit requirements. This comprehensive oversight reinforces our commitment to responsible sourcing and continuous improvement in health, safety, and environmental performance.

We only ever supply products that are safe for our customers to use. Our Group Safety, Health and Environment Policy (SHE) requires this, including providing appropriate information on product use to our customers, where required, for example, material data sheets. We take our product stewardship role very seriously, we seek to substitute materials wherever we can to reduce, for example, VOC from our production emissions.

## Water

Natural resource shortages have been named the fourth biggest global risk for the next 10 years by the World Economic Forum. Access to clean water and sanitation is a basic human right. However, highlighted by SDG 6, access to and the availability of water and sanitation are not equal across societies and geographies. Growing pressure on this vital resource is being driven by population growth, rural to urban migration, pollution, increased frequency and intensity of extreme weather events and changing weather patterns caused by climate change. This underscores the intrinsic link between water availability and quality and climate change, making water management key to consider through Vita’s daily operations, but also when working to achieve our science-based emissions reduction targets. Water is a key natural resource, underpinning the business activities within Vita, in addition to its necessity to sustain life across societies and ecosystems.

During our 2024 double materiality assessment, water was deemed a material topic for Vita. This is largely attributable to the necessity of water for the production of flexible PU foam and the Group having a presence in areas of water stress or scarcity. Despite not being a large consumer of water, we understand the importance of its responsible management and we aim to minimise our impact and achieve water stewardship.

The manufacturing process of flexible PU foam consumes water within the formulation, resulting in no wastewater generation. All water discharged from Vita’s sites is treated and monitored in accordance with local water quality regulations and standards to maintain its benefit to the environment. To reduce our wastewater, we work to adopt and operate with technologies that operate on a closed loop, where possible. Due to our advancements in our products’ life cycle analysis (LCA), we have a science-based allocation of the environmental impact of our products on water usage.

Operating across Europe, we understand that water risks vary by region and type of business. We monitor water usage across all sites on a monthly basis to enable us to make decisions on water utilisation and savings, but also enable intervention if anomalies are identified. In 2024, we also undertook a Group-wide climate risk assessment to identify and monitor the sites that operate in areas of water stress or scarcity.

During the recent reporting period of 2024, the Group consumed 155,150 m³. Despite this being a 23% increase from the previous year, being transparent and understanding the reasons for this change helps inform future product development decisions and enables us to drive meaningful change. Of this, 40% of the total water was consumed by Vita Talalay. This site is particularly water-intensive due to its latex moulding process. This site has its own water management plan, involving countermeasures to control water usage.

Due to the importance of water as a global resource, our accuracy in our monitoring and reporting across the Group has advanced. The increase in water use, therefore, may be attributable to this. Despite the Group increase, particular sites such as Vita Italy have decreased their total water consumption by 41% from 2023 to 2024. This is due to the site operating on a closed-loop system and dedicated monitoring of water use. This is of particular importance due to the country’s increasing vulnerability to drought conditions through accelerated climate change.

## Responsible Minerals Initiative

As we purchase a very small amount of catalysts, including tin, which is classified as a conflict mineral, we ensure compliance with all relevant legislation, including the EU Conflict Minerals Regulation. Conflict minerals are included in our Supplier Code of Conduct, which is agreed to by our tin catalyst supplier, and is also part of our sustainable procurement policy.

We conduct thorough due diligence using the Conflict Mineral Reporting Template (CMRT) provided by the Responsible Minerals Initiative (RMI). This template facilitates the transfer of information through the supply chain regarding the mineral country of origin and the smelters and refiners being utilised. We maintain these records in our sustainability management system, ensuring they are readily available for customer inquiries or external reporting.

By adhering to these practices, we not only comply with conflict mineral legislation but also demonstrate our commitment to ethical and sustainable procurement.

### Additionally, our due diligence process includes:

- 1Supplier Audits: Regular audits of our suppliers to verify compliance with conflict mineral regulations and our Supplier Code of Conduct.
- 2Risk Assessments: Conducting risk assessments to identify and mitigate potential issues related to conflict minerals.
- 3Training and Awareness: Providing training to our procurement team on conflict mineral regulations and best practices for responsible sourcing.
- 4Continuous Monitoring: Implementing a chemical tracker to monitor changes in EU and UK REACH regulations and associated timescales, ensuring we stay up to date with any legislative developments.

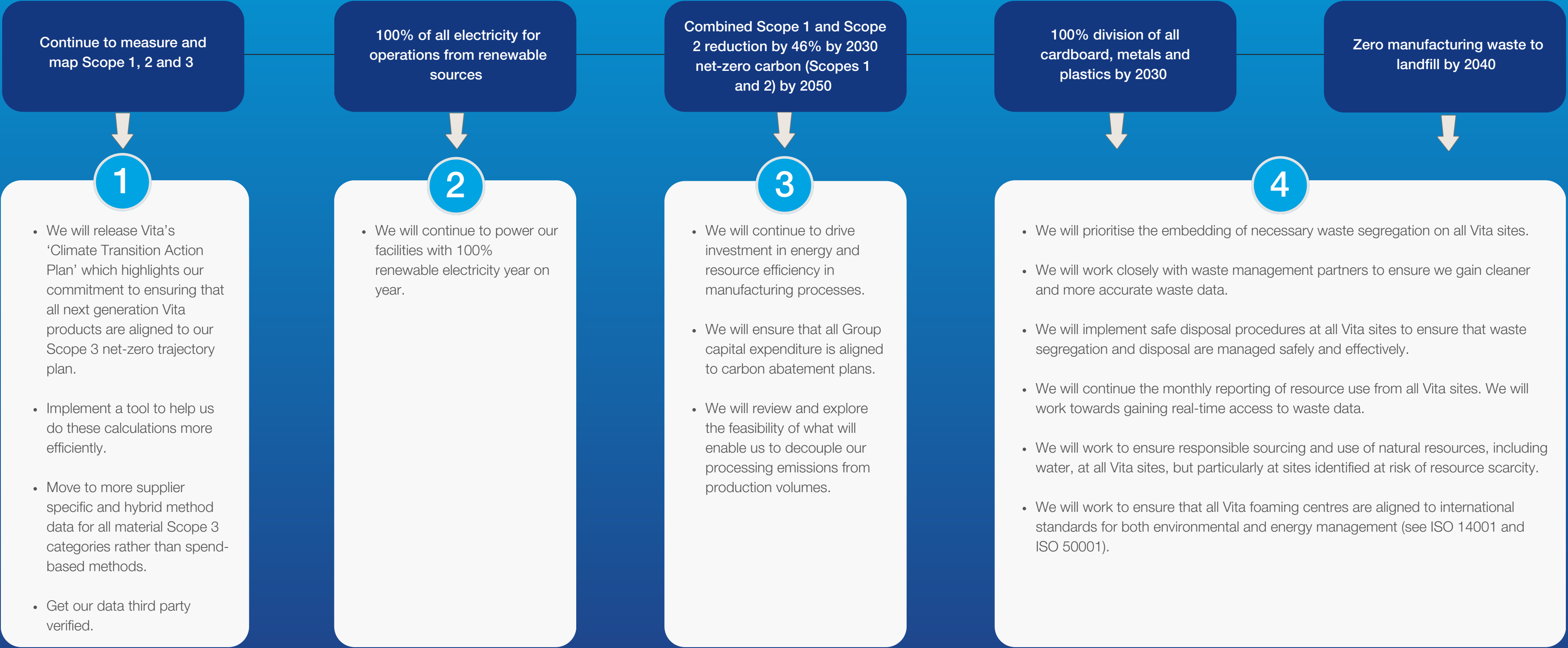
## Informed Material Decisions

All major chemical suppliers are now required to provide a Life Cycle Assessment (LCA) of the environmental impact of the materials that we purchase. This includes the Global Warming Potential (GWP) of their products so that we have primary data for our Scope 3 emissions. During 2025, this data from suppliers will be incorporated into our sourcing strategy and purchasing criteria. During 2024, we have, and continue to work extremely closely with our suppliers on being up to date with the newest innovations available for renewable or recycled feedstocks of materials, including repolyol and mass balance products. Our sustainability and procurement teams engaged with key suppliers to explore emerging technologies and strengthen collaboration on future-ready solutions.

We are experts at fine-tuning material properties, enabling complex raw materials to be produced at scale, and developing additional product characteristics to make the materials and resulting products more attractive to our customers.



# Targets and a 3-year Action Plan





# Empowering People

### Key Policies

- Equality, Diversity and Inclusion Policy
- Human Rights Policy
- Code of Business Conduct
- Disciplinary and Grievance Policy
- Slavery and Human Trafficking Statement
- UK Family Friendly Policies (including adoption, maternity, paternity, parental treatment and carers policies)
- Health and Safety Policies (including SHE, chemical safety, management of change policies)

### Targets

- Ongoing:
- Zero harm across all Vita sites
  - Zero occupational accidents every year

### Key Actions

- Employee resource Group focused on women at Vita
- Group-wide ED&I training through annual Sustainability Campaign
- ELT initiative created for Vita’s leaders
- Involvement in the UNGC Target Gender Equality Accelerator Programme
- 2x annual safety campaigns successfully run, including Group-wide training

Our drive to innovate is powered by our people; their passion and commitment are our greatest assets. The progress outlined in this report reflects their dedication. We are committed to fostering an inclusive, supportive workplace that prioritises health, safety, and continuous development. Integrity and responsibility are at the heart of everything we do.

Transparency is essential to us, guiding both our internal culture and external practices. In 2024, we reviewed our progress to identify areas for meaningful, accountable improvement. We strive to build trust, act responsibly, and respect all stakeholders, from our employees to the communities we serve. Being a responsible employer and business remains our top priority.

Targets	2024 performance
Zero occupational accidents every year	<ul style="list-style-type: none"><li>• LTAs are at a record low of 6 year-on-year improvement in LTIFR and the number of LTAs since 2018. 2024 saw a 50% reduction in the Group’s LTAs, exiting the year at a record low of 6 LTAs, with an LTIFR of 0.137.</li></ul>
Nurturing a culture where our purpose and values are exhibited every day in all our decisions	<ul style="list-style-type: none"><li>• Successful launch of the first Employee Sustainability Campaign.</li><li>• Key charity initiatives created and engaged with across the Group for the 75<sup>th</sup> anniversary.</li></ul>
Encouraging a diverse, inclusive and engaged culture where our people can achieve their full potential	<ul style="list-style-type: none"><li>• 34% of our leadership team is female.</li><li>• Women at Vita Everywhere (WaVe) employee resource group events are delivered to support women in the workplace and enable them to develop and thrive.</li></ul>
Offering development opportunities so that our people can flourish at work	<ul style="list-style-type: none"><li>• Design and execution of Vita’s Extended Leadership Team (ELT) initiative to enable top-down business strategy implementation.</li><li>• 12 training hours per person.</li></ul>

[Click here to find our goals for the next 3 years](#)



# Safety

The Vita Group’s principal commitment is to ensure the safety of every employee, contractor and visitor to our sites. We are dedicated to ensuring that each and every individual returns home safe, and we take pride in fostering a culture that places priority on safety and high performance.

