



DONCASTERS

Sustainability Report 2025



Contents

- 03** Introduction & Overview
- 18** Governance
- 32** Environment
- 44** Social
- 62** Appendix A - Methodologies
- 65** Appendix B - Detailed Risk & Scenario Tables
- 69** Appendix C - Environmental Data Tables
- 71** Appendix D - Social & Governance Data
- 72** Appendix E - Frameworks

CEO introduction



At Doncasters, sustainability continues to play an important role in how we operate as a business. It helps us manage risk, strengthen operational performance and ensure that our global manufacturing operations remain resilient and competitive in a changing environment.

Over the past year we have continued to embed sustainability more deeply across the organisation. Our teams have focused on improving operational efficiency while maintaining strong production performance. Despite a global increase in output, we delivered a 4.1% improvement in energy efficiency, demonstrating the value of the efficiency programmes being implemented across our sites.

We have also continued to strengthen our transition towards lower-carbon energy. Our UK operations remain supplied by 100% renewable electricity, and progress is being made across our wider footprint, including 61% renewable electricity in Germany. The completion of the Deritend solar photovoltaic installation represents an important example of how we are combining operational efficiency with renewable energy investment.

Progress has also been made in improving how we manage resources across our operations. During the year we increased our non-hazardous recycling rate to 75%, up from 58% in the previous year, reflecting the continued focus our teams are placing on responsible resource use.

Alongside these environmental improvements, we remain committed to strengthening our workplace culture. Programmes such as STEP continue to

expand across our sites, supporting collaboration, learning and engagement across the organisation. In 2025, 91% of employees participated in our engagement survey, highlighting the strong level of involvement across the organisation. We also continued to make progress in improving representation and fairness across our workforce, with the UK median gender pay gap reducing to 7.15%, down from 13.8% in the previous year.

Since the previous reporting period, we have also begun rolling out our Group-wide Decarbonisation and Resource Efficiency Strategy, bringing together our work on emissions reduction, energy performance and resource optimisation under a single framework. This strategy will guide our environmental efforts as we continue working towards our commitment to reduce Scope 1 and 2 emissions year-on-year while strengthening our understanding of emissions across our value chain.

This report also includes our climate-related financial disclosures aligned with recognised best practice, providing further transparency on how we identify and manage climate-related risks and opportunities. Alongside this, we continue to strengthen our governance framework, including the expansion of our internal audit scope to further embed

sustainability-related risks and controls within our core business processes.

The progress we are making would not be possible without the commitment of our employees across the organisation. Their dedication continues to strengthen our culture of responsibility, collaboration and continuous improvement.

While we are encouraged by the progress made, we recognise that our journey continues. In the coming years we will focus on further improving the quality and transparency of our sustainability data, deepening our understanding of our supply chain emissions and continuing to embed sustainability into the way we operate across all our sites.

Thank you for your continued interest in Doncasters and in the progress we are making. This report reflects the work underway across our organisation and the direction we are continuing to pursue.

Mike Quinn
Chief Executive Officer

Introduction & Overview

Doncasters is a leading independent manufacturer of complex, highly engineered precision cast components and nickel and cobalt-based superalloys serving the high growth Aerospace and IGT end markets.

We specialise in turning metals into motion, working in alloys and manufacturing complex product designs to offer an unparalleled range of solutions for high performance and specialist applications.

Our products operate in extreme environments of high temperature and pressure and are integral to our customers' supply chains, supporting multi-year production programmes with long-term visibility.

Our strong customer relationships and consistent track record of delivering highly advanced products on time, across the globe, reinforce our position as a key supplier.

Today, Doncasters employs more than 3,000 people across 14 core manufacturing facilities globally, providing the scale and expertise required to serve leading aerospace engine and IGT OEMs.



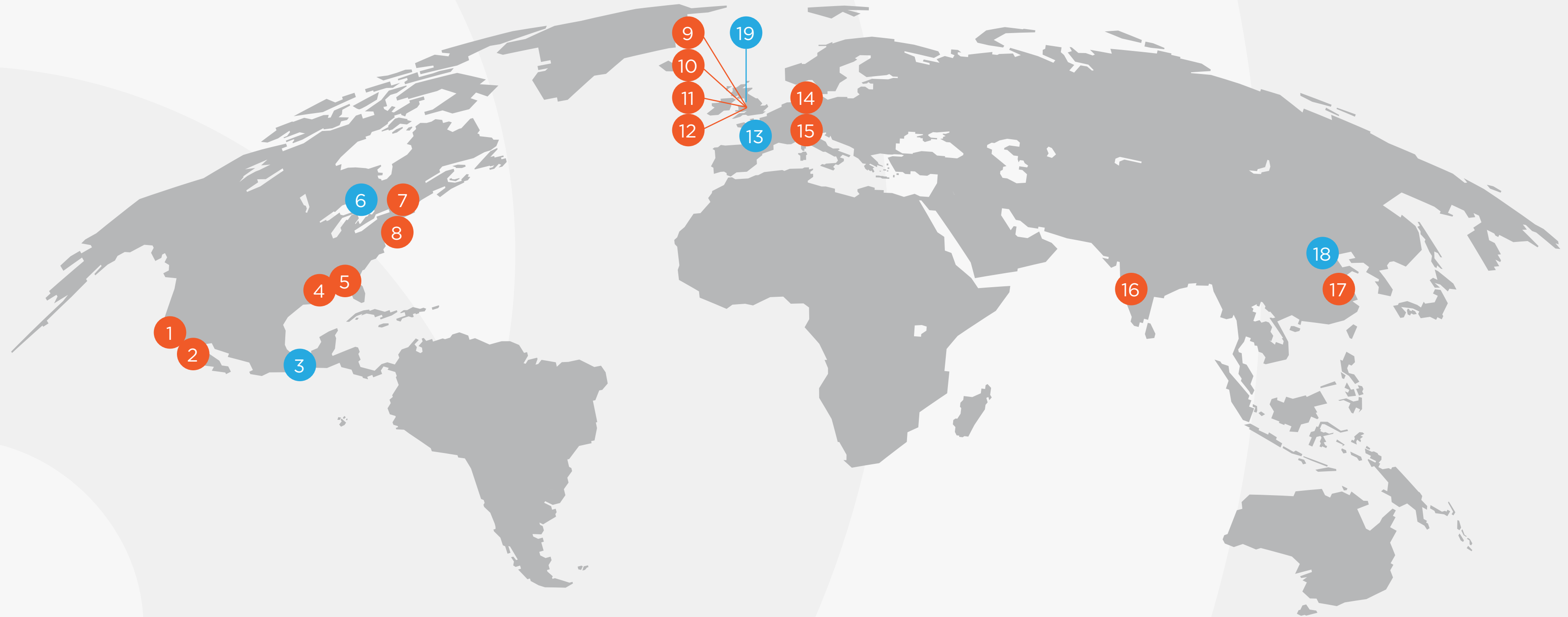
Our sites

Doncasters is a world-class manufacturer of specialist superalloys and high-precision components built to perform in the most demanding environments.

With 14 cutting-edge facilities across Europe, the USA, and Asia, we supply some of the biggest names in aerospace, industrial gas turbines, and specialist automotive industries.

We're experts in turning metals into motion - working with advanced alloys and complex designs to deliver exceptional solutions for high-performance, specialised applications.

Our capabilities span new product development, precision casting, superalloy production, and the manufacture of stud welding equipment for the automotive sector.



- 1 Doncasters Superalloys of Long Beach
- 2 Uni-Pol Mexico
- 3 Ivostud Mexico
- 4 Doncasters Structural Castings - Oxford
- 5 Trucast USA
- 6 Ivostud LLC - Ohio
- 7 Doncasters Forgings of Springfield
- 8 Doncasters Precision Castings - Groton

- 9 Ross & Catherall
- 10 Doncasters Precision Castings - Deritend
- 11 Chard Precision Castings
- 12 Trucast - UK
- 13 Ivostud - France
- 14 Doncasters Precision Castings - Bochum
- 15 Ivostud - Germany
- 16 Uni-Pol - India

- 17 Uni-Pol - China
- 18 Ivostud - China
- 19 Registered office - Leeds

● = Manufacturing Site
 ● = Office

ESG Performance – 2025 Sustainability at a glance

Maintained ISO 14001 for environmental management and ISO 50001 for energy management at key sites.

STEP expanded to India, China and Mexico; 3,371 reports recorded globally. Performance remained within internal thresholds: TRIR 1.70, DART 1.46, 0 fatalities, 188 total injuries, 39 LTIs and 28,456 EHS training hours delivered globally.

Maintain our expectation on suppliers to operate ethically and manage their social and environmental impacts.

Launched our Global Decarbonisation and Resource Efficiency Strategy and associated Global Resource Efficiency Principles to support sites without formal ISO certifications to align with best practice.

24 new UK apprenticeships were added in 2025, alongside 5 new starts in Germany, 13 in China and 26 in India. Development was further supported through the competency framework, ERAS assessments, LinkedIn Learning and the Development Hub.

Energy Use elevated into our top 5 material issues.

Deritend 2,400 panel Solar PV project completed.

Employee engagement survey participation increased to 91%. Engagement improved across regions, notably in Germany, Mexico and the UK.

Refreshed our Code of Conduct and disseminated in multiple languages.

Launched a supply chain engagement trial to improve our understanding of risks, impacts and opportunities within our supply chain. We are supporting our smaller suppliers with their sustainability journey and gathering detailed information from our larger suppliers on theirs, in order to work together to achieve our mutual aims.

The Connection wellbeing platform expanded further in 2025 through regional hubs, local resources and enhanced multilingual access across the Group.

Expanded our Internal Audit scope to reflect the growing complexity of the risk landscape and need for greater resilience.

Recycling rates for non-hazardous waste increased to 75% (from 58% in 2024).

Women represented 23% of the overall workforce in 2025. 36.24% of employees were covered by collective bargaining agreements.

Introduced enhanced cross-functional governance forums.

4.1% improvement in energy efficiency year on year. Our European IGT and Aerospace division both increased production output and simultaneously reduced energy consumption, a true example of how increased production does not have to mean a comparable increase in our carbon footprint.

Gender Pay Gap (UK): The median gender pay gap reduced to 7.15%, down from 13.8% in 2024. Women's representation in the upper pay quartile increased to 21.84%.

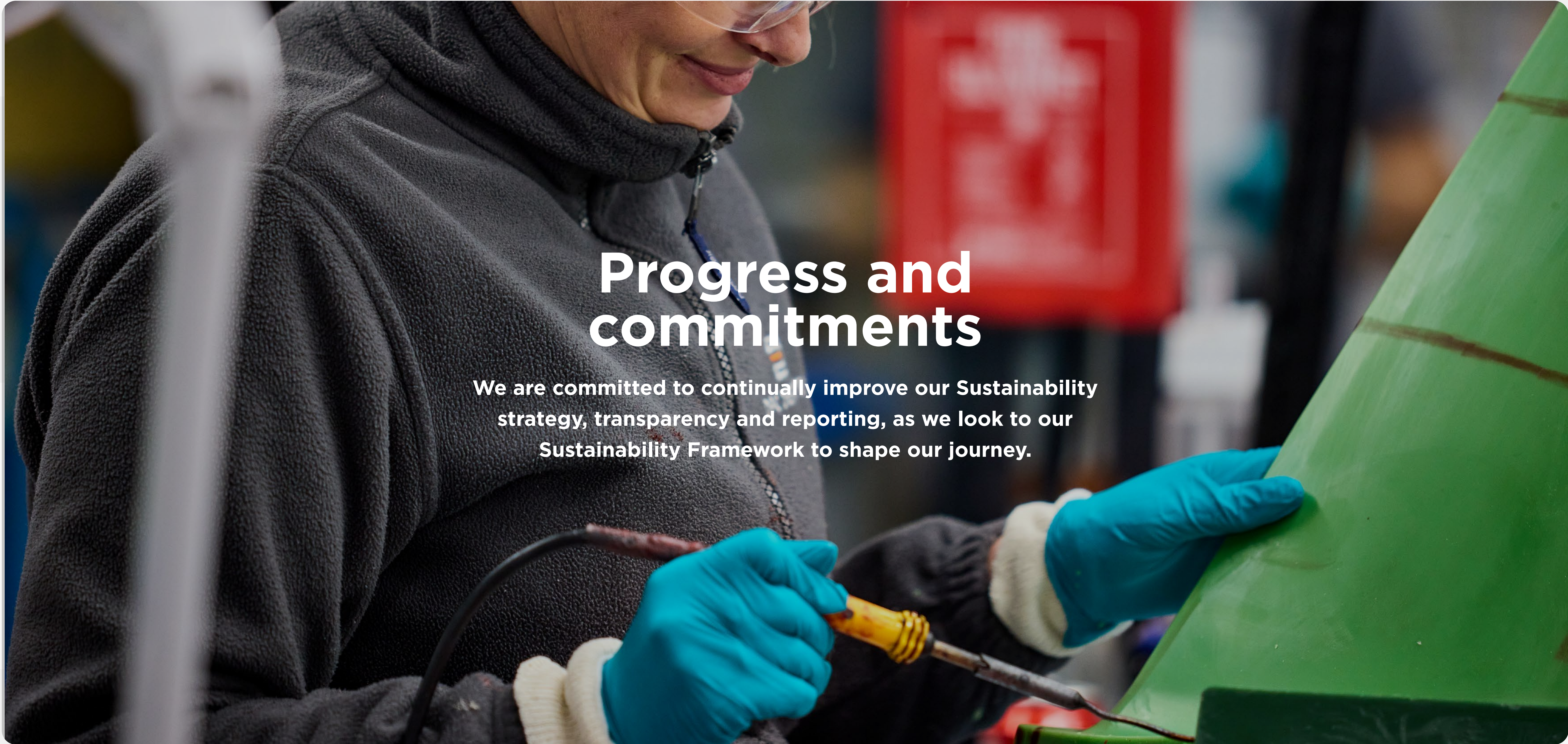
Maintain ISO 9001 for quality management at all sites, with AS9100 and NADCAP as required by industry sector. Achieved a 100% audit score.

Significant improvement in scope 3 data quality and reporting methodologies.

Charity & Community: Matched fundraising totalled £6,790 in the UK, \$9,315.90 in the US and €4,058.12 in Germany. Cultural days were also celebrated globally.

Continue to maintain a zero-tolerance approach to bribery and corruption.

Governance
Environmental
Social



Progress and commitments

We are committed to continually improve our Sustainability strategy, transparency and reporting, as we look to our Sustainability Framework to shape our journey.

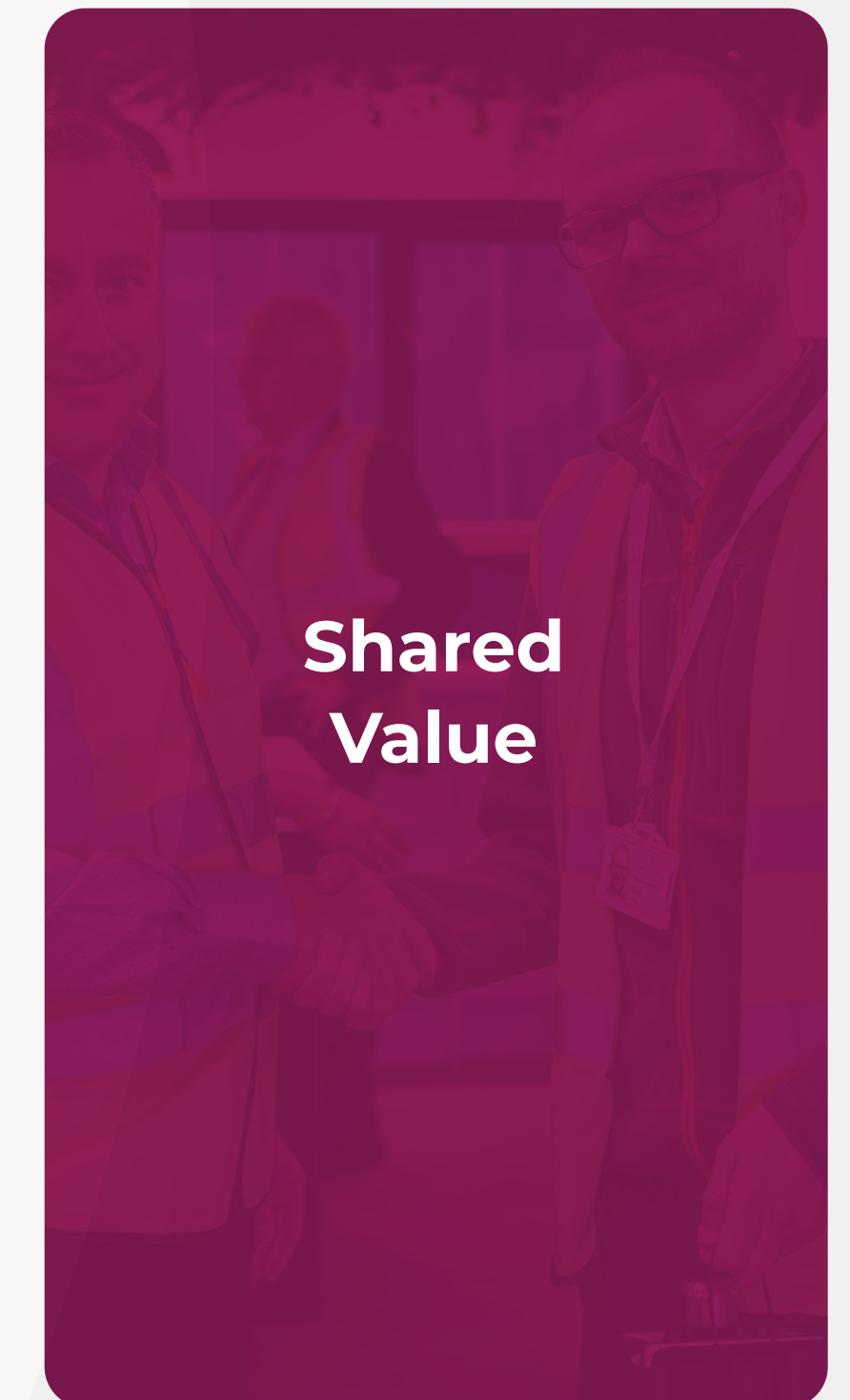
Sustainability Framework

Sustainability is a risk and performance tool

Sustainability at Doncasters underpins our approach to risk management and is fully embedded in our Enterprise Risk Management (ERM) framework.