We view safe operations as a moral obligation, which is central to our core values and key to our pursuit of high quality, customer-centricity and productivity. We advocate to better the physical health and mental wellbeing of our employees through annual structured health and safety campaigns, which have become integral to our daily operations.

Our approach to the governance and management of safety is multi-faceted. Our Group Safety, Health and Environment (SHE) Policy and related policies and mandatory standards aim to prevent any harm to all individuals across all of our sites. The Group’s Board determines acceptable risk levels and allocates necessary resources, whilst Senior Management establishes Vita’s safety performance objectives. The Vita Group’s Leadership team provides guidance on the SHE risk mitigation and strategy, supporting the business in its execution and auditing. The Group’s Safety Council oversees overall safety strategy, including policy, standards and initiatives for behavioural and cultural change, whilst the Regional Safety Councils implement this strategy, accounting for region-specific priorities, requirements and responsibilities.

All mandatory standards are audited on a rolling 3-year programme with improvement plans in place to continue to push sites forward. During 2025, a new wave of audits will be undertaken, with the expectation that all sites will have improved.

Process Safety continues to play a key role in ensuring the safest manufacturing and operating plants throughout our business. In 2024, we saw the creation of a Process Safety Network, designed to grow the knowledge of process safety in the business, bringing like-minded experts and professionals together to discuss best practices and share knowledge and experience.

Safety is firmly in our DNA. All meetings across The Vita Group, from board meetings to local site meetings, start with a safety share, firmly placing health

and safety as the number one agenda item in all meetings. By putting safety at the heart of everything we do and all employees caring for each other, we continue to drive our performance and culture to new levels.

The Safety, Health and Environment Strategy was reviewed at the end of 2024 with a new strategy (2025-2028) and roadmap to zero in on actions which will support us moving forward on our journey. In recognition of recent improvement, the focus was “evolution, not revolution” with an increased focus on employee ownership and engagement in safety.

## Occupational Safety, Health and Wellbeing Culture

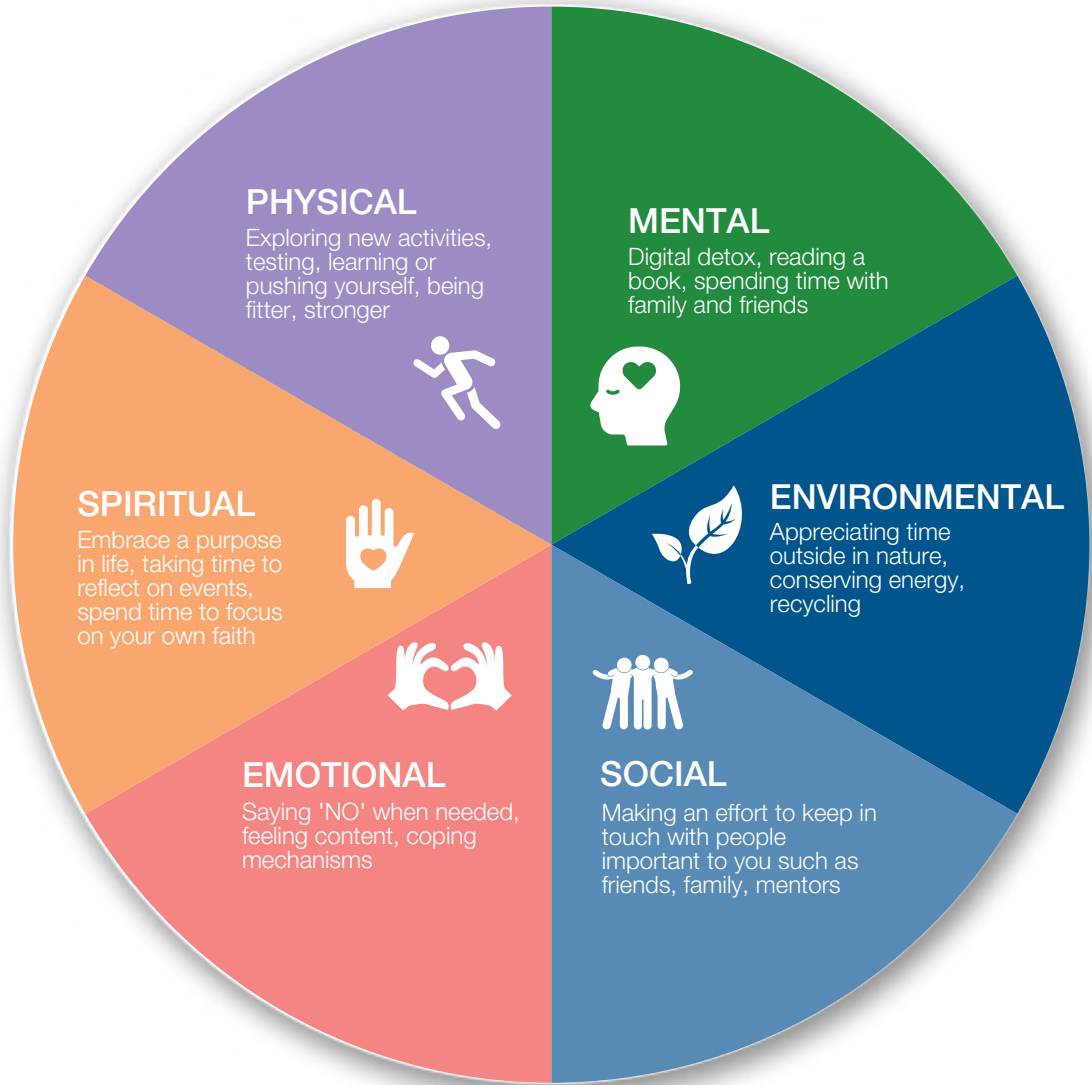
We are proud that in 2024 we saw our best safety performance to date, with the Group experiencing a reduction to 6 Lost Time Accidents (LTAs) compared to 12 in 2023. This resulted in us ending 2024 with a reduced Lost Time Incident Frequency Rate (LTIFR) of 0.137 compared to 0.26 in 2023. This continues our year-on-year reduction in LTA since 2018, with an overall reduction of 85% since 2018. This offers proof that our relentless drive to zero continues to bring the required results.

Despite this continuous decrease, we believe that all accidents are preventable, and so we continue to work hard to make this happen. Our Vita Towards Zero campaign supports our belief that all accidents are preventable. We will continue to drive safety with the aim of continually achieving zero accidents.

We are proud of the resilience and compassion our employees have shown when faced with these challenges. Such results and progress would not be possible without the exceptional dedication which enables a culture of health and safety to be fostered across all Vita sites.

We are committed to promoting and protecting our employees’ health, safety and wellbeing in the workplace. We believe the mental and physical health of our employees is crucial to the success of our organisation. By promoting a positive culture in the workplace, we are not only doing the right thing by our employees, we also see improvements in absence levels, productivity, morale and staff turnover.

All sites have Health and Wellbeing committees in place, designed to ensure year-round focus, working within the framework of our Wellness Wheel (illustrated below).



# Occupational Health Management

## Noise Management

The potential risk from noise to the health and safety of employees, subcontractors or visitors who encounter Vita’s on-site production activities is assessed. The Vita Group undertakes suitable and sufficient assessments of noise risk, identifying the measures which must be taken to meet noise-related regulatory requirements from each local authority, for example, personal protective equipment (PPE) such as ear defenders. For Vita, these assessments include noise surveys at each production facility. These provide useful data regarding assessing the noise exposure of employees working on specific machinery around the factory. This data can help inform equipment replacement through our management of change process. This is evident, for example, on our Middleton site, where the installation of a new shredder resulted in the removal of hearing protection requirements.

## Chemical Management

The use of chemicals is widespread and essential to meet the comfort, wellbeing and high living standards of modern society. Vita has chemical handling policies and mandatory standards in place. The purpose of these standards is to provide a process for managing the risk of chemicals and hazardous substances and to avoid or, where not possible, minimise any adverse impacts to the health and safety of people and the environment. They provide focus on how to store, handle and use relevant chemicals and hazardous substances. HAZOPs (hazard and operability study) are undertaken to identify hazards to personnel, equipment or the environment and enable us to ensure the appropriate controls are in place. We also undertake TDI and Exotherm audits to ensure compliance in our production processes.

## Customer Health and Safety

The health and safety of our customers is of paramount importance to us. We are committed to safeguarding our customers through the assessment of the health and safety impacts of products and services categories, occupational safety, environment, quality, product safety, business interruption, process safety and financial loss. Our internal management of change process directly deals with any change issues relating to product and customer-related health and safety.

In the unlikely circumstance that a product or product batch must be removed from the market or returned to our sites, we have a robust product recall policy to enable an efficient response. Managed by our Recall Committee, this process ensures that we effectively manage both customer requirements and their health and safety.

## Employee Occupational Health Checks

At The Vita Group, we recognise our responsibility to ensure that our employees are medically fit to carry out their work safely and that their health and welfare are not adversely affected by their work. Our occupational health service focuses on the relationship between our people’s health and their work. Its services offer help in an advisory capacity, aiming to offer improved general health and wellbeing of our employees to ensure that they can maintain and improve their health and ability to work. This does not aim to substitute a General Practitioner (GP).

A number of service provisions are mandatory for Vita employees (as required by legislation and/or detailed in The Vita Group policy and mandatory standards). These requirements form the core occupational health services provided. Health surveillance can detect ill-health effects early and indicate whether amendments are required to existing risk assessments and control measures. Statutory health surveillance includes health risks associated with noise, vibration and substances hazardous to health.

Other issues that can indicate whether health surveillance might be appropriate include:

- Previous cases of work-related ill health in the workplace
- Reliance on PPE as an exposure control measure
- Evidence of ill health in jobs in your industry, information from insurance claims, manufacturers' data and industry guidance
- Long-term illness (non-work related)
- Occupational health services

We consider specific requirements for employees with health conditions or disabilities, either work-related or not and ensure that we comply with equality legislation when supporting employees both in and returning to work. We are committed to ensuring that our occupational health service provides a comprehensive, equitable and confidential service tailored to meet the specific needs of the business with respect to the work carried out by its employees, contractors or visitors.





## Managing Safety Risks: Risk-Based Approach

Risk assessments are key to our approach to health and safety management across all sites. Health and safety risk assessments are required on 100% of our sites to ensure that processes are safe and any hazards are identified and eliminated, mitigated against or controlled.

In addition to its value in hazard control, a risk-based approach offers benefits by providing greater awareness and education across sites of the risks potentially encountered, helping prioritise action, align budget allocation and ultimately reduce incidents in our workplace. We believe that we can reduce the likelihood of accidents and incidents by promoting engagement and ownership of safety, and this starts with reporting hazards and performing safety risk assessments and behavioural safety observations.

In 2024, we recorded over 11,500 hazards (4.65 per employee versus a target of three per employee) with a 97% clear-up rate and undertook over 15,000 Behavioural Safety Observations. It is our firm belief that being proactive and focusing on leading indicators and activities is underpinning our performance and reducing the risk in the workplace.

Our 10 cardinal rules address tasks or issues which pose a risk of potentially severe injury. These include:

- The use of specified PPE
- Never interfering with, overriding, defeating or removing safety-critical equipment
- Working at height must only be undertaken by trained and competent personnel
- All employees must report any accident, incident, near miss or hazard immediately to their supervisor, line manager or safety officer

Employees and contractors are trained and informed on these rules through induction health and safety training and on-site experience.

## Manufacturing Industry Leaders and Milestones

We are thrilled that during 2024, our sites and people celebrated key milestones and achievements. The Group celebrated achieving key health and safety milestones, with 85% of our sites experiencing an LTA-free year. Of this, two of our sites saw 15 years without an LTA, whilst another saw 10 years without an LTA. These impressive milestone performances would not be possible without the culture, hard work and dedication of our people. We will continue to drive safety with the aim of achieving great milestones across all our sites.

We are also proud that four more colleagues were inducted into ‘The Manufacturers Top 100 List’- an exclusive, peer-nominated list of the best from within the manufacturing industry. Michael Worden was celebrated as part of the ‘Young Pioneer’ and ‘Inspiring Leader’ categories, whilst Nick Wood received recognition as an ‘Innovator’ and ‘Inspiring Leader’. Jane Lees was celebrated as a ‘Young Pioneer’ and our Chief Executive Officer, Omar Hoek, was also recognised as an ‘Inspiring Leader’.

UTECH Europe Awards were developed to recognise and celebrate the achievements and innovations from across the European polyurethane industry. In 2024, we were ecstatic that two of our colleagues received recognition for their incredible contributions to the industry. Dr Sam Hill was awarded the ‘Rising Star Award’ whilst Adri Aerts was awarded the ‘Polyurethane Ambassador Award’.



DR SAM HILL, INNOVATION MANAGER:

“Winning the UTECH Rising Star award meant a great deal to me. These accolades come directly from our peers, so to be honoured with this award was truly remarkable.”





# Our Communities

## Introduction

We are committed to working with and leaving a positive mark on the communities in which we operate, and part of this involves building relationships with charities and community groups. Our teams from across the Group have taken part in various community engagements, offering crisis aid, education, community development and support. We are incredibly proud of the excellent work our teams undertake and their commitment to the communities in which they work.

With the increase of displacement of families across the Middle East, The Vita Group’s team in Romania partnered with the Romanian Red Cross to deliver much-needed aid to those affected. Embracing The Vita Group’s core values of integrity and responsibility, our Ludus team donated 1,200 new mattresses to the Lebanese Red Cross.

A spotlight should be shone on the team at our Accrington UK site, who committed to engaging with their local communities through undertaking a series of activities, as part of the site’s 60<sup>th</sup> birthday celebrations. These included organising the collection and distribution of easter eggs across local healthcare and school facilities. The team also challenged themselves, raising money for the Accrington Stanley Community Trust by undertaking the Yorkshire Three Peaks. The team surpassed their donation target and completed the challenge in 14 hours.

Our community engagement is not just rooted in support. We understand the importance of connecting with our local communities and engaging with what is important to them. In 2024, we strengthened our relationship with the local communities by participating in multiple events such as the Accrington Food Festival and school outreach programmes. These aim to provide value both to the communities involved but also to Vita through continuous learning.

## November Sustainability Campaign

Sustainability is a complex concept. With its regulatory landscape changing and its worth constantly debated in the media, business and politics, it is unsurprising that many people struggle to understand it. Due to its relevance and vital importance to Vita, we understand that we have the responsibility to inform our colleagues about the concept of sustainability and how they engage with it both in the workplace and in their personal lives.

Our first sustainability campaign ‘Sustainability 360’ aimed to engage the workforce with the concept of sustainability, how this impacts Vita, the work that we have done, continue and aim to do to integrate it across our value chain and operations and its importance. The campaign aimed to provide everyone at Vita- from the top to the factory floor- with a uniform understanding of these topics and we took the time to make contact with each site throughout the month, to hear their progress and receive any feedback they had.

Sustainability can sometimes feel like a complex or even contentious topic, often because its relevance to our daily lives isn’t always obvious. At Vita, we wanted to change that by helping each employee connect with sustainability in a way that feels personal and meaningful. Whether it’s a passion for protecting local environments, preserving the beauty of places yet to be explored, making more responsible choices in everyday consumption, or engaging with communities and charities, every perspective matters. By tapping into what resonates most with each individual, we’ve been able to ignite a shared passion that drives real, lasting impact.



We engaged with employees over a range of social and environmental sustainability-oriented topics, from the Sustainable Development Goals to best practice initiatives to ED&I. To ensure that our engagement with employees continued beyond the campaign, we introduced new site-specific targets to encourage sites to address site-specific processes and materials used, identified as environmentally impactful. We also launched our Blue Bulletin initiative, which provides sites or employees with the opportunity to document their sustainability-related best practices. This enables sites to highlight their great initiatives and inspire other sites to implement relevant best practices.

We were thrilled with the great engagement and contributions gained from all our sites and look forward to building on their success in 2025.



HANNAH HOWLING, ESG MANAGER:

“Sustainability is a big part of who we are. This campaign was about harnessing the power of our people, amplifying the awareness, passion, and everyday actions already embedded in our culture, and turning them into even greater collective impact.”



Better You, Better Life

One of our core commitments is to the physical and mental wellbeing of our colleagues. In today’s fast-paced world, we recognise how challenging it can be to prioritise health, yet we firmly believe that every employee should return home healthier than when they arrived. We’re proud to foster a culture that supports and promotes this belief.

Our annual ‘Better You, Better Life’ (BYBL) campaign, held in the first quarter, is a key expression of this commitment. It focuses on physical, mental, and social wellbeing through a variety of activities, including stress management, sleep awareness, exercise, and nutrition. Mental health is a major pillar of the campaign, with efforts aimed at reducing stigma, raising awareness, and ensuring access to support.

In 2024, we delivered a wide range of initiatives - from pilates sessions and nutrition workshops to CPR training and health screenings, like blood tests to detect early signs of illness. These activities supported individual wellbeing and also helped cultivate a more balanced and supportive workplace culture. A highlight of the year was our ‘Most Miles March’ campaign, launched in celebration of our 75<sup>th</sup> anniversary. With a collective goal of 75 million steps, the initiative encouraged physical activity and team spirit. The result was extraordinary: nearly 180 million steps were recorded — enough to circle the globe three times!

The success of BYBL has led to the formation of Health and Wellbeing Committees at all sites and the introduction of a Group-wide Health and Wellbeing Policy. It’s also supported by other initiatives such as ‘Women at Vita, Everywhere’ (WAVE), our ‘Vita Towards Zero’ campaigns, and a growing network of Mental Health First Aiders.

Embedding BYBL into our organisational structure and culture, we can ensure that wellbeing is not just a campaign, but a continuous priority, woven into the fabric of how we work and care for one another.





# Our Workforce

## Gender Balance

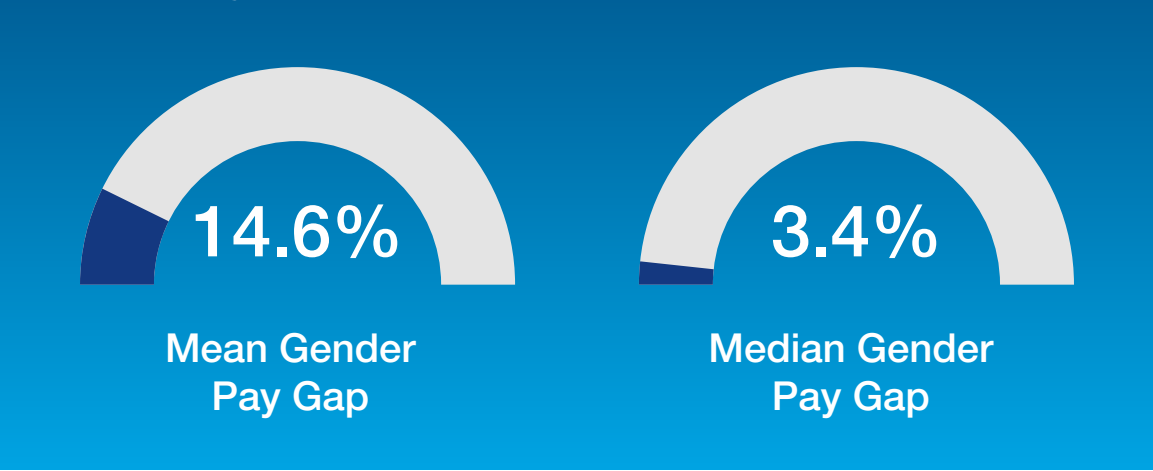
During 2024, we experienced increased internal change with the business exploring new structures and roles. This has resulted in a key change to the structuring of senior management roles. Through this, we saw a positive shift in female representation in senior management positions. At a Group level, the number of senior females increased from 29% in 2023 to 34% as of 31<sup>st</sup> December 2024.

We strive for gender balance within our organisation and therefore, in 2024, we signed up to the United Nations Global Compact ‘Forward Faster’ initiative, pledging to accelerate progress towards key SDGs that are significantly behind progress, such as SDG 5, Gender Equality. We pledged to ensure equal pay for work of equal value by 2030 and take this commitment seriously.

To educate ourselves further on how we can accelerate our progress, the Group’s Sustainability Team embarked on the UN Global Compact’s ‘Target Gender Equality Accelerator’, a nine-month program aimed at supporting companies to take meaningful action towards Sustainable Development Goals 5.5 and 8.5, to accelerate progress on gender equality and develop an action plan for putting their learnings into practice. Part of this programme required undertaking the ‘Women’s Empowerment Principles (WEPs) Gender Gap Analysis’, a baseline assessment of gender equality performance across the organisation. This was an invaluable exercise and highlighted key areas of development. We have adopted these and utilised this understanding in developing an action plan.

The Vita Group currently only publicly reports on gender pay gap information for our UK business. Despite this, we are currently in the process of establishing a data collection and reporting process that enables us to gather this data across the Group. Whilst this will align with our mandatory sustainability reporting requirements, we understand that without this, a knowledge gap remains about the workforce.

Our UK Pay Gap (%) 2024



Family-friendly policies are structured to ensure that our employees can establish a healthy and sustainable work-life balance. These are currently UK-specific based on cultural relevance and feasibility. These policies are key to supporting flexible working models, supporting carers and those assisting with childcare. Our goal is to enable harmonisation and consistency of our policies wherever feasible. These policies are currently available to every UK employee on the company’s intranet site.

## Equity, Diversity and Inclusion

Equity, diversity and inclusion (ED&I) are vital to creating and maintaining a successful workplace, one founded on the principle that all people can thrive personally and professionally. The Vita Group is proud that our workforce is made up of varying nationalities, cultures, backgrounds and experiences, and they help contribute to our supportive and inclusive work environment and forward-thinking and innovative capabilities.

Culture depends on active participation from each and every one of us, and a positive culture embraces differences and resists discrimination. In 2024, 14% of our executive leadership as of 31<sup>st</sup> December 2024 had a protected diversity characteristic.