Through our four-pillar model, we assess risk through both a bottom up (site-based) and top down (Board-level) process, ensuring decisions support long term resilience, drive performance and incorporate stakeholder expectations.

We follow internationally recognised risk principles – identifying, assessing, treating, and monitoring risks – and recognise that sustainability-related risks increasingly intersect with core operational and strategic risks.



Risk and Resilience



Purpose

Identify, assess, and manage sustainability-related risks, including climate, energy, and compliance.

KEY INPUTS

- ERM framework and governance
- Site-level and Board-level risk assessments
- Climate scenario analysis
- Regulatory and compliance requirements
- Supply chain risk data (materials, emissions, labour practices)

ACTIVITIES

- Identify and assess sustainability-related operational, climate, supply chain, and reputational risks
- Integrate sustainability risks into ERM processes
- Implement controls and mitigation actions
- Monitor emerging risks and regulatory change

OUTCOMES

- **Reduced exposure to operational, climate, and compliance risks**
- **Earlier identification of emerging risks**
- **Improved business resilience and continuity**
- **Increased confidence from customers, investors, and financiers**

Strategy & Targets – Risk and Resilience

We said (commitments from our FY 2024 report)

Deepen our understanding of material climate impacts, risks, and opportunities through annual refreshes of assessments for both impact and financial materiality.

Embed findings from climate-related impact assessments into business strategy and decision-making.

Engage with the supply chain to improve understanding of Scope 3 emissions and upstream risks, opportunities, and impacts.

Roll out in-house data protection e-learning modules to all HR employees globally in 2025.

Maintain a zero-tolerance approach to all forms of modern slavery, bribery and corruption.

All employees to complete relevant anti-bribery and corruption training.

We did (during FY 2025)

Increased the financial materiality of Energy Use resulting in it now appearing in the top 5 material issues due to geopolitical risk and energy deal expiration in the short term. Including Energy Use, our other top 5 material issues are Climate Change, Equal Opportunities, Resource Use, Corruption & Bribery.

The topics in our materiality assessment are aligned with our Sustainability Framework in order to directly link the outcomes to our strategic decision-making.

Launched a supply chain engagement exercise with 2 of our UK sites to support smaller suppliers to create a carbon footprint and gather detailed information from our larger suppliers on their sustainability journeys.

Advanced our IT risk management with strengthened endpoint security and widened MFA coverage, continued global rollout of employee cyber awareness training, including phishing simulations, reviewed and updated data classification and handling policy.

Mandatory annual employee training on anti-bribery, fraud prevention, conflict of interest and whistleblowing.

We will (in FY 2026)

Continue our stakeholder engagement on these issues, expanding to customer and supplier feedback, and look to financially quantify the impacts to strengthen business resilience.

Continually review improvements to our governance structure as our understanding of our material topics evolves.

Conclude the results of the trial and consider its merit in expanding across our wider supply chain.

Continue to invest into digital resilience overall, as cyber threats grow in complexity and volume.

Maintain zero-tolerance approach to bribery and corruption.

Continue supplier engagement through regular dialogue and promote access to our Speak Up hotline for reporting any suspected breaches.

Operational Efficiency



Purpose

Reduce energy use, emissions, and waste while increasing process efficiency.

KEY INPUTS

- Energy, emissions, water, waste, and efficiency data
- Performance metrics

ACTIVITIES

- Global Resource Efficiency Programme covering energy, waste, water, and emissions
- Process optimisation and productivity improvements
- Site-level performance tracking & benchmarking

OUTCOMES

- Lower energy use, emissions, and waste
- Reduced operating costs and volatility exposure
- Improved productivity and operational reliability
- Stronger financial and environmental performance

Strategy & Targets – Operational Efficiency

We said (commitments from our FY 2024 report)

Maintain commitment to reduce Scope 1 & 2 emissions by 4.5% each year.

Maintain commitment to reduce Scope 3 emissions by 35% by 2030.

Maintain commitment to hit 100% renewable electricity for the Group by 2030.

Maintain commitment to improve energy efficiency (kWh/Alloy Processed) by 3.5% each year.

Continue the programme of biennial site energy efficiency audits and implement recommendations with sound business cases.

We did (during FY 2025)

Slight increase of 0.4% driven by a global 2% increase in production throughout.

Adjusted our scope 3 target to a 5% year on year commitment in line with our other emissions reduction and efficiency targets. Overall increase of 2.3% driven by higher production output and therefore increased materials spend and associated business activity.

Increased our renewables backed electricity supply by 0.1%, maintaining our existing purchasing agreements with 100% renewable in the UK and 61% in Germany. Completed the installation of the Deritend Solar PV Project.

Successfully exceeded the target with a 4.1% improvement in energy efficiency despite a 2% increase in production output. Operational energy intensity improved from 12.72 kWh/kg in 2024 to 12.21 kWh/kg in 2025.

Launched our Global Resource Efficiency Principles, working in conjunction with established ISO 14001 and ISO 50001 systems. Continued our ongoing energy audit programme and monitoring and targeting reporting to support opportunity identification and implementation on site.

We will (in FY 2026)

Maintain our commitment to our 4.5% year on year reduction target. Working to achieve our energy efficiency and renewable energy targets which together comprise our scope 1 & 2 emissions reductions.

Maintain our commitment to 5% year on year scope 3 emissions reduction. Continue to gather specific information from our suppliers to improve data accuracy. Continue our efforts towards resource efficiency and waste minimisation.

Maintain our commitment to 100% renewable backed electricity by 2030. We are already investigating a new solar PV project at another UK site and plan to assess the feasibility of wider self-generation.

Maintain our commitment to 3.5% year on year improvements in energy efficiency and work with sites to create specific action plans for implementation of efficiency actions and decarbonisation projects.

Support sites to fully implement the Global Resource Efficiency Principles into their operations and continue our rolling energy audit programme and ongoing monitoring and targeting reporting to support identification of opportunities.

People and Culture



Purpose

Build a safe, engaged, and inclusive workforce, connected across our global sites.

KEY INPUTS

- Health, safety, wellbeing, and engagement data
- Workforce demographics and culture insights
- Leadership and governance standards
- Supply chain labour and ethical expectations



ACTIVITIES

- Safety, wellbeing, and inclusion initiatives
- Workforce engagement and capability building
- Embedding sustainability into behaviours and decision-making



OUTCOMES

- Strengthening connection across global sites
- Safer workplaces & reduced people-related risk
- Higher engagement, retention, and capability
- Consistent culture across sites
- Workforce aligned to long-term resilience

Strategy & Targets – People and Culture

We said (commitments from our FY 2024 report)

Roll out the STEP (Stop, Think, Examine, Proceed) programme to sites in India, China and Mexico, and continue targeted safety initiatives to strengthen hazard awareness and reduce incidents.

Continue developing programmes through the global Wellbeing Hub, “The Connection,” embedding into day-to-day practices, supported by the Wellbeing Committee.

Continue to develop action plans, addressing 2024 employee survey feedback, focusing on employee development and progression opportunities.

We did (during FY 2025)

The STEP programme was extended to India, China and Mexico, improving global consistency and visibility of reporting. A total of 3,371 STEP reports were recorded globally, reflecting improved awareness and confidence in reporting.

Global health and safety performance remained within internal thresholds, with TRIR at 1.70, DART at 1.46, zero fatalities, 188 total injuries, 39 LTIs, and 28,456 hours of EHS training delivered globally.

The Connection was further expanded in 2025. Regional hubs, local resources and enhanced multilingual access for all employees helped embed more consistent wellbeing across the Group.

2025 survey participation increased to 91%. Engagement strengthened across regions and employee groups, with notable improvement in Germany, Mexico and the UK.

We will (in FY 2026)

In 2026, all sites will be participating in Safe and Sound Week. Local Environmental, Health and Safety roadmaps will continue to guide site-level improvement.

Additional global targets set: TRIR of 2, DART of 1.5, and maintaining a fatality rate of 0. Total injuries and Lost Time Incident events are to be kept to a minimum and 30,000 total training hours are aimed to be delivered across the business.

Maintain support provided to all employees across the Group to ensure consistency in access to wellbeing services.

Key focus areas include enhancing employee voice, progression, clarity of expectations, and greater access to tools.

Strategy & Targets – People and Culture

We said (commitments from our FY 2024 report)

Continue promoting and expanding apprenticeships to support the development of existing and new employees, while strengthening use of the competency framework, training through LinkedIn learning and capability-building opportunities across the business.

Strengthen focus on talent acquisition, continue improving diversity data collection and embedding fairness and inclusion across people practices.

Continue to focus on improving pay transparency and supporting fair pay outcomes and progression.

Roll out the donation matching initiative more globally and continue strengthening employee participation in charitable giving and local community support.

We did (during FY 2025)

Apprenticeships increased further with 24 new UK starts, increasing to 4.6% of UK workforce in apprenticeship roles. In Germany, 5 apprentice starts were recorded, 13 in China and 26 in India. Capability development was also strengthened through the competency framework, ERAS assessments, LinkedIn Learning and the launch of the Development Hub.

Representation across the wider workforce remained broadly stable in 2025, with female employees overall at 23%. We acknowledge a reduction in the percentage of female executives and overall minority employees globally.

36.24% of employees were covered by collective bargaining agreements.

The UK median gender pay gap narrowed to 7.15% from 13.8% in 2024. Women's representation in the upper pay quartile increased to 21.84%, indicating improved representation in higher-paid roles.

Matched charitable fundraising in 2025 totalled £6,790 in the UK, \$9,315.90 in the US, and €4,058.12 in Germany, supporting locally relevant causes and community initiatives across the Group.

Cultural days were also celebrated by employees globally.

We will (in FY 2026)

US Existing Leaders programme and Manager Essentials programme planned to be delivered across 2026 and 2027.

Continue enhancing apprenticeships and capability development across the Group.

Aiming to improve ethnicity data to enable more meaningful trend analysis and better-informed action planning for employees.

Continue strengthening senior-level representation and achieve consistent diversity data coverage across all regions.

Continue match-funding and giving to charity and supporting local communities across the Group.

Shared Value



Purpose

Align with customer expectations, investor standards, and societal needs to enhance long-term business value.

KEY INPUTS

- Customer sustainability expectations
- Investor, lender, and ESG standards
- Regulatory and societal expectations
- Reputation and brand considerations



ACTIVITIES

- Align sustainability actions with customer and market needs
- Transparent reporting and disclosure
- Integration of sustainability into strategic decision-making



OUTCOMES

- Increased customer trust and competitive strength
- Improved access to capital and investor confidence
- Enhanced reputation and social licence to operate
- Long-term value creation supported by resilient operations

Strategy & Targets – Shared Value

We said (commitments from our FY 2024 report)

Engage with the supply chain to consider opportunities to improve our contribution to a circular economy and strengthen supplier relationships.

Improve data transparency by increasing sustainability metrics reported and continually improving data quality, including moving to tonnage-based emissions factor for purchased metals.

Finalise a wider set of sustainability targets.

We did (during FY 2025)

Improved our recycling rate for non-hazardous waste to 75% (from 58% in 2024).

The supply chain trial we have launched also includes exploring opportunities to work more closely with our suppliers and assessing whether we can increase our use of non virgin materials or pursue other sustainability initiatives.

Made significant improvements in our scope 3 data quality and reporting methodologies. Continued to report waste, air quality, water and bio-diversity information for the second year running.

We have not yet confirmed a wider set of sustainability targets. This remains an ambition but relies on improved data quality and improved understanding, which we have been working on this year and will continue to do so.

We will (in FY 2026)

Conclude the results of the trial and consider its merit in expanding across our wider supply chain.

Continue our transparency in reporting data on wider impacts and continue, more detailed investigations into our metals supply chain to fully map the journey from mine to machine and the associated risks, impacts and opportunities.

Continue improvements in data quality for wider sustainability impacts. Work to financially quantify our material impacts to strengthen business resilience and consider appropriate metrics and targets.



Governance

Integral to performance

At Doncasters, our approach to Governance is shaped by the principle that sustainability-related issues are not peripheral to business but integral to performance, risk mitigation, and long-term success.

In this section of the report we illustrate how sustainability-related issues link directly to our decision making and overall risk management processes.

Summary of material issues

Through our Double Materiality Assessment process, we identified a set of governance-focused topics that present both risks and opportunities to our business and stakeholders.

These issues are considered material due to their potential to affect our operational continuity, financial outcomes, and reputation. Our response to each of these areas is integrated into our governance frameworks, internal controls, and enterprise risk management practices. As a result, this section reflects how Governance at Doncasters enables strategic resilience, safeguards our licence to operate, and upholds stakeholder trust.

Our material issues are:



Sustainability Risk & Strategic Resilience

In 2024 we conducted a Double Materiality Assessment on the business and detailed Physical Risk Assessment for our manufacturing sites to enhance our understanding of sustainability related risks and impacts. The outcome validated our existing view of our material impacts, supported by robust, evidence based analysis.

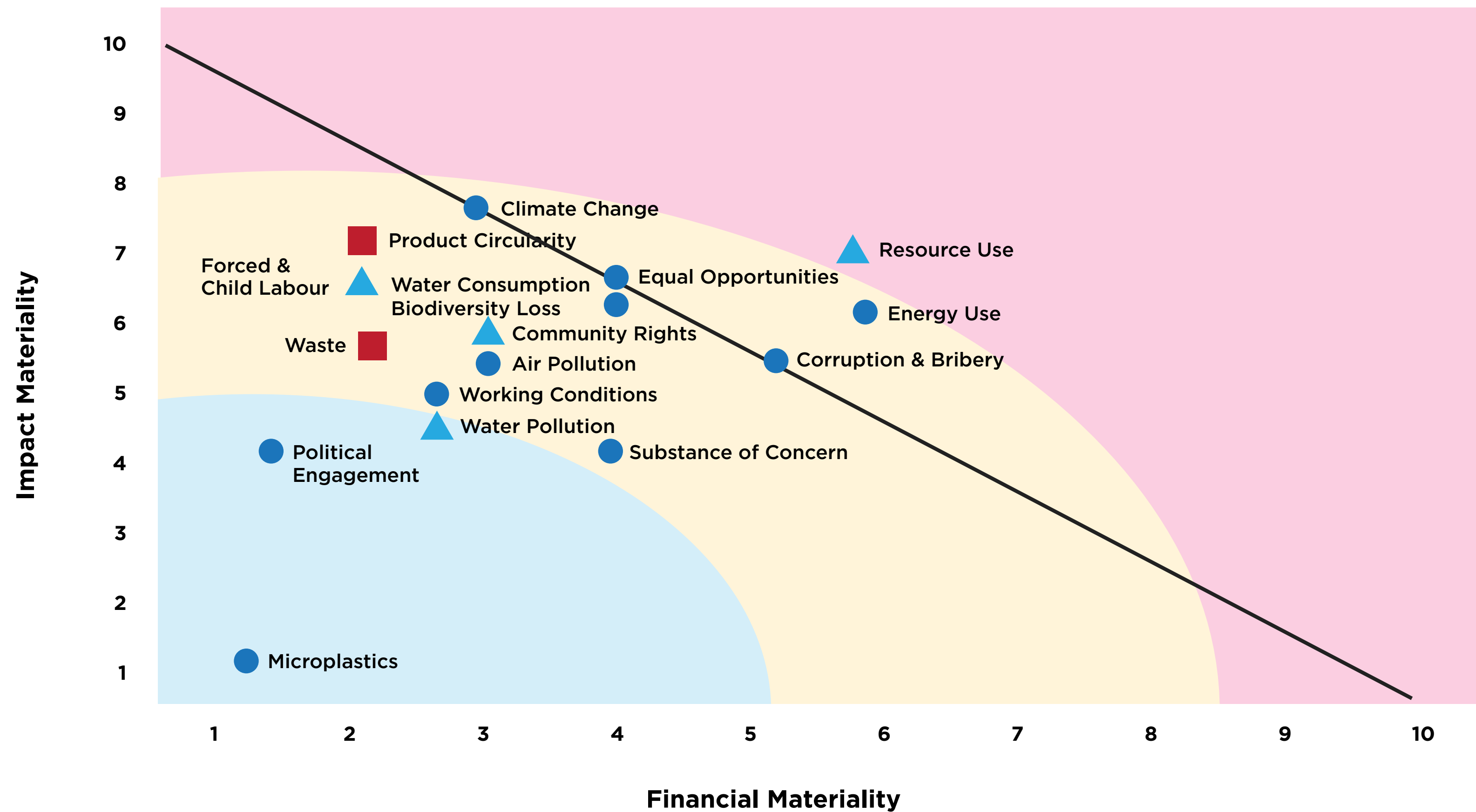
The findings provide confidence that our strategic planning is focussed on what matters most. Our review of that analysis in 2025 concluded that our assessment of material issues had not significantly altered. However we increased the financial materiality of energy use due to the heightened geopolitical risk and the short-term expiry of our current energy deal, which has elevated energy use into our top 5 material issues list.