Our Equality, Diversity and Inclusion Policy applies to all employees across the Group and is accessible from the Group intranet site. The policy covers providing equality of opportunity, zero tolerance of unlawful discrimination, leveraging diversity and encouraging inclusion. This helps encourage consideration of people from more diverse backgrounds when we hire and promote, ensuring that we have the best opportunity to find the best individual for the role. The annual employee engagement survey also provides the opportunity to give feedback on various aspects, including the extent to which employees feel respected and included at work.

We recognise that diversity and inclusion priorities vary by country or region and therefore should be tailored to meet local regulatory requirements and align with local culture. Additionally, to our Group policy, local sites are expected to implement initiatives that contribute to location-specific progress, that align with Group values and policies. These initiatives can range from rolling out training to establishing employee resource groups.

Maintaining strong employee relations is important to us, and continuing to strengthen our relations means encouraging productive relationships with our employee representatives. We have representatives with four main types of entity: trade union, Works Council (where required by law), workers’ committees (facilitate employee dialogue even when not required by law) and safety committees. These entities cover 100% of our sites, and we are pleased that throughout 2024, we continued to maintain good relationships with our employee representatives.

Equity, Diversity and Inclusion remain a key focus for us throughout 2025. We will be continuing to broaden our understanding of ED&I across the Group and embedding it into key employee initiatives, such as Vita’s employee engagement survey.



WAVE

We understand that attracting and recruiting diverse employees and personalities is vital. However, hiring diverse talent is not enough; how people experience the workplace impacts and shapes them. As an organisation, Vita is committed to providing a work environment that champions safety, diversity, engagement and ethical conduct across all levels and geographies within our business.

We are proud to have many talented women working in many types of roles across the organisation. To encourage a culture centred on our purpose and values and to ensure that our employees feel they have a voice and are heard, we created our employee resource group, Women at Vita Everywhere (WAVE), in 2022.

This network has the aim of supporting women and assisting them in having a voice to level up the playing field for them. Through this resource group, we host quarterly events, aimed at supporting, engaging and educating our employees on a range of important topics, from empowering yourself and the women you work with, to understanding more about physical health to tackling challenging topics, such as the imposter syndrome or baby loss awareness.

Our long-term goal is to ensure that we continue encouraging a culture for our employees, centred around our purpose and values, which helps support our women to reach their full potential. Whilst the topics targeted are significant to women, they also impact men. Therefore, it is a group which is open to everyone to help strengthen and enrich Vita.

In 2024, WAVE saw great engagement, with interactive events hosted, aimed at engaging employees in celebration, support and education around key events across the Group, including a ‘self-defence for women’ workshop at one of our Polish sites and Group-wide workshops. These workshops included exploring and educating on building resilience through change, the necessity of having resilience in the workplace and in personal lives and the top tips on how to develop this. International Women’s Day 2024 was also celebrated with the goal of ‘inspiring inclusion’, where we discussed our key milestones for female employees throughout Vita’s 75-year history and presented our long-service awards for our dedicated female colleagues. This was a brilliant occasion to celebrate our longest-serving female employees.

Whilst it is important to celebrate and acknowledge the progress that we have made over 2024 and throughout Vita’s 75-year history, we understand that there is still vital progress to be made. Moving into 2025, the development and expansion of WAVE is key to us. Our goal is to ensure that engagement reaches from top leadership to the shopfloor and tackles topics key to all. As it has already proven to be a catalyst for developing engagement and understanding across the organisation, we plan to ensure that Group-wide initiatives tackle a range of important topics, including physical and mental health.



Supply Chain Safeguarding

Despite the landscape of sustainability-related legislation changing rapidly, we continue to build momentum on creating positive change through our operations and aligning to best practice. Therefore, in 2024, we updated our due diligence system to align to the requirements of incoming legislation.

In our previous reports, understanding the gender and ethnicity balance of our value chain has remained a continuous focus area for the upcoming years. Whilst we acknowledge that we have not managed to progress this to the degree that we would like, we consistently look to work with organisations with the same equitable ambition as ours. Our updated due diligence process in 2024 has helped enable this.

Human Rights and Labour

Human rights and ethical labour are fundamental to us and we work to uphold and protect them at all times; this is key to acting in line with Vita’s core values of safety, integrity and being responsible.

We respect human and labour rights and ensure that we follow and comply with local, national and international regulations and guidelines and always strive to align with best practice, wherever feasible. We have a zero-tolerance approach to violations of labour rights and human rights.

We adhere to the United Nations Global Compact, the United Nations Guiding Principles on Business and Human Rights and the International Bill of Human Rights on respect for fundamental human rights and labour rights, as well as the International Labour Organisation (ILO) Conventions and Recommendations. We have ensured that our Code of Conduct, Supplier Code of Conduct and additional Group policies (Human Rights, Supply Chain Responsibility and Whistleblowing policies) are all aligned with this. Our Know Your Supplier due diligence process also supports this.

We are committed to combating the existence of compulsory labour, child labour, modern slavery and human trafficking. We ensure that we annually publish our Modern Slavery and Human Trafficking Statement, which highlights our key responsibilities, challenges faced and actions taken to combat them. We also outline the key risks of countries of operation and materials used, which present key challenges.

Throughout 2024, our policy and process mechanisms did not identify any human rights risks in our operations.



# Learning and Development

## Leadership Development

Central to ensuring the continued development of The Vita Group are our people. Over the previous years, our talent management strategy has been anchored in two key leadership development programmes: Elevate and Velocity, which were designed to cultivate a strong pipeline of future leaders.

During 2024, the company experienced a change in structure, and alongside this, we have taken the opportunity to review the talent within the business, formulate an updated talent pipeline and realign our talent management programme. Undertaking this ensures that we have in place efficient and effective mechanisms to retain knowledge and competencies within our workforce, develop an adaptable talent pipeline and equip future leaders with the skills to embrace their full potential, whilst maximising Vita’s long-term growth, adaptability and sustainability. To aid this, 2024 saw the development of Vita’s Extended Leadership Team (ELT). This team compiles Vita’s top 50 employees and has been established to navigate and implement business strategy and targets from the top down and enable consensus across leadership roles covering all functions, business units and operational geographies.

To assist the process of reviewing our talent pipeline, we assessed the interest in the implementation of a mentoring scheme across the Group. The interest was very encouraging, with employees from across our 33 sites offering their time to mentor others and taking the initiative to ask for sessions to help their personal development.

To initiate this process, we rolled out the scheme to a selected sample of employees to trial the process and will review its success in 2025. We look forward to adapting and developing this scheme to ensure that it aids our refreshed talent pipeline and strengthens Vita and its employees.

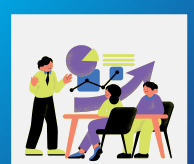
We also embarked on building a framework of progression, creating a Global Grading System. Our HR team used Willis Towers Watson’s (WTW) Global Grading System to benchmark individual jobs by role and country, into a job hierarchy to help create harmonisation across positions and a robust succession plan for the Group. It was important for the team to use a competency-based system, and this was an important step in creating a new career architect.

We are fortunate to have individuals working at the top of their fields of expertise. Investing in ongoing training and development is crucial, not only for Vita’s future success but also to keep our colleagues motivated, engaged and passionate about their work and at the forefront of their knowledge field. This is especially key as sustainability forms a cornerstone of our business model. In 2025, we hope to apply our key findings and implement our refreshed leadership development plan to ensure that our future leaders are well-equipped to drive Vita’s sustainability agenda.

## Role of Commercial Teams in Promoting Next Generation Products

At The Vita Group, our commercial teams are central to driving the adoption of next-generation products by staying closely attuned to evolving customer needs and market expectations. Their role goes beyond traditional sales - they act as trusted partners, helping customers navigate the transition toward innovative, sustainability-related solutions.

By fostering strong relationships and deepening their understanding of customer priorities, our teams are well-positioned to support informed decision-making and long-term value creation. This approach ensures that our sustainability ambitions are not only embedded in our products, but also reflected in the way we engage with the market, encouraging shared progress and responsible growth.

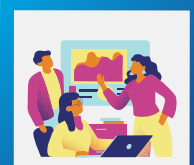


**TALENT PIPELINE**

2024 saw a change in members of our leadership team and so we took the opportunity to review our talent pipeline.

### ELT DEVELOPMENT

We developed our Extended Leadership Team (ELT) to navigate and implement business strategy.

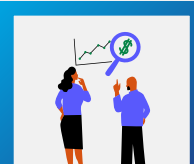


**MENTORING SCHEME**

We selected a sample of employees to trial the success of a mentoring scheme.

### CAREER ARCHITECT

Our HR team undertook a benchmarking activity to help build a succession plan for the Group.



**SALES ACADEMY**

Formulation of our Sales Academy to provide support to our teams.

### COMMERCIAL CHANGE AGENTS

Our teams advocate for sustainable industry transformation through promoting future-fit products.



**LOOKING TO 2025**

Implementation of our leadership development plan to equip and strengthen Vita's future leaders.



Employee Training

At Vita, we understand the importance of empowering our employees and providing them with the facilities that enable them to thrive and reach their full potential. Investing in the development of our employees is key to achieving our long-term sustainability goals and is rooted in Vita’s core values of responsibility and integrity.

During 2024, we have continued the implementation of various development programmes, offering apprenticeships and graduate positions in roles ranging from accounting to marketing. We understand that engaging with individuals who have been exposed to the latest technologies and theories in their fields offers the opportunity to attract their fresh perspectives and innovative ideas. In 2025, we aim to develop our graduate and apprenticeship schemes, to offer them in a wider variety of functions and look forward to unlocking the potential of those in these roles.

We were happy to acknowledge that our training hours per person increased to 12 hours per person in 2024 from 5 hours in 2023. This can be attributed to an increase in training around sustainability concepts through our November Campaign and ESG training, and an increase in roles and responsibility changes throughout the company due to the company restructuring, requiring training. This can also be attributed to a development in the alignment and accuracy of reporting surrounding key metrics such as training hours.

Additionally, to enable continuous learning, our safety team ensure that our safety campaigns involve training resources. Our two-month-long safety campaigns during 2024 were focused on ‘Empowering Reporting’ and the ‘Mobile Plant’. Both involved toolbox talk sessions, for which all sites were provided with training material. In addition to this, sites are encouraged to provide additional relevant training as appropriate.

A key focus in 2024 has been to enhance the accuracy and reliability of our social data to bring it in line with the requirements of the European Sustainability Reporting Standards (ESRS). To support this, we have strengthened our data collection methodology and improved data accuracy across all sites.



We believe that by fostering a culture of continuous learning, we can equip ourselves with the knowledge and skills needed to navigate the complexities of sustainability. However, we acknowledge that we are on a journey, that there is still much to learn and that we must persevere through the challenges or barriers to enabling this to happen.

We recognise that our people are our greatest asset, and by investing in their growth, we are investing in the future of Vita. In 2025, we will continue to expand our learning platforms, enhance access to digital training tools, and foster mentorship opportunities across levels of the organisation. By creating an environment where curiosity is encouraged and learning is celebrated, we aim to build a resilient, forward-thinking workforce ready to meet the evolving challenges of our industry. With this, we can continue the foundation for a more knowledgeable, agile, and empowered Vita.



**INCREASE IN TRAINING HOURS**

2024 saw an increase in training hours recorded.

**REACHING OUR GOALS**

We recognise that investing in the development of our employees is key to achieving our long-term sustainability goals.





**COMMITMENT TO GROWTH**

We remain dedicated to providing valuable learning opportunities to empower our team.

**GRADUATE & APPRENTICESHIP PROGRAMMES**

We have expanded our graduate and apprenticeship training programmes across the business.





**IMPROVING SOCIAL DATA ACCURACY**

We focus on improving the maturity of our social data.

**TOOLBOX TALKS**

Used to provide key training throughout sustainability and health and safety campaigns.





**FUTURE DEVELOPMENT**

We will explore the use of digital tools to enhance our employee training activities.



# Vita is 75!

In 2024, The Vita Group reached 75 years.

The Vita Group was established in 1949 as a manufacturer of latex pillows and mattresses. The original headquarters were located at Glen Mill, Oldham, Manchester, UK and have moved only a few miles down the road to Middleton, where it is currently located. This part of Greater Manchester has played a significant role in the growth of the business over the last 75 years. Now, in 2024, we have 33 sites across 13 countries and produce a wide range of products, providing for numerous industries ranging from furniture and bedding to carpet underlay, medical and hygiene, to automotive and aviation. Although we still offer latex products from our site in Maastricht, Netherlands, our main offering is flexible polyurethane foam.

Over the last 75 years, there has been an incredible amount of change across the business. Behind all the growth and change are the people. 75 years for a business is a remarkable achievement, and we wanted to celebrate it. Every person who has worked for The Vita Group, past or present, has contributed to its rich history, helping shape the company into the business it is today. As such, we dedicated the whole of 2024 to celebrating this milestone, asking our colleagues to donate time to their local communities and providing opportunities to celebrate together. We had teams planting trees to enhance their local surroundings, others spending time with vulnerable individuals in their communities, and some who took time to pick up rubbish and paint community buildings. These small gestures demonstrate our commitment to enriching the environments in which we operate.

On 20th September, each site came together to celebrate with their teams. We shared a business-wide call with the CEO and senior leaders, who had the opportunity to thank the teams for their hard work and dedication. They spoke about how we are the current guardians of the business and how the work we do now will set the business up for the next 75 years. The remainder of the day was spent with sites celebrating together, enjoying lunch, hearing from long-serving members of the team, reminiscing on times gone by and most importantly, spending time with colleagues and friends.

## From Planting Trees to Celebrating Together





# Targets and a 3-year Action Plan





# Acting Ethically

### Key Policies

- Code of Business Conduct
- Supplier Code of Conduct
- Economic Sanctions and Trade Policy
- Anti-Bribery, Corruption and Competition Policies
- Whistleblowing Policy
- Tax Policy
- IT and Cybersecurity Policies (including GDPR and Data Protection, IT, Information Security and AI policies)

### Key Actions

- Development of Vita’s Compliance Monitoring Group
- Mandatory Compliance training for all relevant individuals
- Cyber risk simulations enacted across the Group e.g. phishing
- Development of AI Policy

Acting ethically is rooted in The Vita Group’s core values of integrity and responsibility. This means minimising our negative environmental and social impact, enhancing local communities, and making the right choices, even when they are difficult. We understand our social, ethical, and legal responsibilities and strive to embed a culture of accountability across the organisation. Operating in 13 countries, we aim to go beyond compliance, adhering to both the spirit and letter of the law. Transparency is crucial to our ethical conduct.

We maintain a zero-tolerance policy for breaches of Anti-Bribery, Corruption, and Competition policies. We have zero reported cases of child labour, human trafficking, or modern slavery, and no socio-economic sanctions or environmental non-compliance notices.

We are proud of the high standards we set for all Vita employees. Our trusted policies and processes enable our colleagues to act responsibly and support each other. Being an accountable business is our moral compass and a commitment we take seriously.

Targets	2024 Performance
Ensure compliance and risk management by adhering to local, national and international laws, exercising due diligence, incorporating ESG criteria, and conducting regular audits and reviews.	<ul style="list-style-type: none"><li>• Zero sanctions for The Vita Group during 2024</li><li>• New supplier and customer checks ongoing as part of third-party due diligence assessments (Dow Jones screening)</li><li>• Double materiality assessment completed and aligned with European Sustainability Reporting Standards (ESRS)</li></ul>
We will train all relevant employees each year using a holistic compliance programme focused on higher-risk areas involving third parties.	<ul style="list-style-type: none"><li>• Relevant employees trained on Code of Conduct, Anti-Bribery, Corruption, and Information Security policies</li><li>• Updated learning content for EU legislation changes</li></ul>
We will continue to scan our external environment for threats and opportunities while transparently managing risks and opportunities through our Board and Governance committees.	<ul style="list-style-type: none"><li>• New Supplier Code of Conduct distributed</li><li>• Board meetings with documented actions</li><li>• Review of core policies</li><li>• Refreshed risk framework and assessment of impacts</li></ul>

 [Click here to find our goals for the next 3 years](#)



# ESG Strategy and Governance

The Vita Group’s leadership team, led by the Group CEO, is responsible for the overall development and implementation of our policies, our management systems and for ensuring that all activities are guided by these policies and processes. The leadership team is also responsible for the operational governance of the company, including decision making on economic, environmental, and social topics and having oversight of this sustainability report.

## Board of Directors

Our Board of Directors (the “Board”) is engaged in formulating our Enhancing Everyday Life sustainability strategy. The Board oversees ESG issues through the Audit and Risk Committee, where the Group Director of Sustainability reports material issues, achievements, and the key progress towards the Group's 2030 and 2050 key performance indicators (“KPIs”) to the Board. These key points are discussed at Audit and Risk Committee meetings.

## ESG Steering Group

Previously, Vita had an ESG steering committee chaired by the Group CEO, which included directors and senior management from procurement, risk, innovation, human resources, legal and sustainability departments. During 2024, we restructured the committee to adopt a functional excellence approach, which will enhance focus and efficiency, improve accountability, align ESG initiatives with strategic goals, and increase transparency. This revised committee will be launched in 2025.

## Compliance Monitoring Group

The compliance monitoring Group, chaired by the Group’s Director of Sustainability, brings together senior management from IT and cyber security, health and safety, finance, tax, procurement, sustainability, legal, innovation, risk, human resources, operations, commercial and marketing departments.

Meeting monthly, this diverse team identifies and addresses key compliance and legislative changes and risks arising from regulatory shifts relevant to Vita. This proactive and comprehensive approach ensures that Vita remains adaptable and ahead of compliance and regulatory changes, safeguarding our commitments to excellence and integrity.

## Sub-working Group

Each core principle is supported by a working group, led by relevant specialists within Vita. The working groups operate to continue progress against the KPIs, and future targets set out in the ESG strategy. The members of each working group are selected based on their area of expertise and are of varying levels of seniority to ensure that the principles are upheld and well managed throughout the levels within Vita. This year, we focused our working groups on the immediate areas of priority, ensuring we were finely tuned to these priorities.

Our working groups for the year were centred around unlocking the "E" in SHE – leveraging the existing positive safety culture and network to roll out environmental awareness and engagement initiatives. We established a Scope 3 working group focusing on supplier engagement and value chain data management. This group worked diligently to enhance our understanding of supplier practices and improve data accuracy across the value chain, with an initial focus on emissions.

We also had a due diligence working group concentrating on alignment with the EU Deforestation Regulation (EUDR) and the Corporate Due Diligence Directive/Corporate Sustainability Reporting Directive (CSDDD/CSRD). This group was responsible for ensuring our processes met the stringent requirements of these regulations, conducting thorough assessments, and implementing necessary changes to maintain compliance.

Additionally, we established a compliance monitoring group to ensure vigilance regarding ongoing changes in the regulatory landscape.

This group monitored new regulations and industry standards, providing timely updates and recommendations to keep our practices current and compliant.

To align with our commitment to future-fit business practices, we are revising our bonus structures to include sustainability and innovation as central components. Starting next year, executive bonuses will be linked to achieving key ESG targets and advancing our transformation agenda. This change reflects our dedication to integrating sustainable practices into our core operations and driving long-term value for all stakeholders.



# Governance

The Vita Group is a privately owned company, set up in 1949. It is headquartered in Middleton, United Kingdom and has 33 sites across 13 countries.

The Vita Group’s strategy is ultimately set by the VMT, who provide regular updates to the Group Board. The Group Board meets quarterly with Executive and Non-Executive directors, who provide additional oversight. The Group Board has the following committees in place:

- Remuneration Committee
- Risk and Audit Committee
- All entities have been set up in line with the articles of association and have a mix of Executive and Non-Executive Directors on their Boards

Meanwhile, Vita’s leadership team is responsible for providing the resources to operationalise the business strategy, monitoring associated risks and opportunities, and implementing its execution. The leadership team meet with the Group’s Board on a quarterly basis and has several subcommittees in place. These committees include the Group Safety Council, Compliance Monitoring Council, Innovation Council and the Cybersecurity Steering Group. All subcommittees are established to develop execution plans and follow the PDCA (Plan, Do, Check, Act) cycle of instrumental management systems.

The Vita Group operates and trades in various countries, most of which are part of the European Union. As such, certain entities within the Group are prohibited by law from trading with certain individuals and countries. Vita has implemented an Economic Sanctions and Trade Policy, mandating the business to review and check each proposed customer and/or supplier, in line with all applicable sanctions and restrictions. Additionally, the Group’s ultimate shareholder is US-based; this means that Vita must also comply with US sanctions and regulations affecting US-incorporated entities and their foreign branches and subsides.

The Vita Group has several core policies and processes that are applicable and implemented across all Group companies and sites. Implementation of these policies is ultimately the responsibility of Vita’s VMT, and monthly reporting is in place for policy breaches. Risk assessments relating to topics around key business ethics are maintained and managed for all sites within the Group.

To ensure that all employees and external stakeholders have the platform to report suspected breaches or issues to the relevant people, Vita has implemented a Whistleblowing Policy. This ensures that stakeholders have access to an anonymous and confidential mechanism to encourage reporting and remove any potential fear of retaliation.

Where breaches do occur, thorough investigations take place and remedial action is applied. Such remedial action can range from a refusal to work with suppliers or customers who do not share and/or have demonstrated a lack of alignment with Vita’s values, through to disciplinary action (where relevant) for employees who fall short of the standards that the Group sets.

During 2024, we implemented several new policies, documents and processes across the Group, relevant to environmental, social and governance areas, such as our refreshed Supplier Code of Conduct. This is to help ensure that our sustainability strategy continues to progress and that our targets continue to be achievable, but also to ensure that we remain aligned with best practice, ahead of regulatory requirements.



These policies help monitor our external environments for impacts, risks and opportunities and enhance the Group’s management system; we saw an increase in Vita’s sites getting these systems certified. The certification of our management systems remains a key target for 2025. A breakdown of all key Group policies and their relevance to Vita’s material topics is available on [page 54](#).