Our initial internal stakeholder engagement confirmed the prioritisation identified through the evidence based assessment. In 2026 we will expand this engagement externally to include customers and suppliers, ensuring we fully understand sustainability implications across the value chain.

We also plan to undertake a financial quantification exercise of our most material topics in order to inform business decisions and strengthen resilience in these areas.

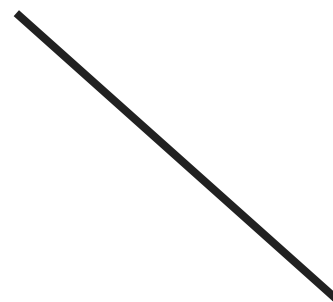
The key outcomes of the assessment are summarised on the next page, with additional methodology detail provided in Appendix A.

Group Materiality Assessment



Risk Rating	Approach
LOW	Accept & Monitor
Medium	Control & Monitor
High	Major mitigation & Monitoring

Value Chain Location of Primary Impact	
▲	Upstream
●	Own Operations
■	Downstream


 Topics above this line are our key material issues

Topic mapping

We have mapped the topics to our own internal Sustainability Framework in order to directly link the outcomes to our strategic decision making.

We have also aligned our taxonomy to best practice standards and have considered crossover between our existing CFD and ESG report data gathering.

Risk & Resilience



- Climate Change
- Pollution
 - Air pollution
 - Water pollution
 - Substances of concern
 - Microplastics
- Biodiversity loss

Operational Efficiency



- Energy use
- Water consumption
- Circular Economy
 - Resource use
 - Product Circularity
 - Waste

People & Culture



- Own Workforce and Workers in the Value Chain
 - Working conditions
 - Equal opportunities
 - Forced & Child Labour
- Affected communities
 - Community rights

Shared Value



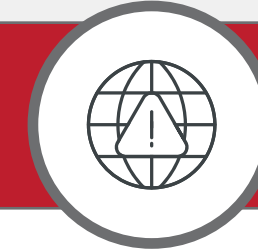
- Business conduct
 - Corporate culture
 - Political engagement
 - Corruption & Bribery

Material issues

We have summarised the key drivers of each risk below alongside how we have addressed these in our strategic planning. Additional detail on initiatives discussed here is presented further into this report.



Climate change



Description:

We recognise that the impacts from climate change are likely to be significant for the business from both an impact and financial materiality perspective.

Extreme weather events pose a risk to the operation of our sites in key locations and the transition to a low-carbon economy will necessitate adjustments to our product mix, without diminishing the continued strong demand for our existing production lines.

Strategic decision:

We have undertaken detailed analysis of our climate related risks in line with the recommendations from the TCFD to elevate our understanding of this evolving and many faceted risk to our business and the opportunities it may also present.

We continually work with our customers to understand their requirements and ensure our business evolves to meet that demand, and during 2026 plan to quantify the financial impact of the risk of extreme weather events to our sites to ensure our policies and procedures are robust enough to meet the challenge.

Equal opportunities



Description:

We recognise that ensuring equal opportunity and fair treatment for all our workforce is critical to attracting and retaining talent, maintaining employee engagement and resilience and mitigating all people-related risks.

Having differences in regional markets and demographics mean inequalities can arise, if there is no consistent governance and oversight.

Strategic decision:

We have global policies and governance frameworks in place to promote equal opportunities and non-discrimination across our operations, while enabling local implementation in line with applicable laws.

We monitor workforce demographics and engagement data annually to identify any areas of both risks and opportunities. Our focus is to strengthen access to progression, fair treatment and resilient working environments across the business.

This is based on feedback received from employee engagement.

Material issues

Resource use



Description:

As a manufacturing business our major resource use is in the production of our products (which demands high levels of metals, ceramics, energy and transportation fuel) and the potentially significant environmental impact of the extraction and processing of these resources is a key consideration in our materiality assessment.

Strategic decision:

As one of the four largest suppliers to the automotive and aerospace industries we consider our responsibility to contribute toward the circular economy a vital part of our business strategy and have specific targets in place to reduce our up and downstream scope 3 emissions as part of our Global Resource Efficiency Strategy.

We are working within our manufacturing sites and procurement teams to lessen our reliance on virgin materials through improved understanding of our supply chain, minimise resource use, invest in recycling of material within our processes and diversion of waste from landfill.

Energy use



Description:

Energy use has been elevated to a material risk this year due to the intensity of its use in our manufacturing process (and the resulting GHG emissions), and the potential financial impact of an energy price shock hitting the business in the current geopolitical climate (our existing energy deal is due for renewal in the short term).

Strategic decision:

We have developed and rolled out for 2026 our Global Resource Efficiency Strategy to improve energy efficiency at our sites and ensure we meet our decarbonisation goals.

We have a programme of rolling energy audits and monitoring and targeting analysis to identify opportunities for improvement and maintain at one of our key manufacturing locations, Bochum-Germany, an ISO50001 compliant energy management system.

Corruption & Bribery



Description:

Operating across multiple jurisdictions exposes the business to heightened risks associated with bribery, corruption and unethical conduct, particularly within procurement, third-party relationships and higher-risk geographies. Failure to prevent or detect any issues would result in legal, financial and reputational harm.

Strategic decision:

We maintain zero-tolerance to all forms of bribery and corruption, supported by our global policies, supplier requirements and governance controls designed to ensure compliance with all applicable laws and standards.

We focus on prevention through clear expectations, oversight of all higher-risk activities and third-party partnerships.

We have accessible and well governed reporting mechanisms to enable any concerns to be raised and addressed with urgency.

Climate related risk assessment (CFD Reporting Requirements)

We are required to report in line with the Task Force on Climate-related Financial Disclosures (TCFD) recommendations under the UK Climate-related Financial Disclosure (CFD) requirements.

However, beyond compliance with legal obligations, we value this process as an opportunity to deepen our understanding of climate-related risks and opportunities, particularly as climate change remains one of our top five material issues.

We have retained the detail of the methodology followed in Appendix A, and the detailed risk and opportunity tables in Appendix B, and have focussed here on the key results of this process and our associated response. Each risk is assigned a likelihood and impact rating corresponding to the time horizon in which it is expected to become material. In this context, the short term is defined as a period of less than two years, the medium term as two to five years, and the long term as more than five years. These timeframes align with our established strategic planning and investment cycles.

Near-term Risks - within 2 years		
Extreme weather events damaging facilities & disrupting operations. (Physical - Acute)	Likelihood - Medium	Impact - Significant
Extreme weather events are increasing in frequency and severity and pose a growing risk to our sites globally, with potential impacts including damage to facilities and assets, health and safety risks to employees, and disruption to operations. This risk is partially mitigated by the geographic diversification of the company's operations, which reduces exposure to any single event, alongside established business continuity plans that support rapid response and recovery, and insurance coverage that helps limit the financial impact of physical damage and operational downtime.		
Time and resource burden of meeting climate-related regulatory requirements. (Transition - Policy & Legal)	Likelihood - High	Impact - Limited
Climate-related regulatory requirements present a risk of increased time and resource burden, as evolving legislation, such as the CSRD or the EU CBAM, may drive significant data collection, management and reporting demands. This risk is mitigated by our existing sustainability reporting practices, which already exceed current regulatory obligations, the completion of a double materiality assessment with a maturing approach, and an established partnership with a sustainability consultancy that provides specialist support to manage regulatory complexity and associated resource demands.		

Long-term Risks - 5+ years		
Climate-related economic turbulence. (Transition - Market)	Likelihood - Medium	Impact - Significant
The direct and indirect impacts of climate change are expected to increase economic turbulence, with the potential for stagnation or extended downturns. Goeconomic confrontation may further raise costs for the Group and constrain the availability of funding for sustainability initiatives or broader climate-risk mitigation. This risk is mitigated by our diversified customer base and revenue streams, the use of long-term agreements where appropriate, and a significant proportion of revenue derived from customers operating in sectors that are generally resilient to short-term economic volatility, with demand across key markets forecast to grow.		
Reliance on / association with fossil fuel dependent industries. (Transition - Market)	Likelihood - High	Impact - Significant
We supply materials and components to several carbon-intensive sectors, including aviation and automotive, which may face significant long-term disruption from climate mitigation measures. This could potentially leading to reduced demand, product redesigns or shifts in the Group's product mix, as well as increased reputational risk due to associations with industries perceived as barriers to decarbonisation. This risk is mitigated by the company's geographically diverse customer base, which reduces exposure to simultaneous regulatory changes, and by the critical role of superalloys across a wide range of applications, supporting diversification beyond any single industry and limiting reliance on fossil fuel-dependent end markets.		

Strategic Resilience: Scenario Analysis (CFD Reporting Requirements)

Given the uncertainties around future mitigation actions and emissions trajectories, and in line with recommended frameworks we have conducted scenario analysis to better understand how our exposure to climate-related risks and opportunities could evolve.

Three scenarios were selected to reflect a range of climate outcomes, from effective to inadequate mitigation, allowing assessment of exposure to both physical and transition risks.

Although some scenarios present greater challenges than others, the company's strategy is considered resilient across all cases for several reasons. First, high-performance superalloys and components are expected to maintain steady demand regardless of the pace or trajectory of the low-carbon transition, and we can adapt the specific components we manufacture to respond to emerging markets and evolving customer needs. Second, our facilities are located across key economic regions, including the EU, USA, China, and India, reducing exposure to regulatory risks, which are unlikely to affect all jurisdictions simultaneously. Finally, we are rapidly enhancing capabilities in energy management, resource efficiency, and sustainability, ensuring we remain competitive even under more rapid and ambitious transition scenarios.

Scenario	Increasing materiality	Decreasing materiality
<p>SSP1 - 2.6 Low mitigation and adaptation challenges contribute to a smooth transition to <2°C of warming by 2100. Substantially more global action is taken in the near term and high levels of electrification are achieved in transport and industry. Successful management of GHGs limits overall physical risk exposure and associated economic disruptions.</p>	<p>Transition risks e.g. carbon pricing are more significant but their effects are moderated by an orderly transition, strong policy support, and considerable technological progress.</p>	<p>Physical climate risks increase over time but are less frequent and disruptive than other scenarios.</p>
<p>SSP2 - 4.5 Medium challenges to mitigation and adaptation leads to warming between 2°C and 3°C by 2100. A more familiar path is maintained with uneven progress internationally. Significant efforts are still undertaken, but with less consistency and coordination, resulting in higher levels of warming and more widespread physical risks.</p>	<p>Physical risks escalate substantially, with disruptive events becoming more frequent by 2050.</p>	<p>A gradual rise in both transition and physical risks. The slower pace of change allows time for adaptation, but progress is constrained by limited global coordination and lower levels of innovation.</p>
<p>SSP3 - 6.0 High challenges to mitigation and adaptation are encountered with warming reaching between 3°C and 4°C by 2100. Rising nationalism undermines international efforts to limit climate change and competing economic and security concerns are prioritised. Low levels of electrification are achieved in transport and industry. The physical impacts of climate change become severe over time and significantly disrupt economic systems.</p>	<p>The highest-risk scenario for the Group; significant barriers to both climate mitigation and adaptation. Likely to involve a fragmented global economy and unpredictable regulatory conditions, a weak macroeconomic environment, characterized by low growth and recurring market disruptions. Physical climate risks would intensify markedly, further destabilising the broader economic context.</p>	<p>Highest risk scenario so no decrease in risk is expected.</p>

Governance excellence

Strong governance and robust quality systems are essential to ensuring consistent, high-standard performance across Doncasters. At Trucast UK, a recent customer audit delivered exceptional results, further reinforcing the site's commitment to operational excellence.

Challenge

The VDA-based audit is known for its rigorous, comprehensive evaluation of quality management systems. Covering every aspect of operational governance, product control and process management, the challenge for Trucast UK was to demonstrate full compliance with demanding criteria and maintain the highest standards across all areas of the business.

Solution

Over two days, a two-person audit team conducted a detailed assessment of Trucast UK's Quality Management System. This included reviews of process controls, documentation, operational governance practices, and team knowledge and application of quality standards.

The result of zero findings highlights the maturity and strength of the systems in place.

Impact

- Achieved a 100% audit score, fully meeting the stringent VDA-based requirements.
- Demonstrated exceptional performance in every part of the Quality Management System.
- Validated the precision, discipline and teamwork of the Trucast UK workforce.
- Reinforced customer confidence in the site's governance processes and product quality.
- Showcased continuous improvement as a core part of site culture and operational excellence.

Future outlook

Trucast UK will continue strengthening its quality governance through ongoing improvement initiatives and sustained focus on system excellence, ensuring consistency, reliability and strong customer partnerships across the operation.



Governance & Risk Management (CFD Reporting Requirements)

The Board's role

The Doncasters Board maintains full accountability for governance and risk management across the Group. It oversees strategic direction and ensures executive leadership responsibility for performance, compliance, and ethical conduct.

Sustainability remains a standing Board agenda item, supported by quarterly reporting and thematic deep dives, on topics including climate risk, regulatory readiness, and sustainability performance trends. Discussions of these sustainability-relevant issues are concurrent with wider discussions of risk, strategy, and business plans, and therefore help to shape decisions related to capital expenditure, operational improvements, and insurance coverage.

The Board is supported by the Group Executive that integrates sustainability considerations into day-to-day operations. Each Executive carries functional responsibility for implementing governance systems that align with our values and risk appetite. Board members have also undertaken Carbon Literacy training to increase understanding of climate-related risks and their implications on Doncasters' operations, customer contracts, and investor expectations.

Sustainability governance architecture

We have reinforced our sustainability governance architecture by establishing clearer lines of accountability and introducing enhanced cross-functional governance forums.

Our model now includes:

- Site-level leads responsible for delivering on KPIs, and local improvement plans and managing specific risks
- Integration of Sustainability reporting into the Group Risk Register and Executive dashboard

Site-level General Managers and Risk Champions report significant developments in risk exposure to Group Executives, the Group Head of Internal Audit & Risk, and the Chief Risk Officer. The Group Head of Internal Audit & Risk is tasked with providing quarterly reports to the Board-level Audit and Risk Committee (ARC), which defines risk appetite and ensures that effective risk management frameworks and controls are maintained. The Board retains responsibility for approving strategic decisions and targets that relate to material risks and opportunities.

This governance model ensures a structured flow of information, accountability, and escalation, while allowing site-level flexibility to implement improvement initiatives relevant to local risk profiles and material impacts.



Doing Business, the Right Way

Corporate governance strategy

Doncasters continues to apply the Wates Principles as its framework for good governance as a large private company. In 2025, our governance disclosures were summarised while maintaining transparency and alignment to stakeholder expectations.

Key highlights include:

- Annual review and reaffirmation of the Doncasters Code of Conduct
- Global rollout of multilingual ethics and compliance training via e-learning platforms
- Continuous improvement of our policy framework to ensure compliance with legal and regulatory requirements across jurisdictions

Our focus remains on ensuring that governance is not only compliant, but practical, accessible, and embedded in the daily actions of our people.