Certified Management Systems Coverage across Sites*		
Certified Management System	Foaming Centres	Group Coverage
Quality ISO 9001	43%	51%
Occupational H&S ISO 45001	14%	16%
Environment ISO 14001	29%	16%
Energy ISO 50001	7%	3%

Core steering committees met regularly to implement execution plans and monitor their integration, particularly on ESG-related matters. Enhanced reporting of key ESG data points enabled frequent monitoring of performance indicators, contributing to more authentic and transparent disclosures. This proactive approach significantly advanced our alignment with the European Sustainability Reporting Standards (ESRS).

\*During 2024, we increased our overall coverage of certified management systems. The table above represents this Group coverage and how this is spread specifically across our foaming centres.



# IT and Cyber Security

Innovation and technology have transformed how we do business by driving growth and improving the efficiency of tasks such as data management. However, alongside these numerous benefits, the rapid growth of Information Technology (IT) also generates risks that must be carefully identified and managed.

IT and Cyber Security are ultimately overseen by the Group board. Key data, such as the number of phishing attempts, is reported to the Risk and Audit Committee. The Board is consulted on any material changes to Vita’s risk environment and authorises significant changes to policy and process, ensuring robust oversight and proactive management of cybersecurity risks.

To operationalise IT and cyber security across the Group, Vita has a dedicated Cyber and Information Security Team, with specialist roles focused on Cyber Security Operations and Governance, Risk and Compliance (GRC). The team is led by the Cyber Security and IT Risk Manager, who is responsible for analysing, assessing, and managing IT risks, and reports directly to the Group Head of IT.



PAUL MORTON, HEAD OF IT:

“As we work towards sustainability, cybersecurity is crucial for protecting our solutions and maintaining trust. By prioritising cyber resilience, we safeguard our operations and empower our people to confidently drive our mission forward.”

Our governance framework is supported by the Cyber Security Steering Group, which acts as the primary vehicle for executing cyber security governance activities. This group is responsible for developing and implementing effective policies, monitoring risk and compliance efforts, coordinating responses to cybersecurity incidents, and delivering on the cyber security strategy. The Steering Group ensures that our cybersecurity measures align with business goals, comply with regulations, and proactively address the evolving threat landscape.

Additionally, to reduce the impact of any potential security breaches, Vita operates an Incident Response programme which is championed by members of the Cyber Security Steering Group.

Vita has a formalised Information Security Programme which sets out a strategic roadmap to enhance information security across the Group. To implement our Information Security Programme and Cyber Security Strategy, a set of information security policies are maintained and cover key topics such as access control, business continuity, physical security, network security and risk and asset and change management. Our policies are regularly reviewed to ensure that they remain relevant and enable continual improvement of Vita’s cyber security framework. Our Vita Cyber and Information Security team maintains an internal audit function to assess areas of the business against these adopted policies.

Our 2024 double materiality assessment identified IT and Cyber Security as key material topics, reflecting the evolving importance of these areas. The rapid advancement of AI and generative AI (Gen AI) has fundamentally transformed the cyber security landscape, presenting both opportunities and challenges. AI is now used to enhance operations, detect threats in real-time, and automate incident responses, but it also introduces new cyber-related threats.

This shift underscores the need for advanced cyber security solutions and a proactive approach to managing these risks.

We understand that the risk of cyber security is one that can never be reduced to zero, and therefore, we ensure that we effectively manage these risks. Our risk management practices are regularly reviewed to identify and implement improvements to our risk management framework, and identified information security risks are captured in our central risk register.

Implementing key mitigation measures is vital to minimising risk as far as is feasible. Simulations of cyber risks, such as phishing, are conducted to evaluate the awareness of employees. Relevant reminders of IT security procedures, phishing awareness and fraud alerts have been communicated to employees on a frequent basis. In 2024, we also developed our due diligence for external parties that engage with Vita, through developing a more in-depth assessment and review process that aligns with both best practice and EU Directive 2022/2555.

Information security is a core element of Vita’s compliance training, encompassing critical topics such as security incidents, device protection, social engineering, and phishing. In 2024, 100% of relevant employees were provided with training on information security, ensuring that our workforce is well-equipped to safeguard our operations and mitigate risks. This training contributes to building a culture of vigilance and resilience.



# Double Materiality Assessment

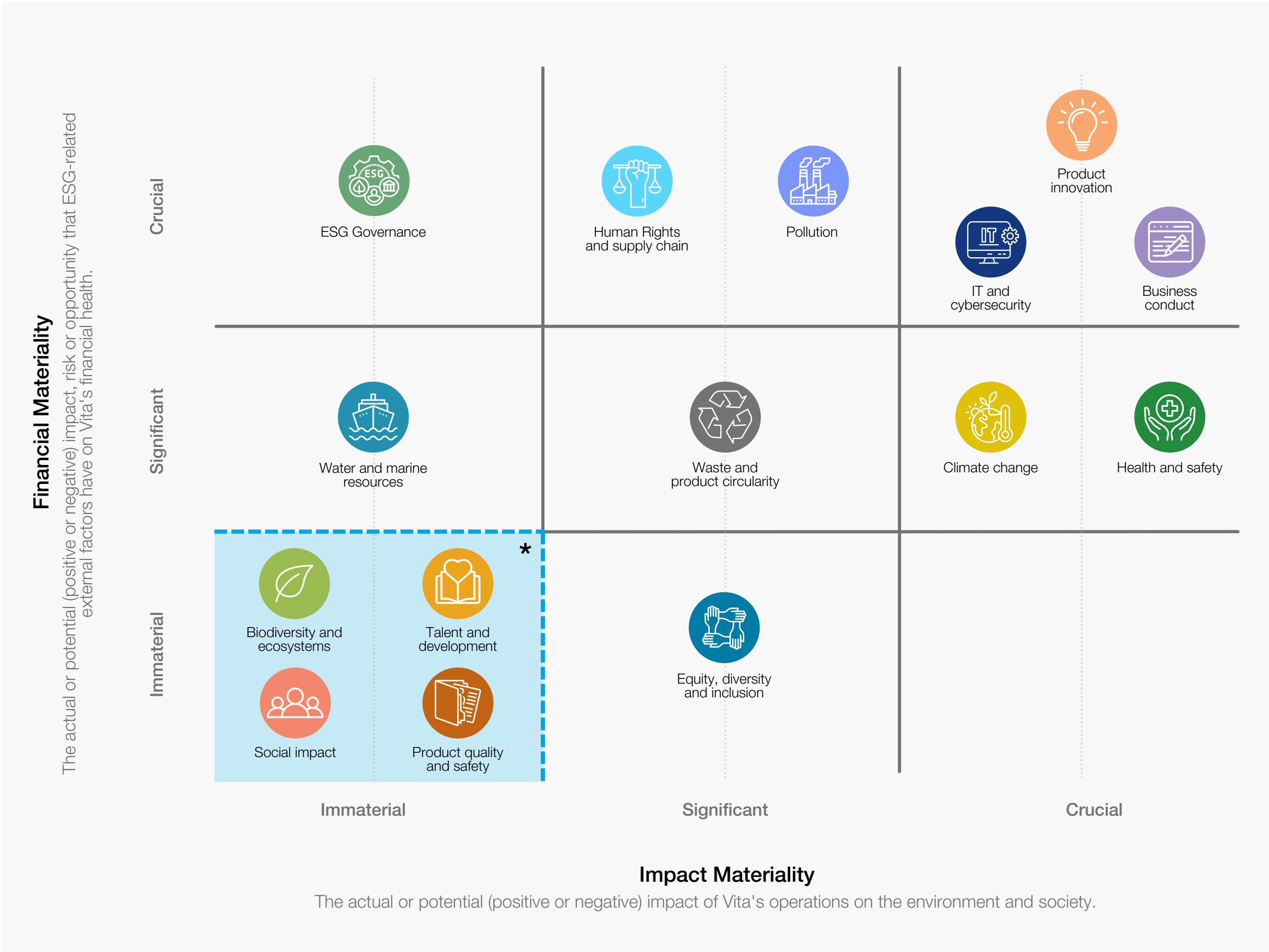
In 2024, we undertook our first double materiality assessment (DMA) aligned with the European Sustainability Reporting Standards (ESRS), marking a significant step towards CSRD compliance. This DMA was not just a regulatory requirement but a strategic exercise to prioritise key actions based on identified risks and opportunities, especially during our transformative restructuring period of internal roles and responsibilities.

To maximise strategic value, we engaged an external consultant for their expertise, to ensure that our methodology was robust and that the process enabled strategic value creation. The DMA process included five key phases: current state assessment, value chain mapping, stakeholder engagement, IRO scoring, and final topic prioritisation and approval. We ensured robust stakeholder engagement by involving a diverse range of internal and external stakeholders, providing valuable insights, and validating our findings.

Our commitment to best practices remains unwavering. Therefore, in Q1 2025, we engaged an external auditor for a pre-assurance process of our DMA. Our gap analysis commenced in Q1 2025 to identify key gaps in policies, processes, and data collection. To ensure accuracy and completeness, we implemented a systematic approach to data collection and verification. Additionally, we conducted thorough value chain mapping to identify upstream and downstream impacts.

To ensure the DMA remains relevant and reflective of the Group’s transformative changes, we have established a process for continuous improvement, regularly reviewing and updating the DMA. We also strengthened our governance framework to ensure clear accountability and oversight throughout the DMA process.

\*Topics outside the scope of materiality.





# Double Materiality Assessment (cont.)

Our DMA expanded our focus from purely financial impacts to also include how our business affects society and the environment.

As shown in this infographic, through stakeholder engagement, structured analysis, and governance validation, we identified key sustainability impacts, risks, and opportunities (IROs). This dual lens has deepened our understanding of where sustainability and business value intersect, guiding strategy, operations, and reporting with greater transparency and resilience.



## Our Business Impact

An outside-in perspective: the level of positive or negative impacts, risks and opportunities that outside events (people and the planet) have on Vita’s business, performance and future viability (financial materiality).



## The Planet and Society

An inside-out perspective: the level of positive or negative impact that Vita’s activities have on the environment and society (impact materiality).



# Business Conduct

## Compliance Training

Our Code of Business Conduct sets out our standard in relation to corporate responsibility and clear expectations to guide employee behaviour to align with our core values. This Code is made available to employees via Vita’s intranet and is largely communicated within the organisation and through the supply chain. Our Code of Business Conduct aligns with our new Supplier Code of Conduct as well as our HR-related policies and processes. It also forms the foundation of our compliance training programme.

During 2024, all relevant employees (senior management, management, and employees with third-party contacts such as those who work directly with our customers and suppliers) were trained on a range of compliance-related matters. This included our Code of Conduct, Information Security, Anti-Bribery and Corruption and Competition Law.

The content for this training, provided through an external platform, is reviewed annually to ensure that the modules remain relevant, engaging and, where applicable, go beyond regulatory requirements. Online training modules for this are beneficial, as they can accommodate the large number of employees over Vita’s 33 sites and wide geography, who are required to take the training and enable interactive activities to build engagement and understanding. Face-to-face training also takes place every two years by our Group legal team.



## Tax Strategy

Our Tax strategy is to drive value for the Group by using robust tax controls and claiming eligible tax reliefs, while ensuring that we pay the correct amount of tax at the right time and by complying with all applicable laws, regulations and disclosure requirements.

Our Tax Strategy, along with our Code of Business Conduct, states that we do not tolerate tax evasion or assisting taxpayers in evading tax under any circumstances in any country, which all employees are expected to adhere to.

We seek to meet all applicable statutory and regulatory tax obligations. This means acting with reasonable care in relation to all tax filings and payments and disclosing, where appropriate, all relevant facts and circumstances to the tax authorities when undertaking non-routine transactions and/or claiming reliefs. We recognise that our tax obligations are largely determined in law and practice, but there will be areas where judgment is required, and choices are available. The uncertainty arising from the interpretation and application of taxation laws and regulations gives rise to tax risk. To manage this, risk management processes are embedded in our day-to-day business, and we encourage an environment of transparency and openness throughout the Group to support this.

As outlined in our Supplier Code of Conduct, our suppliers must also comply with tax requirements in accordance with the applicable national and international regulations and standards.

Our Tax Strategy is available on the Group’s intranet and applies alongside our Anti-Bribery and Corruption Policy and Transfer Pricing Policy.

Our Tax Strategy is overseen by the Group Board. It is reviewed annually and whenever there are material changes to the Group’s tax environment or obligations. Any proposed changes are discussed and approved by the Group Board. Responsibility for the day-to-day management of the Tax Strategy is delegated to The Vita Group’s Head of Tax, who reports to the Chief Financial Officer.

Core Policies in Place within the Group Include:		
Anti-Bribery and Corruption	Intellectual Property	Sustainability
Business Ethics	Whistle Blowing	Sustainable Procurement
Competition Policy	GDPR and Data Protection	Tax Strategy
Confidentiality	Health and Safety – multiple policies focused on core risks	Slavery and Human Trafficking
Document Retention	Human Resources – multiple policies in place including on Diversity and Inclusion, Disciplinary, Grievances. Employee Engagement, Training and Recruitment	IT Security
Economic Sanctions and Trade	IT Usage	Marketing and Social Media



# Targets and a 3-year Action Plan



# About this Report

This report aims to provide a full, balanced, and transparent view of the Group’s material topics, related impacts and performance in the calendar year ending December 31<sup>st</sup>, 2024. This report represents our active commitment to transparency and authenticity with our stakeholders.

## Scope of Report

Covering all assets and sites within The Vita Group, this report includes historical data for comparison where possible. The reporting period is the calendar year 2024, with data presented on a 100% ownership basis, using the metric system and EUR. Workforce data is limited to permanent, full-time and part-time equivalents. Our data Scope encompasses environmental data from 33 sites, as well as economic and governance data.

## Management Approach

Our management of material topics is detailed in this report, supported by policy documentation available on our website. The Vita Group conducts periodic audits and reviews of all management approaches, including policies, programmes, accountabilities and training, using our established internal audit protocol. Outcomes are reported to our owner, SVP. Additional supporting publications and information, such as site certifications, risk management, audits, explanation videos, documents, articles, and mandatory statements (e.g. Gender Pay Gap Report, Modern Slavery Statement), are available on our website.

## Materiality Assessment: Further Detail

Report Scope: This report identifies material topics that reflect Vita’s most significant environmental, social, or governance impacts, those that could influence stakeholder assessments and decisions, or those with substantial financial or operational impact on The Vita Group.

All material topic impacts are relevant to our value chain (upstream, downstream and operations) unless otherwise stated. The content is shaped by a double materiality assessment, evaluating sustainability topics from both an ‘inside-out’

(impact materiality) and ‘outside-in’ (financial materiality) perspective.

This assessment covers short-term (previous year), medium-term (2-5 years), and long-term (5+ years) horizons, aligned with the European Sustainability Reporting Standards (ESRS). As we continue to develop a CSRD-aligned reporting process, further information on our materiality assessment and GRI alignment is provided below.

Further Information: Reflecting on our 75-year journey, we recognise the importance of adapting to evolving demands that impact our economic, social, and environmental footprint. Our double materiality assessment, conducted with consultants, was pivotal in developing our ‘Enhancing Everyday Life’ strategy during a key transformation period. This assessment aligned with GRI Standards, SASB, VFR, and ESRS, meeting GRI disclosure 102-46 and clause 6.1 in GRI 102: General Disclosures and fulfilling our CSRD reporting obligations.

Through a five-phase approach, we reviewed industry trends and our business operations to draft a list of impacts, risks, and opportunities (IROs). Engaging with internal and external stakeholders, we developed a relevant list of topics and IROs. Senior Management assigned scores to these IROs, ensuring alignment with our enterprise risk management framework.

The executive team validated the material topics and IROs, making necessary adjustments to ensure alignment with our business model and risks. The assessment concluded with 11 material topics aligned to 8 ESRS standards. Notably, water management emerged as a more material topic compared to our 2021 assessment, reflecting our improved understanding of associated risks.

While topics like biodiversity remained immaterial, we included additional topics such as talent and development, social impact, product quality and safety, product innovation, IT and cyber security, human rights, supply chain, and ESG Governance. Despite some being deemed immaterial, we continue to monitor and apply relevant policies to these areas.

To ensure ongoing relevance, we plan to review this assessment in 2025, maintaining our commitment to responsible business practices during our transformation.

## External Validation

At The Vita Group, we leverage EcoVadis as an external validation of our sustainability management system. EcoVadis provides a comprehensive assessment of our sustainability practices, ensuring that our efforts are transparent, credible, and aligned with global standards. By achieving high ratings from EcoVadis, we demonstrate our commitment to continuous improvement and leadership in sustainability, reinforcing our dedication to ethical and responsible business practices. In December 2024, we submitted our assessment, which achieved 83/100.

## Why We Choose EcoVadis

The EcoVadis methodology assesses the quality of a company's sustainability management system through three core pillars: Policies, Actions, and Results. These pillars are broken down into seven management indicators: Policies, Endorsements, Measures, Certifications, Coverage, Reporting, and 360° Watch Findings.

The evaluation framework is tailored to each company based on its industry, size, and geographical location. EcoVadis uses 21 sustainability criteria across four themes: Environment, Labour & Human Rights, Ethics, and Sustainable Procurement. The assessment process involves collecting data from various sources, including company-provided documentation, third-party endorsements, and external stakeholder inputs.

To achieve a Platinum rating, a company must rank in the top 1% (99<sup>th</sup> percentile) of all assessed companies. This requires a minimum score of 81 out of 100 (in December 2024). Additionally, the company must achieve a minimum score of 30 in each of the four themes. The Platinum rating signifies exceptional performance and a strong commitment to sustainability.





# The Validated Material Topics and Alignment to Internal Policy, Process and Enhancing Everyday Life Roadmap

Material Topic	ESRS Topic	Policy/Measure	Page Number	Key Chapters
Climate Change	E1- Climate Change	Sustainability Policy, Climate Action Policy, Anti-Greenwashing Policy, Sustainable Procurement Policy, Code of Business Conduct, Supplier Code of Conduct	3, 7, 10-13, 15, 21, 23-30, 32, 34-35, 52, 56, 59	Driving Circularity Optimising Resources
Pollution	E2- Pollution	Sustainability Policy, Climate Action Policy, Supplier Code of Conduct	32, 34, 52, 57, 60	Driving Circularity Optimising Resources
Water and Marine Resources	E3- Water and Marine Resources	Sustainability Policy, Climate Action Policy, Code of Business Conduct	11-13, 15, 18-19, 34-35, 52, 56-57	Optimising Resources
Product Innovation and Development	E5- Resource Use and Circular Economy	Sustainability Policy, Climate Action Policy, Sustainable Procurement Policy, Intellectual Property Policy	3-5, 7-8, 10-19, 22, 34, 52	Driving Circularity
Waste and Circularity	E5- Resource Use and Circular Economy S4- Consumers and End Users	Sustainability Policy, Climate Action Policy	3, 7-8, 11-23, 29, 33, 35, 52	Driving Circularity
Equity, Diversity and Inclusion	S1- Own Workforce	Human Rights Policy, Equality, Diversity and Inclusion Policy, Code of Business Conduct, Disciplinary and Grievance Policy	10-13, 36, 42-43, 52, 57-58	Empowering People
Health and Safety	S1- Own Workforce	SHE Policy, Human Rights Policy, Code of Business Conduct, Vita’s Cardinal Rules	3, 7, 10-13, 18-21, 31, 33, 36-41, 45, 47, 50, 52, 54, 56-58	Empowering People
IT and Cyber Security	S1- Own Workforce S4- Consumers and End Users G1- Business Conduct	GDPR and Data Protection Policy, Document Retention Policy, IT Policy, Asset Management Policy, Acceptable Use Policy, Identity and Access Management Policy, Information Security Policy, Security Monitoring and Alerting Policy, Incident Management Policy, AI Policy	48, 50-52, 56, 60	Acting Ethically

# The Validated Material Topics and Alignment to Internal Policy, Process and Enhancing Everyday Life Roadmap (cont.)

Material Topic	ESRS Topic	Policy/Measure	Page Number	Key Chapters
Business Conduct	G1- Business Conduct	Whistleblowing Policy, Anti-Bribery and Corruption Policy, Competition Policy, GDPR and Data Protection Policy, Economic Sanctions and Trade Policy, Dow Jones Policy, Document Retention Policy, Confidentiality Letter Intellectual Property Policy, Code of Business Conduct, Tax Policy, Transfer Pricing Policy	11, 13, 48-50, 52, 54-55	Acting Ethically
Human Rights and Supply Chain	E5- Resource Use and Circular Economy S2- Workers in the Value Chain G1- Business Conduct	Human Rights Policy, Code of Business, Conduct Supplier, Code of Conduct, Know Your Supplier Due Diligence Framework	17-18, 20-22, 26, 28-29, 43, 52, 54	Driving Circularity Empowering People
ESG Governance	G1- Business Conduct	Code of Business, Conduct Supplier, Code of Conduct, Sustainability Policy, Climate Action Policy, Anti-Greenwashing Policy, Sustainable Procurement Policy	49-50, 52-53, 56, 59	Acting Ethically

# Topics Reviewed as Immaterial, Close to Being Material

Topic	ESRS Topic	Policy/Measure	Page Number	Key Chapters
Biodiversity and Ecosystems	E4- Biodiversity and Ecosystems	Sustainability Policy, Climate Action Policy, Supplier Code of Conduct	32, 52	Optimising Resources
Talent and Development	S1- Own Workforce	Human Rights Policy, Equality, Diversity and Inclusion Policy, Code of Business Conduct	10-12, 36, 39-40, 43-45, 52	Empowering People
Social Impact	S2- Workers in the Value Chain S3- Affected Communities	Human Rights Policy, Equity, Diversity and Inclusion Policy, Code of Business, Conduct Supplier, Code of Conduct, Know Your Supplier Due Diligence Framework	36, 40-41, 46-47	Empowering People Acting Ethically
Product Quality and Safety	S1- Own Workforce S4- Customers and End-Users	Product Recall Policy, Management of Change Policy and Mandatory Standard	8, 14, 18-19, 33, 38, 52, 58	Driving Circularity Empowering People



# Glossary of Terms

## Carbon Credits

- This is a term which covers a tradable certificate or permit (within an emission trading scheme) allowing a company to emit 1 tonne of CO<sub>2</sub> equivalent (can be any GHG).