Core elements of governance

Purpose and leadership

Our values Excellence, Commitment, Integrity, and Teamwork – serve as the behavioural foundation for governance at Doncasters. They are promoted by the Board and embedded across our operations, integrated into our performance reviews, leadership development, employee recognition programmes, and our Code of Conduct. Our Code of Conduct, refreshed and widely disseminated in multiple languages, reinforces ethical behaviour and supports employees in making responsible decisions.

Effective Board composition

The Board maintains a balance of skills, experience, and knowledge appropriate for the scale and complexity of the Group. All Directors make active contributions and take time out to reflect on their performance.

Accountability and oversight

We have established clear responsibilities and reporting lines to ensure effective oversight across all business units. Compliance with regulatory obligations is regularly reviewed, with policies updated to reflect evolving legal and best practice standards.

Remuneration

Our approach to remuneration is designed to support sustainable performance, align management interests with stakeholders, and reward behaviours consistent with our values and long-term objectives.

Stakeholder engagement

We maintain open dialogue with our stakeholders, including employees, customers, suppliers, and investors. Through regular communication, training, and engagement, we ensure our governance approach remains aligned with stakeholder expectations.

Continuous improvement

Governance practices are reviewed regularly to ensure they remain fit for purpose, with a continuous focus on improving standards. We extended compliance training and broadened our e-learning programmes to include additional health, safety, wellbeing, and IT awareness modules.

Risk Management

Doncasters applies a risk-based approach to decision-making across all levels of the business. Our framework aligns with internationally recognised risk principles, enabling us to systematically identify, assess, treat, and monitor risks.

We classify risks as either operational (site-level), strategic (enterprise-wide), or emerging (future-facing). In 2025, we continued to integrate sustainability-related risks – such as climate disruption, regulatory non-compliance, and cyber threats – into our overall risk map. These principles guide our controls, escalation procedures, and investment decisions.

(Full Risk Appetite Statements retained in Appendix B)

Enterprise Risk Framework

ERM structure

Our Enterprise Risk Management framework is structured around five components:

1. Risk Management (RM)

2. Business Continuity Planning (BCP)

3. Internal Control (IC)

4. Internal Audit (IA)

5. Global Insurance

This structure ensures risks are addressed at the most appropriate level, with escalation pathways for issues that require Group oversight.

Executive Risk Register

Reviewed biannually at Group level, integrating financial and strategic risks.

Risk management activities

Site operational risk registers

Risk is managed as close to its source as possible and by those with the greatest operational understanding. Each site maintains a local risk register, updated quarterly and owned by site leadership. These registers capture risks specific to each facility, from health and safety issues to environmental and compliance exposures.

We have standardised the structure of all risk registers across the Group. This includes consistent categorisation of risk, harmonised definitions of likelihood and impact, and a shared matrix for assessing risk severity. Senior functional leaders are accountable for ensuring appropriate mitigation plans are implemented and residual risk is tracked.

This standardisation has increased visibility and allowed for effective aggregation of risk at Group level, without losing the detail needed for site-level decision-making. We recognise that risk management maturity is a journey, and we remain committed to ongoing refinement of our process, tools, and governance oversight mechanisms.

Business Continuity Planning

We conduct annual business impact assessments across our core functions to identify critical capabilities, time-sensitive processes, and key dependencies. These assessments inform our business continuity strategies and response protocols, ensuring we are equipped to manage disruption effectively.

Once critical areas are identified, we implement tailored response plans, preventive controls, and resilience measures to protect essential services. Our approach encompasses both operational response and IT recovery, including regular testing of disaster recovery plans to validate preparedness against system failures, cyber events, or external shocks.

All sites update and test their BCPs annually. Learnings are reviewed by executive management and integrated into updated continuity and resilience plans.

Internal Control System

Our Internal Control (IC) Framework supports consistency in managing business risk and compliance across the Group. It provides structured oversight to ensure core controls are implemented effectively at site level.

Internal controls are tested at selected sites as part of a rolling programme, supported by a Group-level tracking system. This allows for oversight, learning, and continuous improvement, helping ensure material risks are addressed and monitored effectively.

Internal Audit

Internal audit provides independent assurance that key business risks are being identified and managed effectively across financial, operational, and compliance domains. The scope has expanded in recent years to reflect the growing complexity of the risk landscape and the need for greater resilience across global operations.

continued overleaf...

...continued from previous page

The programme includes targeted reviews of financial controls, operational integrity, regulatory compliance, and sustainability governance. The audit team works with senior management to identify areas for improvement, follow up on remediation plans, and ensure standards of accountability and transparency are maintained across the Group.

Global Insurance Programme

Doncasters maintains a comprehensive global insurance programme designed to provide financial resilience in the face of unexpected events and external shocks. This includes coverage for property damage, business interruption, liability, cyber, and other enterprise-level risks.

The programme is reviewed annually with insurance partners to ensure policies remain aligned with our evolving risk landscape and business priorities. We assess exposure against key operational, environmental, and financial risks, and adjust coverage where necessary to maintain protection against high-impact scenarios.

In 2024, our insurance programme was refined to reflect changes in global risk profiles, particularly in relation to supply chain disruption, climate-related events, and cyber threats. The insurance portfolio remains a vital control within our broader risk management and continuity planning framework.

Enterprise Risk Areas

Quality management systems

All Doncasters sites maintain valid ISO 9001 certifications, with additional standards such as AS9100 and NADCAP as required by industry sector. In parallel, ISO 14001 is used across the Group as a key environmental governance tool, providing structured processes to manage environmental risks and ensure regulatory compliance.

Our quality and environmental management systems are audited regularly by customers, independent certification bodies, and internal teams to ensure continuous compliance and improvement.

We continued to refine our audit-readiness protocols, focusing on non-conformance trend analysis and pre-audit self-assessments.

Anti-corruption and anti-bribery

We continue to maintain a zero-tolerance approach to bribery and corruption. Employees are required to undertake mandatory annual training covering anti-bribery, fraud prevention, conflicts of interest, and whistleblowing procedures.

Our Supplier Code of Conduct reinforces expectations around ethical conduct, fair labour practices, and anti-corruption. Non-compliance with these standards may result in termination of contracts.

Our confidential Speak Up hotline remains available to all employees and suppliers, ensuring that ethical concerns can be raised and investigated in line with our governance principles.

Modern Slavery

Doncasters recognises that global supply chains can present hidden and uncontrolled risks relating to human rights abuses and exploitation. Our Standard Terms require suppliers to comply with our Supplier Code of Conduct and mandatory sustainability and ethics policies, including those addressing Modern Slavery and Human Trafficking.

Suppliers are expected to operate ethically, manage the social and environmental impacts of their operations and supply chains, eliminate forced labour, child labour and illegal discrimination, provide safe and healthy working conditions, comply with applicable wage, working hours and overtime requirements, and respect freedom of association and collective bargaining rights in line with local law. We maintain governance and due diligence controls to support compliance with applicable laws and standards.

In 2026, we will continue supplier engagement through regular dialogue and promote access to our Speak Up hotline for reporting suspected breaches.

IT Security, Cyber Security, and Data Protection

In 2025, we advanced our IT risk management which provided further clarity and prioritisation to enable a targeted approach to risk mitigation. Our Security Operating Centres are operating well under the continued challenges from attempted cyber-attacks. Continual reviews of this reporting and approach to minimise impacts are maintained.

We:

- strengthened endpoint security and widened our MFA coverage
- continued global rollout of employee cyber awareness training, including phishing simulations
- reviewed and updated data classification and handling policy

Our investment in digital resilience remains critical as cyber threats grow in complexity and volume.

Governance excellence

An audit victory at Uni-Pol India demonstrates how robust governance systems drive quality, compliance and sustainable business practices across our operations.

Challenge

In the highly regulated automotive and manufacturing sectors, meeting stringent quality standards is critical to maintaining customer trust, operational reliability and long-term sustainability. The Uni-Pol India site needed to ensure its governance, technical controls and shop-floor systems were aligned with global best practices and ready to pass one of the industry's most demanding audits.

Solution

The site engaged with the audit process led by the certification body TÜV SÜD and prepared across multiple fronts:

- reinforced technical competence across staff and shop-floor teams
- enhanced visual management systems on the shop-floor
- implemented a dedicated power supply via an express feeder
- advanced digitalisation initiatives including DAS systems, PFMEA and APQP software
- maintained high employee retention despite the site's remote location

These measures strengthened the site's governance framework, quality systems and operational controls.

Impact

- The audit concluded with no major non-conformities, a strong endorsement of the site's governance and quality systems.
- Auditors noted the site's technical competence, effective visual management, digitalisation and strong manpower retention.
- Reinforced Doncasters' reputation for quality governance and operational excellence in a competitive industry.
- Positioned the Uni-Pol India site to support sustainable growth through consistent compliance and operational reliability.

Future outlook

Uni-Pol India will build on this success by continuing to embed advanced digital systems, further strengthen governance and quality controls, and ensure ongoing compliance and performance improvement. This initiative reflects Doncasters' wider governance ambition and helps underpin our long-term sustainability goals through robust and transparent operations.





Environment

Measuring our performance

Our approach to environmental management is centred on reducing our impact on the natural world and mitigating the risks associated with climate change. In this section, we outline how we are addressing carbon emissions through our Global Decarbonisation and Resource Efficiency Strategy, increasing transparency around our broader environmental impacts, and bringing our supply chain partners with us on our sustainability journey.

Our carbon footprint, targets and progress

(GHG, SECR, CFD Reporting requirements)

We acknowledge the value of a robust suite of indicators for evaluating both our risk exposure and our advancement toward key strategic goals. Developing an accurate profile of GHG emissions, combined with measures such as the Group's carbon and energy intensity, remains a key focus, with ongoing improvements in the accuracy and refinement of this data.

These key performance indicators (KPIs) offer insight into reputational and regulatory risks, including potential future carbon pricing mechanisms, as well as opportunities, such as gains in operational efficiency. We remain committed to achieving the maximum feasible emissions reductions year on year and playing our part

in global decarbonisation goals by offsetting residual emissions to achieve Net Zero, in line with regulatory expectations in our key markets. We have not however committed to a Science Based emissions reduction trajectory. External expert modelling demonstrates this is not achievable for our emissions profile considering current technological and economic conditions.

The specific metrics we currently track, along with their associated targets, are detailed below. For full clarity, a slightly different energy consumption data set is used to report our GHG emissions and our energy efficiency metric:

- Non-manufacturing sites are excluded from the energy efficiency metric as they do not process materials.
- Due to an equipment failure the energy consumption at Bochum has been corrected within the energy efficiency calculation to accurately reflect valid, representative, and comparable conditions, in accordance with ISO 50001:2018 (Clauses 9.1 and 9.1.1), ISO 50006:2023 (Clauses 5.4.2 and 6.3.3), and ISO 50015:2022 (Clauses 6.2 and 6.3). These adjustments were necessary to maintain the integrity of the energy performance analysis during a period of atypical operational and metering conditions. The non-corrected actual values are used in the GHG calculation.

Metrics and Targets

Area	KPI	2024	2025	Variance from Previous Year	Associated Target (Status)
GHG Emissions	Operational emissions (Scopes 1 & 2) (Market Based) (tCO ₂ e)	56,270	56,510	0.4% ↑	4.5% Year-on-year reduction (Off Track)
	Value Chain Emissions (Scope 3) (tCO ₂ e)	226,274*	231,520	2.3% ↑	5% Year-on-year reduction (Off Track)
Renewable energy	Electricity consumed backed by renewable generation (%)	31.3%	31.4%	0.1% ↑	100% by 2030 (On Track)
Energy efficiency	Total operational energy use relative to materials processed (kWh / kg processed)	12.72	12.21	4.1% ↓	3.5% Year-on-year reduction (On Track)

*See overleaf

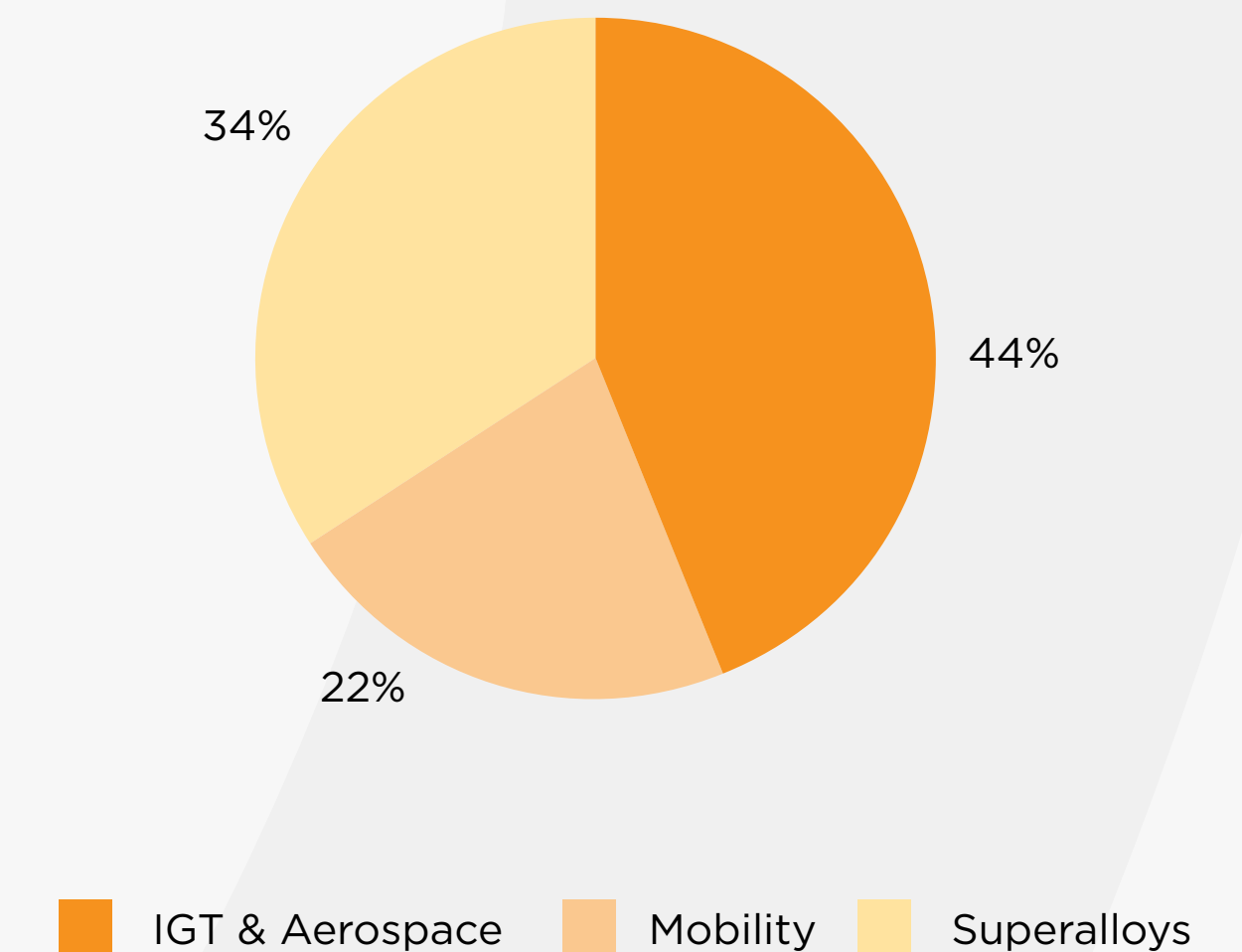
Measuring our performance

Group Greenhouse Gas Emissions							
Emissions category		2024		2025		Variance	
		tCO ₂ e	%	tCO ₂ e	%	tCO ₂ e	%
Scope 1	Total	21,695	7.7%	20,607	7.2%	-1,088	-5.0%
	Combustion	21,308	7.5%	20,309	7.1%	-999	-4.7%
	F-gas	387	0.1%	298	0.1%	-89	-22.9%
Scope 2	Electricity - Market Based	34,575	12.2%	35,903	12.5%	1,328	3.8%
	Location based	45,533	16.1%	46,134	15.5%	601	1.3%
Scope 3	Total	226,274*	80.1%	231,520	80.4%	5,245	2.3%
	Business travel	1,257	0.4%	559	0.2%	-697	-55.5%
	Capital goods*	17,762*	6.3%	15,052	5.2%	-2,710	-15.3%
	Employee commuting	2,919	1.0%	3,085	1.1%	166	5.7%
	FERA	19,056	6.7%	16,577	5.8%	-2,478	-13.0%
	PG&S*	175,812*	62.2%	176,911	61.4%	1,099	0.6%
	Upstream T&D*	8,345*	3.0%	17,419	6.0%	9,073	108.7%
	Waste	1,124	0.4%	1,916	0.7%	791	70.4%
Total Emissions ALL SCOPES		282,544*	100%	288,030	100%	5,486	1.9%

*We have re-stated our 2024 scope 3 emissions in 2025 thanks to continual improvements in data accuracy and granularity, enabling improved calculation methodologies. Purchased Goods & Services, Capital Goods and Upstream Transportation & Distribution were the categories impacted by the restatement, with updated emission factors applied to spend-based data. Due to rounding differenced some percentage totals may not appear to tally.