## Carbon Footprint

- A carbon footprint is a calculated value that makes it possible to compare the total amount of greenhouse gas emissions from an activity, product, or company that adds to the atmosphere. The carbon footprint is usually reported in tonnes of CO<sub>2</sub> emissions per unit of comparison.

## Carbon Neutral vs net-zero

- A company can be carbon neutral if it balances of carbon dioxide released into the atmosphere through its everyday activities with the amount it absorbs or removes from the atmosphere; this includes purchasing carbon offsets. Carbon neutrality can be applied to only Scopes 1 and 2 if decided by the company.
- net-zero is applied to all GHGs and is no longer adding to the total amount of greenhouse gases in the atmosphere. To have a net-zero target, you can only offset up to 10% of your total emissions from baseline and must include Scopes 1, 2 and 3. So it is often a much more difficult and longer-term target to reach.

## Carbon Offsetting

- An activity deemed to reduce overall GHG emissions by purchasing verified carbon credits (often through emissions reduction projects or carbon trading schemes).

## Circular Economy

- A circular economy is one where products and materials are kept in circulation through processes like maintenance, reuse, refurbishment, remanufacture, recycling and composting.

## Climate Change

- Long-term shifts in temperatures and weather patterns.

## Climate change may result from:

- Natural factors, such as changes in the sun’s intensity or slow changes in the Earth’s orbit around the sun.
- Natural processes within the climate system (e.g. changes in ocean circulation);
- Human activities that change the atmosphere’s composition (e.g. through burning fossil fuels) and the land surface (e.g. deforestation, reforestation, urbanisation, desertification, etc.)

## Climate Mitigation vs Adaptation

- Climate mitigation is action to limit greenhouse gas emissions in the atmosphere and the consequences of this; climate adaptation is the action to manage unavoidable impacts from climate change.

## Corporate Social Responsibility Directive (CSRD)

- The Corporate Sustainability Reporting Directive (CSRD) requires companies to report on the impact of corporate activities on the environment and society, and requires the audit (assurance) of reported information.

## Decarbonisation

- Reduction of GHG emissions, e.g. through the use of low-emission power sources or electrification.

## Environmental Management Systems

- A set of processes/practices enabling an organisation to reduce its environmental impacts. The most common framework is the ISO 14001 standard.

## Energy from Waste

- Energy from waste is a technique that uses non-recyclable refuse and converts it into useful energy.

## Environmental, Social and Governance (ESG)

- Stands for environmental, social and governance. It is closely linked to sustainability but is a framework used to evaluate the performance or behaviours of a company, by providing a set of criteria that they map, measure or report against.

## Fossil Fuels

- Non-renewable fuel such as coal, oil and natural gas.

## Global Warming

- Describes the current rise in average temperature of Earth’s air and oceans; this is a long-term warming of the planet’s overall temperature.

## Greenhouse Effect

- The greenhouse effect occurs when greenhouse gases in a planet’s atmosphere insulate the planet from losing heat to space, raising the surface temperature.

## Greenhouse Gases (GHGs)

- Greenhouse gases (GHG) are any gases in the atmosphere which absorb and then re-emit heat. Therefore, they keep the planet’s atmosphere warmer than it would otherwise be.
- The most common GHG is CO<sub>2</sub> (Carbon dioxide) but others are methane (CH<sub>4</sub>), nitrous oxide (N<sub>2</sub>O) and ozone (O<sub>3</sub>).

## Greenhouse Gas Emissions

- The release of gases into the atmosphere that contribute to the greenhouse effect and global warming. Common greenhouse gases include carbon dioxide, methane and nitrous oxide.

## Greenwashing

- Greenwashing is the act of making false or misleading statements about the environmental benefits of a product or practice.



# Glossary of Terms (cont.)

## Key Legislation

- Directive (EU) 2023/1791: EU revised Energy Efficiency Directive.
- Directive (EU) 2022/2464: Corporate Sustainability Reporting Directive.
- Directive (EU) 2022/2555: NIS2 (the EU’s updated framework for cybersecurity).
- Regulation (EU) 2024/1781: Ecodesign for Sustainable Products Regulation (ESPR).
- Regulation (EU) 2023/1115: EU Deforestation Regulation (EUDR).
- Regulation (EU) 2017/821: EU Conflict Minerals Regulation.
- Regulation (EC) 1907/2006: EU REACH Regulation (also brought into UK law on 1st January 2021 under the European Union (withdrawal) Act 2018).

## Life Cycle Analysis (LCA)

- Measurement of the environmental impact of a product or service throughout its life cycle, from resources used to create the product, through its use, to the final end-of-life destination.
- Cradle-to-Grave analysis would include the life of a product from its raw materials through production until it leaves the factory or warehouse.
- Cradle-to-Cradle analysis would include all of cradle to gate, plus the use and end-of-life phases.

## Pollution

- Pollution is the introduction of contaminants into the natural environment that cause adverse changes.

## Recycled vs Recyclable

- If a material contains recycled content, it means it was partially or completely made of material that has had a previous application. Recyclable means that a material can be reprocessed.

## Renewable Energy

- Renewable energy is energy derived from natural sources that are replenished at a higher rate than they are consumed. Sunlight and wind, for example, are such sources that are constantly being replenished.

## Social Responsibility

- Social responsibility is an ethical framework in which a person or business works with others to benefit society as a whole.

## Sustainability

- Meeting the needs of the present without compromising the ability of future generations to meet their own needs.

## Sustainable Development Goals (SDGs)

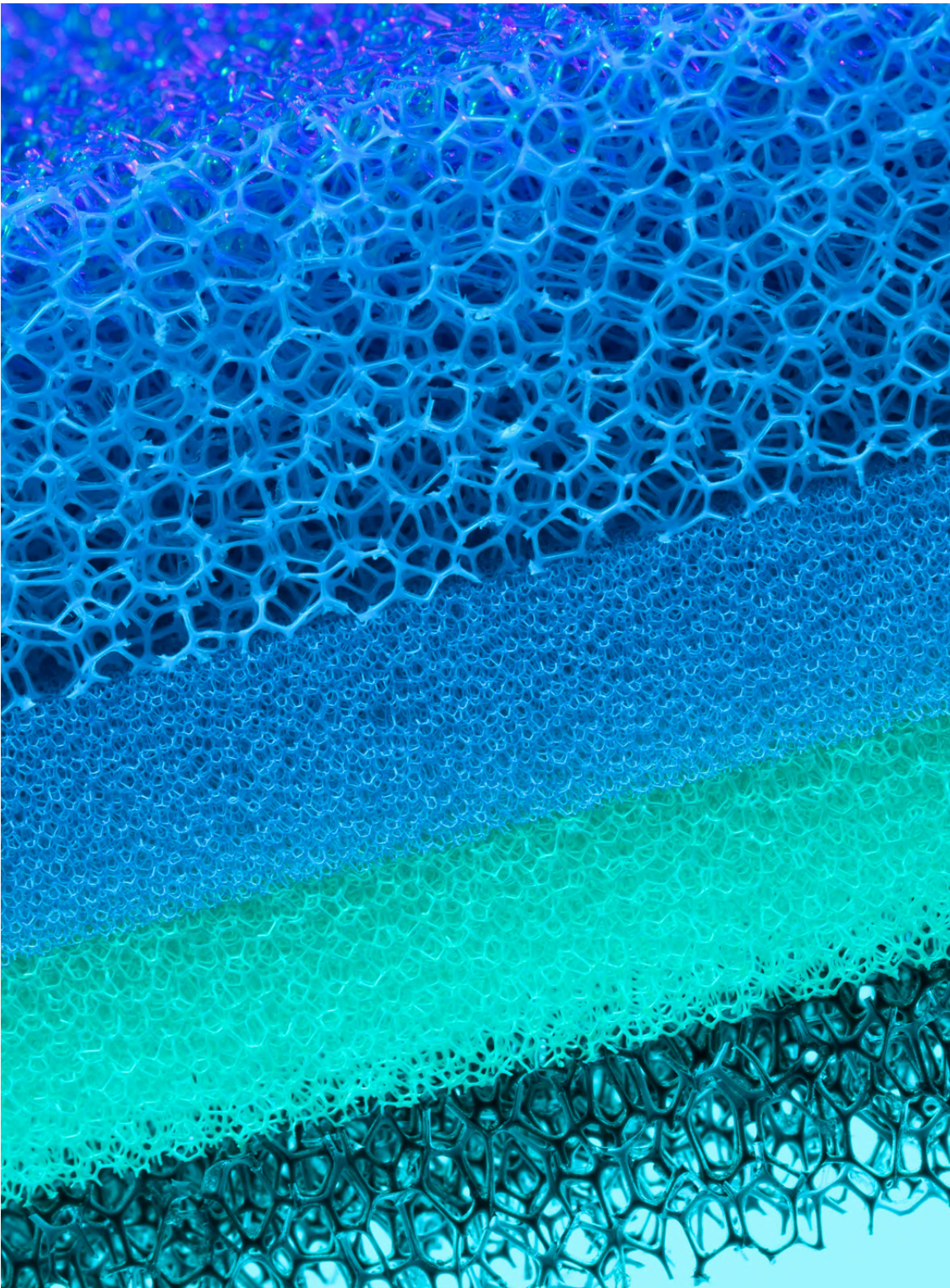
- The collection of 17 global goals was adopted by the United Nations (UN) in 2015. These were designed to empower people, end poverty, protect the planet and ensure that all people can enjoy peace and prosperity by 2030.

# Disclaimer

This Enhancing Everyday Life Sustainability report (the ‘Report’) is intended to provide a general overview of our company’s sustainability efforts and progress. While we strive to ensure the accuracy of the information contained in this Report as of May 2025, it is provided ‘as is’, without any warranty of any kind, express or implied.

The data and information in this Report are subject to change without notice, and we do not undertake any obligation to update or revise the Report considering new information or future events. This Report should not be relied upon as the basis for any decision or action. We encourage readers to seek additional information and consult with professionals before making any decisions on the contents of this.

The Report is not to be reproduced unless with the written permission of Vita (Holdings) Ltd/The Vita Group.







Sustainability Report 2024

# Enhancing Everyday Life

Vita (Holdings) Limited: Registered in England and Wales  
Registration Number: 05396870  
Registered Office: Oldham Road, Middleton, Manchester M24 2DB  
VAT Number: GB 145 4019 87

For more information, contact our team:

EMAIL:  
[sustainability@thevitagroup.com](mailto:sustainability@thevitagroup.com)

WEBSITE:  
[www.thevitagroup.com](http://www.thevitagroup.com)