We report based on 3 divisions representing our key geographies and markets; Europe IGT / Aerospace (4 sites), North America Aerospace (5 sites) and Mobility (5 sites). Energy consumption and production remain unevenly distributed across divisions, reflecting differences in operational scale, product mix, and process requirements.

Doncasters Group - Division Emission Breakdown



Overall our carbon emissions have increased year on year by 1.9%. We have, however, made significant advancements this year in many areas and reduced emissions in key areas such as on site combustion, business travel and employee commuting, and met 2 of our 4 key metrics and targets, alongside a global increase in production output.

4.1%

Improvement in energy efficiency

During 2025 we delivered several targeted investments and operational improvements across our Global sites resulting in achievement of our year on year energy efficiency target (3.5%), as despite a 2.6% increase in our global production output our energy efficiency improved by 4.1%. Our key achievements and energy efficiency strategy can be found in more detail in the commentary on Operational Energy Efficiency.

We have also expanded our on-site renewable generation capacity and have completed a 2,400 panel solar array at our Deritend site in the UK, alongside continuing our purchasing of REGO-backed electricity. While this has not had a significant impact on our progress towards our renewable energy target (as the site was already

purchasing REGO backed electricity), it does represent a strong step forward in protecting the security of energy prices and supply at this site which will help to insulate from transitional climate related risks. This is a project we hope to replicate across other suitable sites in the near future and on-site investigations are already taking place to assess suitability. Our journey to our 100% renewables target by 2030 will not be linear, so although we have made limited progress in terms of percentage change during 2025, the lessons we have learned in implementing our first large-scale on-site generation project will serve to accelerate our transition in the coming years..

Our energy efficiency and renewable energy targets are designed to work in tandem to achieve our overall Scope 1 and 2 reduction ambitions. This year we have not achieved this overall scope 1 and 2 target, partly due to the small percentage change in renewable backed energy as described above. And partly due to the differing calculation required to assess our overall GHG emissions vs our energy efficiency target for Bochum this year due to the equipment failure, also as described above, the corrected consumption used for the energy efficiency calculation is somewhat lower.

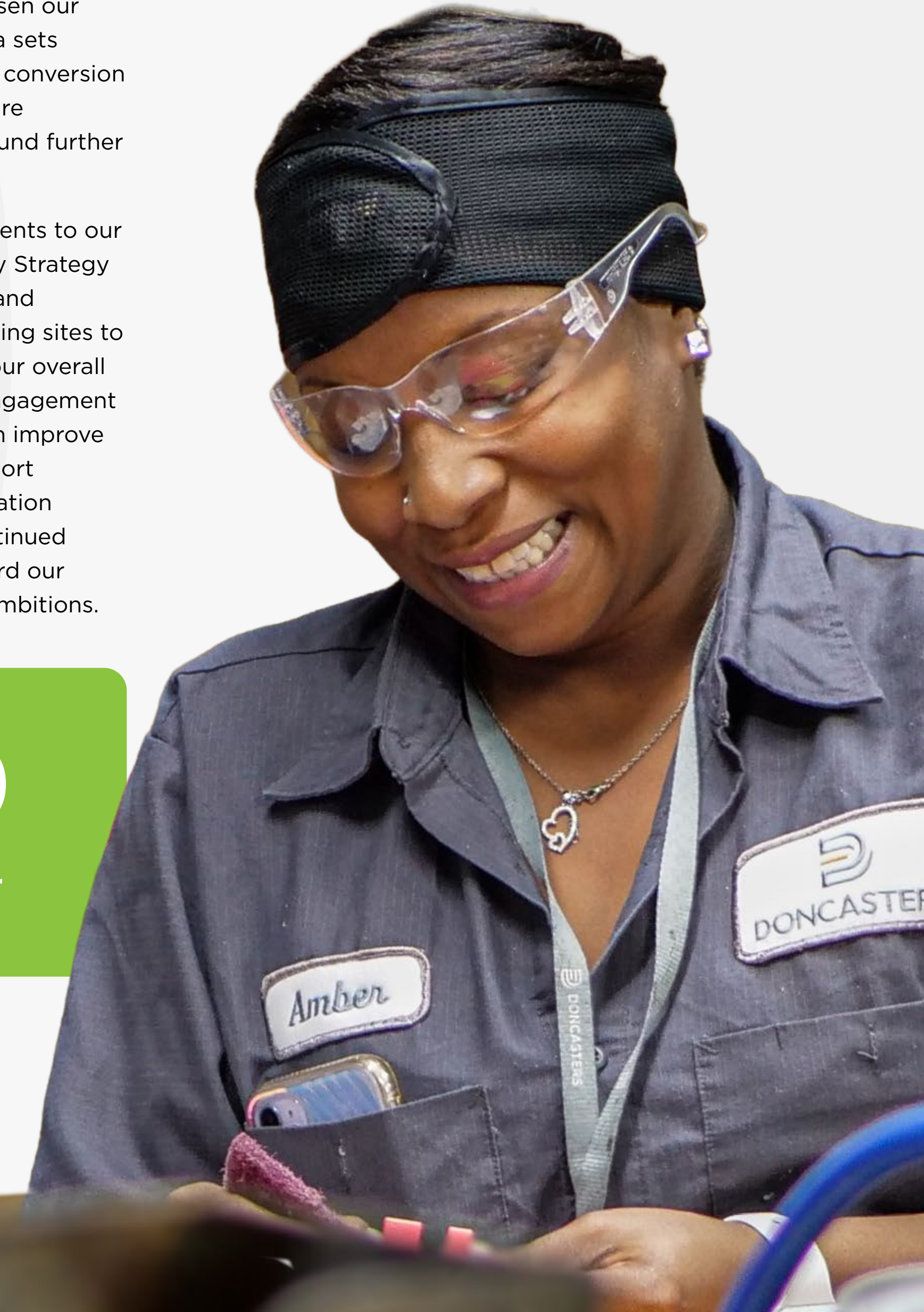
We have also not achieved our Scope 3 reduction target for 2025, this is mainly due to increased production output resulting in increased spend on materials and an increase in supporting business activity. We have, however, made significant improvements this year to our Scope 3 data quality and reporting methodology. This resulted in the restatement of our 2024 Scope 3 emissions for

some categories and a significant reduction in our scope 3 emissions total overall as we lessen our reliance on estimations and average data sets and move towards more specific carbon conversion methodologies. More detail on how we are working with our supply chain can be found further in the report.

We have rolled out significant improvements to our Decarbonisation and Resource Efficiency Strategy for 2026, including site-specific targets and Resource Efficiency Principles, empowering sites to take ownership of their contribution to our overall success. We have also begun supplier engagement trials to understand the best way to both improve our supplier-specific data sets, and support our smaller suppliers in their decarbonisation journeys. We are optimistic that our continued efforts in 2026 will drive us further toward our decarbonisation and climate resilience ambitions.

2,400

panel solar array at our Deritend site in the UK



Advancing Sustainable Energy

As part of Doncasters' ongoing commitment to environmental responsibility and long-term decarbonisation, the Deritend Precision Castings facility in Droitwich has reached a major renewable-energy milestone. Building on last year's solar installation initiative, the site has now completed the deployment of a 2,400-panel solar array, marking a significant progression in its sustainability journey.

Challenge

With increasing pressure on industrial operations to reduce carbon emissions, secure reliable energy sources and improve operational resilience, Deritend recognised the need to expand its renewable energy capability. The challenge was to introduce a clean-energy solution that would meaningfully reduce the site's dependence on traditional electricity sources and support wider environmental goals.

Solution

Deritend invested in a large-scale green energy upgrade, expanding its renewable energy infrastructure through:

- Installation of a 2,400-panel solar array, significantly increasing on-site renewable energy generation.
- Strengthening alignment with Doncasters' environmental strategy, demonstrating clear progress year-on-year.
- Enhancing energy efficiency, reducing reliance on non-renewable electricity and improving long-term operational resilience.

Impact

- **Carbon reduction:** The new solar array now provides a substantial share of the site's electricity requirements, cutting emissions through clean energy production. **Energy resilience:** On-site generation supports greater energy security and operational continuity.
- **Operational savings:** Expected long-term reductions in energy costs as reliance on grid power decreases.
- **Environmental leadership:** This expansion reinforces Deritend's position as a site actively progressing toward sustainable manufacturing practices.

Future outlook

With the solar array fully operational, Deritend will continue to evaluate opportunities to further expand renewable energy capacity and integrate additional sustainable technologies. This development represents a major milestone in Doncasters' broader environmental strategy, supporting both business efficiency and measurable progress toward decarbonisation.



Decarbonisation & Resource Efficiency Strategy

In order to drive change across our sites and provide targeted support where its needed most we have, in partnership with expert consultancy advice, developed a structure of 8 Global Resource Efficiency Principles with underlying criteria for 'what goods looks like'.

Each site has been RAG rated against these principles and we are rolling out targeted action plans to progress implementation across the group and meet our resource efficiency targets.

Our Global Resource Efficiency Principles

1. Performance Measurement and Reporting

2. Action Planning and Delivery

3. Periodic Energy Review

4. Governance and Management Oversight

5. Integration into Decision-Making

6. Compliance and Alignment

7. Continuous Improvement Culture

8. Implementation and Support

Using findings from our rolling programme of energy audits and regular data analysis, we have allocated each site an individual target based on their progress to date and the remaining available opportunity for both renewable energy conversion and energy efficiency initiatives. The collective success of each individual site meeting their allocated portion of the target will mean we can reach our Group goal of 3.5% energy efficiency improvement year on year and 4.5% reduction in Scope 1 & 2 GHG emissions (factoring in a 1% reduction from moving to renewable energy).

Our Global Resource Efficiency Principles work in conjunction with our continual alignment to established energy management frameworks and are intended to mirror the intention of these frameworks at sites where it is not currently suitable to gain the formal certification. ISO 14001 Environmental Management Systems remain in place across multiple sites, and ISO 50001 certification continues to support structured energy management at selected facilities.

For 2026 we have formalised our internal communications around our Decarbonisation and Resource Efficiency Strategy with a quarterly sustainability update going to site managers and the Exec team consisting of three parts:

1. **Group Sustainability Strategy update**
2. **Monitoring and Targeting analysis of the previous quarter to highlight further opportunity**
3. **Site level action plan updates with targeted implementation support**

Opportunities are identified by site teams or through third party energy efficiency surveys undertaken on a biennial basis. As well as supporting our compliance obligations under the EU Energy Efficiency Directive 2012/27/EU, these assessments provide updated site energy balances, identifying hotspots, and informing prioritisation of capital investment. Half hourly data monitoring and reporting systems remain central to operational control, enabling early detection of inefficiencies and

supporting focused site level actions to reduce waste energy where this is available. Investment decisions are owned by the teams at each site in conjunction with the Regional and Global EHS manager who are responsible for the decarbonisation of our sites at group level, to support these roles we are looking to expand our Sustainability team during 2026.

Utilising a structured evaluation process that considers anticipated energy and carbon reductions, payback periods, capital investment requirements, and overall value for money, opportunities are prioritised based on the actions with the greatest potential to deliver meaningful energy savings across the organisation. In parallel, decisions are aligned with our long-term sustainability objectives, ensuring that projects support our strategic objectives and overall decarbonisation.

This balanced approach enables sites to target efficiency improvements that deliver both short-term performance gains and long-term strategic benefit.

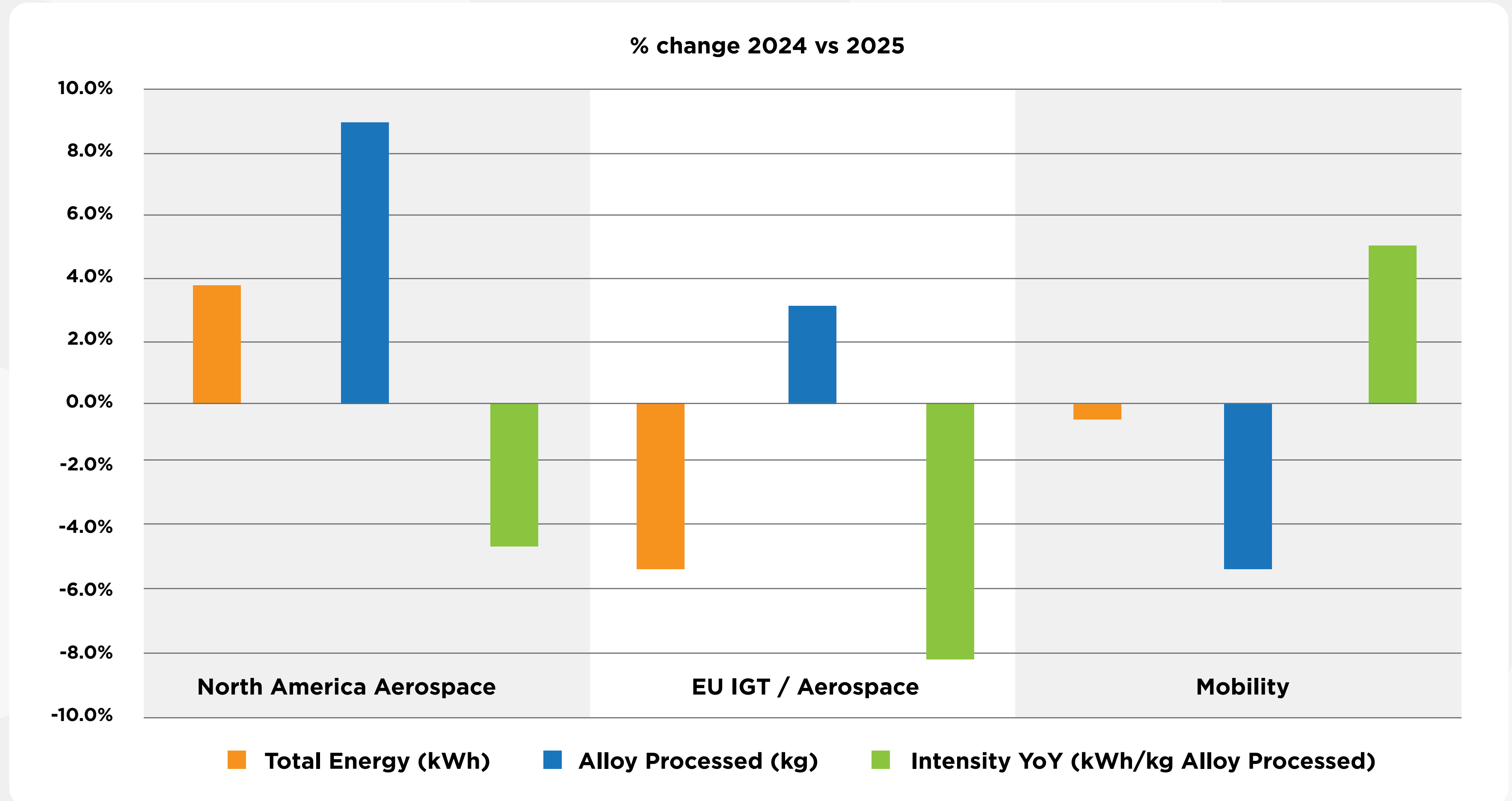
Operational Efficiency & Energy

Energy performance continues to be closely monitored across the Doncasters Group through the regular reporting of monthly energy consumption and production data informing our key operational efficiency metric; kWh/kg Alloy Processed.

In summary, 2025 saw:

- 2.6%** increase in production
- 1.6%** decrease in energy consumption (corrected)
- 4.1%** reduction in Group energy intensity (vs our 3.5% target)

As production grew and energy consumption decreased, overall operational energy intensity improved from 12.72 kWh/kg in 2024 to 12.21 kWh/kg in 2025, a 4.1% reduction year on year. Overall, the 2025 results show the benefits of our investments on operational efficiency and reinforce the ongoing importance of production stability, asset utilisation, and continued investment in monitoring, maintenance and process optimisation to sustain further reductions in energy intensity in future years.



Energy Intensity by Division (kWh/kg Alloy Processed)			
Division	2024	2025	% Change
North America Aerospace	12	11.4	-4.7%
EU IGT / Aerospace	18.3	16.8	-5.2%
Mobility	6.8	7.1	5.1%

Our most energy efficient division remains Mobility, despite a decline in energy efficiency this year due to higher production output. Our North American Aerospace division and European IGT and Aerospace division are on par for production output (36% each), and there are some lessons to be learned for Europe in terms of efficiency as North America remains ahead on a kWh/kg Alloy Processed basis.

Our European IGT and Aerospace division are the most improved for 2025 having been the only division to both increase production output by (3.1%) and simultaneously reduce energy consumption (by -5.3%). As a result the energy intensity of our European operations improved the most of any division going from 18.3 kWh/kg Alloy Processed to 16.8 kWh/kg Alloy Processed, a true example of how increased production does not have to mean a comparable increase in our carbon footprint.

Similarly our North American Aerospace division increased production output by 9% in 2025, the highest increase for any division, but was still able to improve the energy intensity of its operations by -4.7% from last year despite a slight increase in energy consumption overall, driven by that higher production.

Our Mobility division had a decline in energy efficiency due to lower production output and the underlying energy requirements of core site infrastructure which is not tied to production. Support systems and essential services continue to consume energy irrespective of production levels, meaning that, although energy-saving projects were successfully implemented, the lower production volumes in 2025 diluted the efficiency gains when measured on a per-unit output basis.

Drivers of operational efficiency in 2025

During 2025, several targeted investments and operational improvements were delivered across our global sites to drive measurable gains in energy efficiency and resource optimisation.

Together, these site-level initiatives demonstrate Doncasters' continued focus on practical, investment-led actions that strengthen operational efficiency and support wider sustainability objectives.

Some of our key successes are as follows:

Ross & Catherall (UK)

The installation of a new 4-tonne furnace, alongside the repair of the site's gas pipeline infrastructure, has improved process reliability while reducing avoidable energy losses associated with legacy equipment and distribution inefficiencies.

Uni-Pol (China)

A series of low-cost, high-impact initiatives were implemented to enhance operational control and reduce heat wastage. These initiatives included fitting lids to ultrasonic cleaning hot baths, insulating furnace chiller lines to minimise thermal losses, and introducing passive infrared (PIR) controls across factory areas to optimise lighting use in line with occupancy. Collectively, these measures contribute to reduced base energy demand and improved day-to-day efficiency.

Chard (UK)

Significant progress has been made in process optimisation, with gas airmelt system usage reduced by approximately 75% through operational changes and alternative approaches. This reduction is complemented by the installation of a new state-of-the-art mould room, designed to support improved production quality while enabling more efficient material handling and energy use.

Group-wide

Initiatives have continued to include the rollout of LED lighting upgrades, expansion of sub metering and energy monitoring capability, compressed air leak detection and optimisation, furnace maintenance and refractory improvements, targeted replacement of HVAC systems, chillers, and other ageing plant and feasibility assessments for heat recovery opportunities

Waste reduction and circularity & wider impacts

While we have established structured targets and ambitions for our greenhouse gas emissions, reflecting their significance in addressing climate change, we do not yet have an equivalent set of targets for our wider environmental impacts.

This is not a reflection of lesser importance, rather, to date our focus has been on areas of greatest maturity and data availability.

We recognise the significance of addressing the direct impacts that our sites and operations can have on the local environment.

We are now in our second year of publishing global data on waste, water, air pollution, and biodiversity impacts.

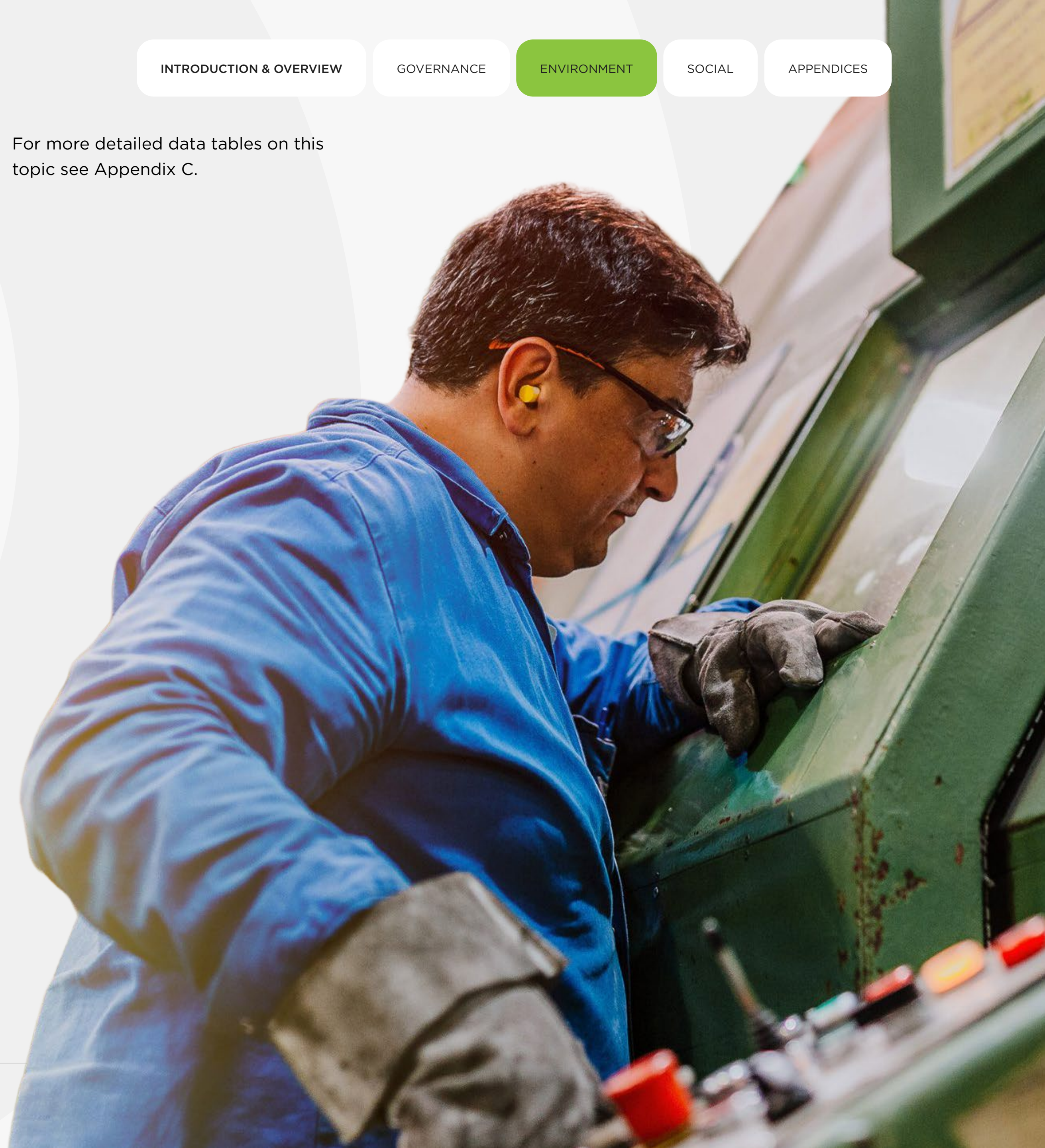
Our waste accounts for 0.7% of our total carbon emissions, it is small in terms of carbon impact, but much more significant in terms of potential environmental impact overall. We consider the purchasing, use and end of life of the materials used in our manufacturing of crucial importance to our Sustainability journey. We maintain our commitment to use of revert material where

available (Revert: Internal or customer returned scrap that is remelted including offcuts, machining swarf, or returns, often from controlled processes), and have increased our recycling rates from 58% of our non-hazardous waste recycled in 2024 to 75% in 2025.

While water consumption is assessed as medium for both impact and financial materiality overall, for our Uni-pol Mexico and India locations, water stress risk is currently high and is expected to increase over the long term (5+ years). This could lead to temporary shutdowns and operational disruptions, as staff and equipment may be affected by overheating, and heat-induced soil shrinkage could pose risks to gas and water pipelines. We are closely monitoring water consumption at these sites and are considering more detailed, site-specific water assessments in the future. 2025 figures indicate a 1% reduction in water usage in areas of high water stress.

Our biodiversity concerns are predominantly in our value chain where the mining of the raw materials required for our operations can have significant impacts. We continue to work on a detailed exercise to more fully understand the exact locations of these risks so we may make informed decisions about our supply chain. In the meantime we remain conscious of impacts closer to home and our team at Chard have been volunteering their time to preserve the sensitive Chard Reservoir just ~0.5km from the site. We also routinely monitor our emissions of air pollutants at selected sites where we are obligated to do so.

For more detailed data tables on this topic see Appendix C.



Waste reduction & circularity

For over 50 years, Ross & Catherall has embedded circular-economy principles into its operations by recycling customer revert, a practice that minimises environmental impact and reduces waste across the investment casting industry. This long-standing approach reflects Doncasters' commitment to resource efficiency and sustainable material stewardship.

Challenge

The manufacturing and investment casting sectors rely heavily on high-value metals and alloys. Mining and refining these materials involve significant environmental and carbon impacts. The challenge was to reduce reliance on new raw materials while maintaining the high quality and consistency required for precision castings.

Solution

Ross & Catherall adopted a long-term approach built around recycling customer revert and internally generated foundry revert. This process enables the reuse of high-value materials such as nickel, cobalt, tantalum, rhenium, hafnium and tungsten.

Through controlled recycling processes, revert with known, clean composition is reintroduced into production, reducing waste and supporting sustainable manufacturing.

Impact

- Reduced environmental footprint by limiting the need for mining and refining new raw materials.
- Resource efficiency through the recovery and reuse of valuable alloying elements.
- Strengthened circular economy across the casting supply chain, with materials continually reused rather than discarded.
- Improved sustainability through long-term waste reduction and reduced extraction-related emissions.
- High-quality production maintained thanks to revert's known composition, supporting consistent, reliable casting outputs.
- Lower carbon footprint due to reduced energy requirements for producing virgin materials.

Future outlook

Ross & Catherall will continue to expand its commitment to revert recycling, ensuring materials are stewarded responsibly and sustainably across the product lifecycle.



Supply Chain

Sustainability focus

Sustainability is central to how we manage our supply chain. We seek transparency over the origin of our materials and the journey they take to our sites across a global, multi-tier supply network.

Strong supply chain management underpins our long-term success, helping us respond to a changing world while creating positive impact. We work in partnership with suppliers to meet robust excellence and environmental standards and are enhancing our GHG reporting methodologies to more accurately account for supply chain emissions. During 2025 we have made significant improvements to our reporting methodology for scope 3 emissions and our data granularity, resulting in a restatement of our 2024 scope 3 emissions to improve accuracy. This resulted in a significant drop in our scope 3 emissions total overall from our 2024 reporting.

We are continuing the investigations we began in 2025 to map our metals supply chain in detail from cradle-to-gate. Working with our global top 20 suppliers to improve our understanding of the origins of our metals the impacts, risks and opportunities present, and to inform our decision making.

Engagement trial

We have a vision of enabling and supporting our supply chain to come along with us on our sustainability journey.

We value the enhanced transparency this will provide about our own scope 3 emissions, the understanding of the risks, opportunities and impacts present in our supply chain, and also the strengthening of these key supplier relationships. We have begun a pilot engagement exercise with the procurement teams at our Ross & Catherall and Chard sites, in partnership with our expert consultancy Energise. The top 10 suppliers by spend at each site have been split into two engagement channel groups. The data gathered from each group will be consolidated into a unified dataset to inform our scope 3 GHG emissions reporting and decarbonisation planning.

Strong supply chain management underpins our long-term success, helping us respond to a changing world while creating positive impact.

Questionnaire (mature disclosure)

A structured, evidence based, survey for suppliers already able to disclose sustainability data, including questions aligned to our Supplier Code of Conduct as an additional check.

Sustemic (SME uplift)

A 6 month trial of Energise's guided digital platform that supports smaller suppliers to measure their footprint, build an action plan, and improve literacy, with consultant on-boarding and quarterly check ins.



At the time of publication we are in phase 3 of the 5 phase trial, gathering feedback and data and supporting the suppliers to build their carbon literacy in the case of the SME grouping. Success will be measured by the level of engagement, the identification of collaborative opportunities to decarbonise, evidence of supplier decarbonisation opportunities (particularly for those on

the Sustemic platform), and clear recommendations for scaling across our Global portfolio.

After just a few weeks of access to the Sustemic platform we have supported 3 our SME suppliers to create a carbon footprint, representing 11% of the scope 3 emissions for the trial sites.



The outcomes of this engagement trial are expected to:	
For Site leaders	For Group
<ul style="list-style-type: none"> ● Reduce operational risk by improving supplier literacy and resilience in sustainability and carbon reporting. ● Identify collaboration opportunities that can lower costs, improve efficiency and reduce emissions (e.g. logistics, packaging, materials). ● Provide site procurement with clearer data to inform sourcing decisions 	<ul style="list-style-type: none"> ● Strengthen Scope 3 emissions data, a critical enabler for regulatory compliance and customer credibility and our decarbonisation goals ● Embed the Supplier Code of Conduct into supplier engagement, evidencing delivery against commitments (e.g. conflict minerals, modern slavery, emissions management). ● Build a scalable model to be rolled out across other sites in FY26–27, ensuring consistency and impact.





Social

People at Doncasters

Our approach to social sustainability is centred on building a safe, engaged and skilled workforce, while strengthening the culture and practices which support long-term resilience and shared success. In this section, we outline how we are supporting employee health, safety and wellbeing, developing talent and future capability, strengthening fairness, representation and employee voice, and positively contributing to the communities in which we operate, through charitable and community engagement initiatives.



Workforce Overview

Doncasters employ more than 3,000 people across 10 countries, supporting a diverse range of manufacturing, engineering, technical and professional roles.

Our workforce operates in safety-critical and highly regulated environments, making capability and engagement essential to operational performance and long-term resilience.

Employee relations across the Group remained stable during 2025. There were no strikes or lockouts during the year, and 36.24% of the global workforce was covered by collective bargaining agreements, reflecting established mechanisms for employee representation and dialogue in relevant jurisdictions.

Culture & Engagement

Employee engagement is monitored annually through a global engagement survey delivered in partnership with an independent analytics and advisory organisation.

The survey provides consistent insight across regions and functions and informs both Group-level priorities and site-specific action planning.

Participation in the 2025 survey reached 91%, an increase of 4% compared to 2024, indicating sustained confidence in the process and trust that feedback will be acted upon.

The strongest improvements were seen in areas associated with recognition, connection and purpose. “Recognition and praise for doing good work” and “having a best friend at work” were among the most improved and highest-scoring indicators globally. Scores relating to pride in Doncasters’ products, commitment to quality work and employee advocacy also strengthened. Engagement increased across both direct and indirect employee populations and across multiple regions, with the most significant improvements in Germany, Mexico and the UK.

The survey identified areas for further focus, including clarity of expectations, access to tools and equipment, employee voice, and progression discussions. These insights have been incorporated into 2026 priorities, with each site implementing tailored engagement action plans supported by Culture Advocates, who work alongside local and senior leadership teams to support delivery and ensure employee feedback continues to inform decision-making.

Health, Safety & Wellbeing

Protecting the health, safety and wellbeing of our employees, contractors and visitors remains a fundamental priority at Doncasters.

During 2025, we strengthened our global health and safety framework to improve consistency in governance, reporting and performance monitoring across all operations, while reinforcing site-level accountability for day-to-day health and safety management.

A proactive safety culture is supported through open reporting and early hazard identification. The STEP (Stop, Think, Examine, Proceed) programme enables employees to report near misses, unsafe conditions and observations. In 2025, 3,371 STEP reports were recorded globally, compared with 1,991 in 2024. This increase reflects improved awareness and confidence in reporting rather than an increase in underlying risk. During the year, near-miss reporting was extended to sites in India, China and Mexico too, improving global consistency and visibility.

Looking ahead our commitment remains clear, to continually expand and strengthen these initiatives across all regions, ensuring our people feel supported, valued, and empowered to stay healthy, grow, and thrive - while contributing to the long-term success of our business.

Global health and safety performance remained within internal thresholds during 2025:

Global Performance Indicators	Value	2026 EHS Global Targets
Total Recordable Incident Rate (TRIR)	1.70	2
Days Away, Restricted or Transferred (DART)	1.46	1.5
Fatality Rate	0	0
Total Injuries	188	196
Lost Time Incident (LTI) Events	39	31
Total Training Hours	28,456	30,000

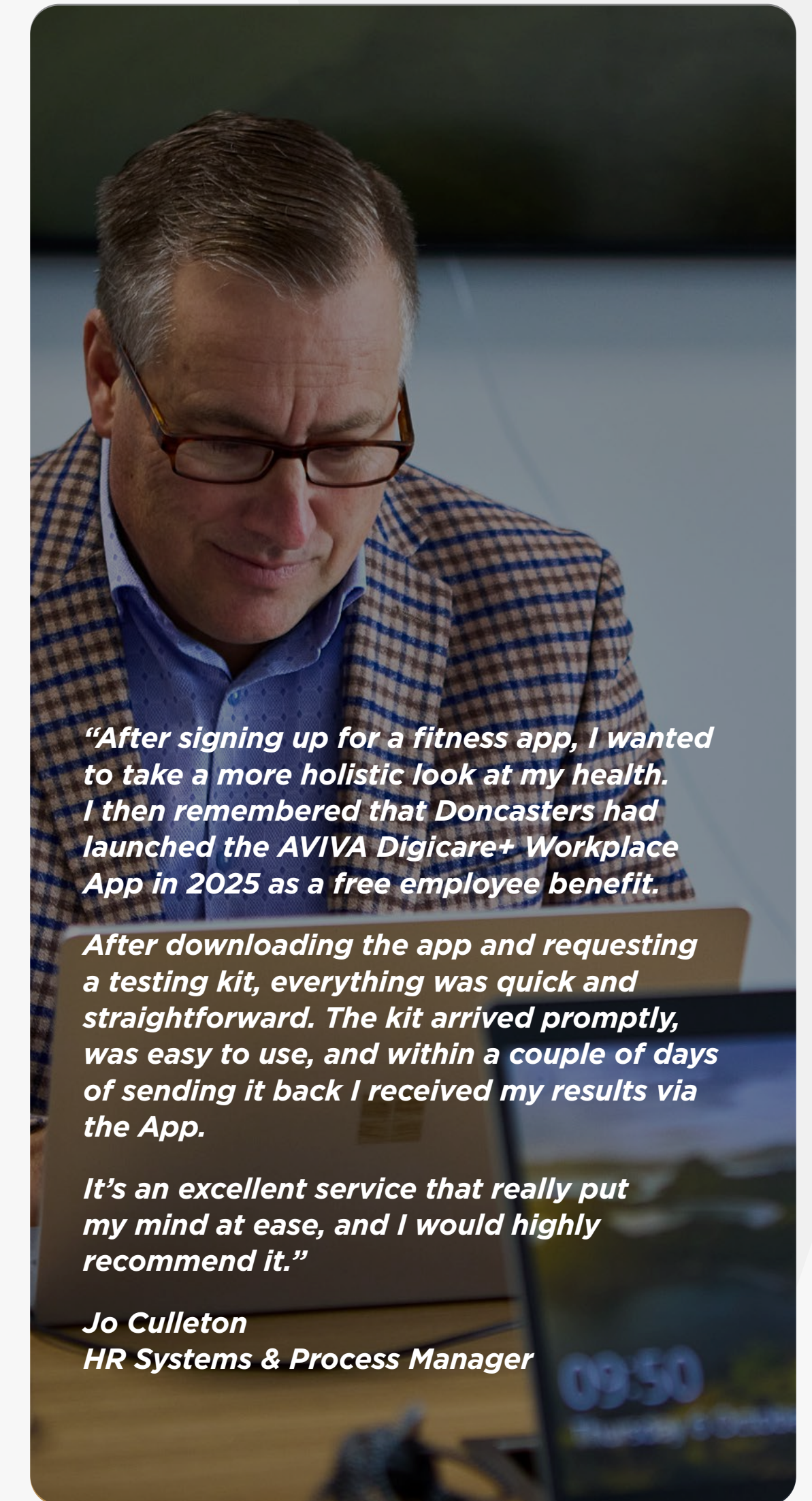
Performance has improved year on year since consistent reporting began in 2022. Targeted prevention initiatives continued, including participation by North American sites in OSHA's Safe and Sound Week. In 2026, all sites will be participating in Safe and Sound Week. Local Environmental, Health and Safety roadmaps continue to guide site-level improvement.

Investment in training underpins safety performance at Doncasters. This year, over 28,000 hours of environmental, health, and safety training was delivered globally, covering induction, refresher programmes, toolbox talks, first aid, manual handling, confined space, lock out tag out and more.

Employee wellbeing forms an integral part of Doncasters' approach to health, safety and workforce resilience. During 2025, the People team, working with the Doncasters' Wellbeing Committee, continued to embed wellness into everyday operations. The Group's internal communications platform, The Connection, was further expanded and embedded during the year. Accessible through internal communications channels, the platform provides personalised support across four core pillars: mental, physical, social and financial wellbeing.

Regional hubs provide country-specific wellbeing resources, benefits and helplines, supported by enhanced auto-translation to improve accessibility. In the UK, provision includes HealthShield's Employee Assistance Programme, AVIVA Digicare Workplace+, alongside specialist bereavement assistance through the Benefits Hub. In the US, employees access healthcare services through The Hartford, Teledoc and the Benefits Hub. In Mexico, the Wellbeing Hub is complemented by locally tailored support, while in Bochum, Germany, colleagues continue to benefit from Hansefit, including the cycle-to-work scheme. In China, free health checks are provided to all employees annually. This is also offered to all employees in India, alongside professional counselling sessions.

Awareness and use of wellbeing resources were supported through regular communications, targeted campaigns linked to global and local events, and updated wellbeing materials across site communal areas. The Cultural Corner on the intranet continues to provide a space for employees to share stories, achievements and cultural celebrations.



"After signing up for a fitness app, I wanted to take a more holistic look at my health. I then remembered that Doncasters had launched the AVIVA Digicare+ Workplace App in 2025 as a free employee benefit.

After downloading the app and requesting a testing kit, everything was quick and straightforward. The kit arrived promptly, was easy to use, and within a couple of days of sending it back I received my results via the App.

It's an excellent service that really put my mind at ease, and I would highly recommend it."

Jo Culleton
HR Systems & Process Manager

Advancing workplace safety

Building on last year's achievements, our global sites have reached exceptional new milestones for zero Lost Time Incidents: Oxford: 1,250 days, Long Beach: 500 days, Mexicali: 365 days, India Uni-Pol: 365 days and Chard: 250 days. This remarkable accomplishment reflects the global team's ongoing commitment to maintaining a healthy, safe, proactive and engaged working environment.

Challenge

Maintaining and sustaining long-term resilience of our workforce in complex manufacturing environments requires constant vigilance, disciplined processes and a culture where every employee is safe. As operations evolve, the challenge is to keep health and safety performance and reporting consistently strong, embed preventative behaviours and sustain employee engagement over multiple years.

Solution

Global sites continued to drive safety excellence through a robust, people-focused approach grounded in:

- Proactive safety culture: Empowering employees to identify hazards, report concerns and take immediate action to reduce risks.
- Ongoing safety training: Ensuring employees have the knowledge, tools and confidence to work safely, especially in high-risk environments.

- Employee engagement: Reinforcing a collaborative approach to safety and recognising team achievements to maintain strong momentum.

Impact

- Sustained reduction in workplace injuries across global sites.
- Increased employee engagement in EHS reporting, awareness and proactive risk identification.
- A stronger, more resilient workforce, reflecting consistent vigilance, shared accountability and a deeply embedded health and safety culture globally.

Future outlook

We will continue to strengthen global safety performance through enhanced preventative systems, targeted training and sustained workforce engagement. These actions reinforce Doncasters' long-term governance and sustainability commitments, ensuring employees can work safely and return home without injury every day.



Employee wellbeing

At our Deritend site, a strong focus on people, wellbeing, and development is helping to build a more engaged and resilient workforce. This approach was recently recognised during a visit from Nigel Huddleston MP for Droitwich and Evesham, highlighting the site's innovative response to key workforce challenges and its commitment to investing in local talent.

Challenge

Manufacturing businesses across the UK face persistent workforce challenges, including absenteeism, staff turnover, and the need to attract and retain skilled talent in a competitive labour market. Addressing these challenges was critical to maintaining productivity, strengthening employee engagement, and ensuring long-term operational resilience.

Solution

Doncasters Deritend adopted a people-first strategy focused on workforce development, wellbeing, and engagement. The site introduced a range of forward-thinking initiatives, including tailored training programmes to support career development, wellness strategies to improve attendance and job satisfaction, and flexible working practices designed to meet the needs of a modern workforce.

These initiatives were designed not only to improve productivity, but also to empower employees, create clearer development pathways, and build a supportive working environment where people feel valued and motivated.

Impact

The impact of this approach was highlighted during a visit from Nigel Huddleston MP for Droitwich and Evesham, who praised the site's innovative efforts in workforce development and employee wellbeing. During his visit, Mr Huddleston saw first-hand how the Deritend team is tackling key workplace challenges, from reducing absenteeism and staff turnover to strengthening employee engagement.

The site has become a hub for employee engagement and retention, reinforcing Doncasters' reputation as a responsible employer and a key contributor to the local economy.

Future outlook

Deritend remains committed to building on this success by continuing to invest in its people and evolve its workforce practices. By prioritising professional growth, wellbeing, and inclusive working practices, the site aims to further strengthen engagement, develop local talent, supporting sustainable growth and ensuring employees continue to thrive while contributing to Doncasters' global success.

Commenting on the visit, Mr Huddleston (MP) said:

“It’s fantastic to see a global business like Doncasters leading the way in workforce innovation. Their focus on developing talent, enhancing workforce attendance, and retaining employees shows how businesses can grow while investing in their people. It’s a win-win for employees, employers, and the local community.”

Investing in People

We believe that caring for our employees' wellbeing is key to sustainable success. That's why in 2025, we built on this focus by improving the benefits available to employee, supporting better health outcomes and fostering a more engaged and productive workforce.

Challenge

We continue to navigate common workforce challenges, from reducing absence to supporting overall wellbeing and ensuring employees feel supported. Strengthening preventative healthcare provision and access to health services is vital to protecting productivity and lifting morale.

Solution

To address these challenges, across the UK and US we focused on expanding our wellbeing-aligned benefits and communicated these to employees continuously throughout the year to help give employees greater access to health support and preventative care. Key initiatives include:

- Healthcare cash plans to help employees cover every day medical expenses such as dental, optical, and physiotherapy costs.
- Annual health screens to support early detection of potential health concerns and encourage proactive health management.

These initiatives form part of a broader commitment to creating a workplace where employee wellbeing is prioritised and supported in practical and meaningful ways.

Impact

- Improved employee wellbeing and peace of mind through better access to healthcare support.
- A stronger culture of preventative health, helping to reduce long-term absenteeism and promote a healthier workforce overall.

By investing in accessible health benefits, Doncasters continues to demonstrate that supporting employees beyond the workplace is key to building a motivated and sustainable workforce.

Future outlook

Our enhanced wellbeing benefits mark an important step in our ongoing journey to support the whole employee. By prioritising preventative care and everyday health support, Doncasters is helping to create a healthier, more engaged workforce equipped to thrive both at work and at home.

We remain committed to evolving our wellbeing offering and ensuring our people feel supported to take charge of their health as we continue building long-term business success together.

"As someone with a busy schedule, being able to consult with a Doctor remotely for myself or my family has been a relief. Teladoc has the convenience of making an appointment or getting care immediately. It has provided me and my family with timely access to quality care without the hassle of traditional Doctors appointment, The healthcare provider I have interacted with were all very knowledgeable and thorough in their assessments, they are able to prescribe medication and send into your local pharmacy. I highly recommend Teladoc to anyone seeking convenient, accessible care."

Samantha Harrison
US Payroll & Benefits Coordinator

Talent, Early Careers & Capability

Building and sustaining capability remains critical to Doncasters' long-term performance. Following the development of the core competency framework in 2024, the 2025 focus was on embedding its application across recruitment, development and recognition.

The framework is structured around five competencies: Strategic Thinking, Developing Self and Others, Leadership, Drive and Determination, and Resilience. During 2025, HR capability was strengthened to apply the framework consistently in interviews, supporting hiring managers through more objective assessment and coaching. A targeted communication campaign built wider awareness of the competencies. Development resources, recognition forms and curated LinkedIn Learning collections were aligned to the framework.

To support objective recruitment and progression, Doncasters continued its partnership with the ERAS psychometric portal. 152 assessments were completed in 2025 to support recruitment and development decisions. DiSC tools continued to be used selectively to support team and leadership development, alongside ERAS assessments.

Learning Activity	Value
Learning pathways viewed	381
Learning hours viewed	1,359
Videos viewed	28,494

Learning capability was further supported through LinkedIn Learning. During 2025, 17 new learning collections and four new learning pathways were curated and promoted, including content aligned to the competency framework. The Development Hub also went live in 2025, providing a central access point for development tools and resources. Since launch, it has been accessed 990 times. A dedicated development page was also launched on the Doncasters website.

This year, Doncasters additionally increased its focus on identifying key, critical roles and assessing progression across the business. These roles were reviewed to understand current tenure, any associated risks and internal progression coverage.

Identified actions included targeted development and the design of internal programmes to strengthen capability of our employees. In parallel, a project was initiated to develop a global performance review process linking performance assessment to both results, delivery and the core competency framework.



Talent development

At Doncasters, on-demand development enables our employees to build skills in the moment, ensuring learning is practical, efficient, and relevant to day-to-day work. It supports continuous development, strengthening our Developing Self and Others competency and helping build an agile workforce capable of delivering stronger business outcomes.

Challenge

As the organisation continues to grow and evolve, there is a need to ensure employees can access relevant, high-quality learning that supports both individual development and business priorities. Employees require flexible, accessible development opportunities that align with their career aspirations while enabling managers to build capability and confidence across teams.

Solution

With over 25,000 expert-led courses available, one of the ways we use on-demand development is through LinkedIn Learning. By setting career goals on the platform, employees can receive personalised content recommendations based off their long-term aspirations. With the mobile app and accessible short-form content options, this enables more relevant skill development, which can be accessed anytime, anywhere. LinkedIn Learning is also host to AI-Coaching features. These tools enable employees to gain immediate guidance to any questions asked around their own

development, or any course content, and tailored feedback from role plays.

Further, on-demand learning supports wider initiatives at Doncasters. We enhance learning by embedding it into the way work is delivered. For example, to aid managers in completing the talent review process with their teams, bespoke videos and content recommendations were made. Alongside this, we developed targeted content to support managers in creating effective action plans following our employee engagement survey. When we launch the new performance review process later this year, LinkedIn Learning will be used to deepen understanding of our competencies and enable managers to build confidence through role-play features that provide hands-on practice in performance conversations.

Through our internal development programmes, on-demand learning serves as a vital tool to ensure learning is reflected upon and enhanced. We curate individual course recommendations and bespoke LinkedIn Learning content collections to share with programme participants and past graduates. By creating a blended learning

approach, employees can take ownership over their own development, increasing engagement and ensuring that learning is tailored to the individual's needs.

Impact

- With an increase in account activations between 2024 and 2025, LinkedIn Learning continues to be an incredibly beneficial on-demand development tool.
- The most popular topics were Microsoft Excel, SAP ERP Training, self-leadership, developing interpersonal skills and environmental sustainability.
- This approach strengthens leadership capability and contributes to a more engaged, high-performing workplace culture.

A team member said:

“On-demand learning empowers our employees to build skills exactly when they need them. This continuous, up-to-date learning strengthens performance, improves decision-making, and increases the team’s ability to respond quickly to change. As a result, we benefit from greater efficiency, higher-quality outcomes, and increased business growth.”



Future outlook

When we launch the new performance review process later this year, LinkedIn Learning will be used to deepen understanding of our competencies and enable managers to build confidence through role-play features that provide hands-on practice in performance conversations.

By embedding learning into everyday work and continuing to expand on-demand development opportunities, Doncasters ensures employees are equipped with the skills and confidence needed to support long-term growth and success.

Talent, Early Careers & Capability

Apprenticeships

Apprenticeships continue to form an important part of Doncasters' early careers strategy, supporting the development of technical and operational skills across sites.

Participation increased during 2025 in the UK, Germany, China, and India, reflecting sustained demand and continued investment in future capability.

In the UK, apprenticeships have increased year on year, with 24 new apprentice starts in 2025 and a

further four confirmed for 2026. The number of employees undertaking apprenticeships increased to 40, representing 4.6% of the UK workforce - aligned with the Group target of 3-5%. At the Bochum site in Germany, apprenticeship participation has grown steadily since 2021. Five apprentice starts were recorded in 2025. In China, most employees begin their careers through apprenticeships and gradually progress from shop floor operational roles into corporate office positions. In 2025, 13 new apprentices were recruited. As part of the National Apprenticeship Scheme in India, 26 apprentices were recruited in 2025.

Year	UK Apprentice starts	UK Apprentices in progress	Germany (Bochum) Apprentice starts	China Apprentice starts	India Apprentice starts
2023	10	20	3	9	15
2024	15	26	5	7	14
2025	24	40	5	13	26

Leadership Development

Leadership capability remains a key enabler of safety, engagement and performance. Following a successful pilot in 2024, three Existing Leaders programmes were delivered in the UK during 2025, supporting 22-line leaders, team leaders and supervisors. Nominees have been identified for the next cohort, scheduled to launch in January.

Nominees have also been identified for a US Existing Leaders programme, with delivery planned for early 2026. In Bochum, a learning needs analysis was completed to identify leadership development priorities, leading to a new partnership with an external provider.

A training needs analysis was also completed to identify key people-management capability gaps, informing the development of the Manager Essentials programme, with delivery planned across 2026 and 2027.



Fairness, Representation & Pay

Fairness, transparency and access to opportunity remain central to Doncasters' people practices. During 2025, we continued to strengthen pay transparency, inclusive recruitment and workforce representation monitoring, while recognising the structural and regulatory constraints associated with operating across multiple jurisdictions and workforce profiles.

Our approach focuses on understanding representation and pay outcomes, embedding fairness in recruitment and progression processes, and improving the quality and consistency of workforce data to support informed, long-term decision-making.

Pay transparency and outcomes

Doncasters maintains transparency through statutory UK gender pay reporting, supported by broader analysis of pay distribution and workforce composition.

The report provides insight into pay outcomes, progression patterns and representation across pay quartiles.

In 2025, the mean hourly gender pay gap was -7.01%, compared with 1.20% in 2024, indicating that women earned more than men on average in 2025, reversing the position from the previous year. The median hourly pay gap narrowed from 13.80% to 7.15%, although men continued to earn more than women at the midpoint of the pay distribution, suggesting some improvement in typical pay outcomes alongside ongoing differences in role distribution.

The distribution of women across pay quartiles changed between 2024 and 2025. Representation of women increased in the upper quartile from 18.10% to 21.84%, indicating improved female representation in the highest-paid roles. Women's representation also rose in the lower middle quartile from 15.50% to 24.76%.

In contrast, the proportion of women in the upper middle quartile decreased from 12.40% to 9.18%, while representation in the lower quartile fell from 31.10% to 24.64%. Overall, these movements suggest a shift in the distribution of women across pay levels, with increased representation at the highest pay quartile alongside reduced concentration in the lowest-paid roles.



UK Gender Pay Gap Figures - across all UK Doncasters employees		
Metric	2025	2024
Mean gender pay gap (hourly)	-7.01%	1.20%
Median gender pay gap (hourly)	7.15%	13.80%
Mean bonus gender pay gap	-78.39%	-14.10%
Median bonus gender pay gap	26.81%	24.20%

UK Employee Gender Distribution - Pay Quartiles		
Pay Quartile	% Women (2025)	% Women (2024)
Lower Quartile	24.64%	31.1%
Lower Middle Quartile	24.76%	15.5%
Upper Middle Quartile	9.18%	12.4%
Upper Quartile	21.84%	18.1%

Workforce representation

Doncasters continues to strengthen its approach to diversity monitoring, recognising that robust, consistent data is essential to understanding representation trends and informing long-term action. As a global manufacturing business, data coverage is shaped by local legal, cultural and privacy requirements, and reporting maturity varies by country.

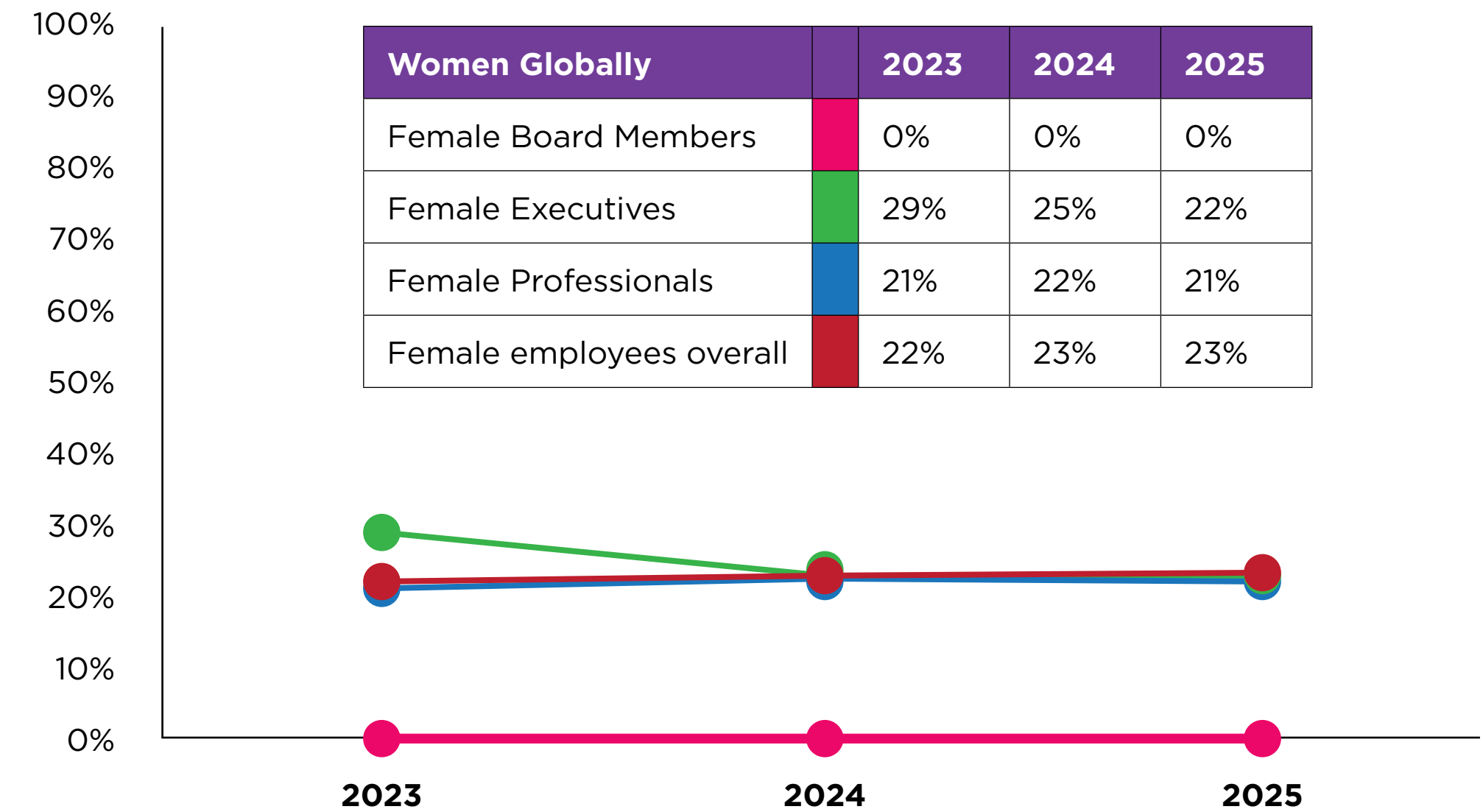
Gender representation across the organisation remained broadly stable in 2025. Representation across the workforce overall was maintained year on year, while representation at Executive level declined modestly.

The reduction in the proportion of female Executives reflects changes in the size and composition of the Executive leadership cohort rather than a reversal in development or progression practices. Stability within the wider professional and employee populations

indicates consistency in the underlying workforce pipeline. Long term data trends show that female representation has remained relatively steady over time.

By recognising and respecting regional distinctions, we are building a reporting framework that is both culturally sensitive and globally consistent. NB: for the purpose of this report, female and minority “professionals” include all directors, senior managers and all other staff levels. The term “executives” refers to only nine individuals.

Furthering on transparency from last year, we have continued gathering global data on minority representation. Minority representation data shows a more pronounced year-on-year change in 2025. This movement should be understood in the context of expanded data coverage, rather than a material change in workforce composition.



Workforce representation

2025 represents the second year of expanded minority data collection, following the initial extension beyond the US in 2024. During the year, additional sites were included, most notably Ivostud resulting in broader and more complete workforce coverage.

As data scope has increased, reported percentage representation has also adjusted accordingly. The apparent reduction in minority representation therefore reflects improved data completeness rather than a deterioration in diversity outcomes.

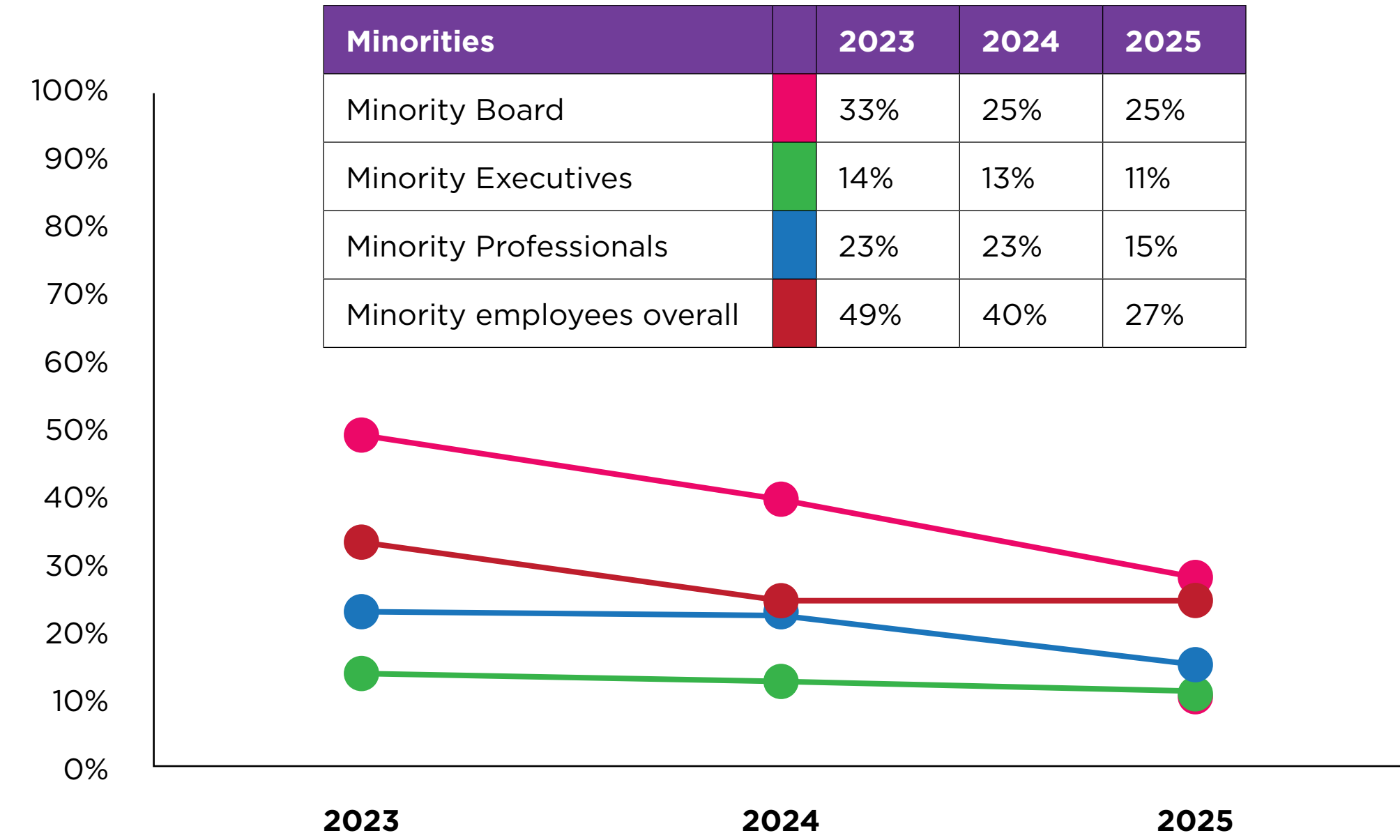
Comparisons with earlier years should be treated with caution, as coverage is not directly comparable.

As data maturity improves and coverage stabilises, we expect year-on-year movements to become more consistent, enabling more meaningful trend analysis and supporting better-informed action planning.

Due to local and cultural contexts, minority definitions vary by country:

Country	Definition of Minority
UK	All non-"White British" individuals
US	All non-"White" individuals, including Hispanic or Latino, Asian, Black or African American, American Indian or Alaska Native, or Two or More Races
China	All ethnic groups excluding the Han majority
Mexico	Individuals not identifying as Hispanic or Latino
India	Data not currently collected
Germany	Data not currently collected

*Minority data was collected only in the US for 2022 and 2023. In 2024, data collection expanded globally, but as of 2025, still excludes Germany and India.



Fairness in practice

Fairness is embedded across recruitment, progression and employee relations. Inclusive recruitment practices piloted in the UK and US included providing interview questions in advance for shop-floor roles and applying competency-based assessment frameworks for leadership interviews. All job advertisements use inclusive language and include equal opportunity statements.

Doncasters maintains collective bargaining arrangements where applicable. In 2025, 36.24%

of the global workforce was covered by collective agreements, supporting structured employee representation and dialogue.

Progress and challenges

We have made progress in strengthening pay transparency, improving representation at higher pay quartiles and expanding the robustness of available diversity data. Challenges remain in improving senior-level representation and achieving consistent data coverage across all regions.

Values-driven culture

Promoting an inclusive, respectful and values-driven culture is integral to Doncasters' social sustainability commitments. At our Bochum site in Germany, employees united in a powerful display of support for diversity and tolerance, joining global organisations in advocating for an open and equitable society.

Challenge

Creating a workplace where every individual feels respected, valued and supported requires ongoing effort and active participation. The challenge was to highlight the importance of inclusivity and demonstrate collective commitment to diversity in a visible and meaningful way.

Solution

The Bochum works council organised a photo campaign during the site's works meeting under the theme: "With our photos, we want to set an example for a cosmopolitan and tolerant society."

Employees took part in group photos to show solidarity, unity and their shared belief in a respectful workplace culture. This visual campaign reinforced the importance of diversity and collaboration across the site.

Isabella Patykowski, Quality Inspector at Bochum, said: "We stand for more co-operation, more humanity, more solidarity and more justice."

Impact

- Demonstrated strong employee commitment to diversity, tolerance and mutual respect.
- Strengthened workplace culture through collective participation in a meaningful representation of shared values.
- Reinforced Doncasters' dedication to social responsibility and an inclusive, cooperative work environment.
- Created visual, lasting symbols of the site's support for openness and equality.

Future outlook

The Bochum site will continue to champion diversity and inclusion, supporting initiatives that strengthen cooperation, respect and fairness across the workplace.



Community Engagement

Giving to charity and supporting local communities is a key part of Doncasters' commitment to doing the right thing and acting responsibly in the locations where we operate. Beyond helping those in need, it fosters a sense of shared values between our company and local communities.

These contributions, inclusive of employer-matched funds, support locally relevant causes and strengthen employee connection to the communities we operate in.

Matched charitable fundraising - 2025



£6,790



\$9,315.90



€4,058.12



Charitable contributions

At Doncasters, contributing to causes that matter in our communities is a vital part of our social responsibility. The Groton site recently organised a meaningful fundraiser during Breast Cancer Awareness Month that combined employee engagement, charitable giving and matched company support.

Challenge

Raising awareness and funds for breast cancer research is an important community-giving focus. Encouraging employee participation in charitable initiatives, while doubling the impact of their contributions, called for a coordinated, inclusive approach at the Groton facility.

Solution

The Groton team launched a site-wide initiative where employees were invited to wear pink in support of breast cancer awareness and to make a personal donation via a QR code. Doncasters matched each donation, doubling the impact of every contribution. Each donor who scanned the QR code and brought the receipt to HR was entered into a prize draw as a further token of appreciation.

Impact

- Employees across the Groton site actively engaged in the campaign, visibly demonstrating support by wearing pink.
- Doncasters' matched-fund model amplified the charitable contributions, increasing overall impact for breast cancer research.
- Raised awareness among staff about breast cancer and highlighted the site's commitment to giving back.
- Fostered a sense of community and solidarity among employees, strengthening internal culture while supporting an external cause.

Future outlook

Groton will continue to build on this charitable contributions initiative by identifying further opportunities to support meaningful causes, encouraging employee participation in giving-back programmes and reinforcing Doncasters' commitment to social sustainability through community-focused actions.



Community engagement

Celebrating cultural diversity and fostering community spirit are key elements of Doncasters' approach to social sustainability. At the Uni-Pol India site, employees recently came together to mark the festival of Diwali in style, creating a colourful, collaborative event that emphasised positivity, teamwork and a sense of belonging.

Challenge

In large, diverse workplaces, sustaining inclusive practices and connecting employees across functions and backgrounds is vital to building a strong, engaged community. The challenge at Uni-Pol India was to reinforce the sense of unity and inclusivity by turning a cultural celebration into an opportunity for team-building, recognition and shared purpose.

Solution

Uni-Pol India organised a Diwali celebration that encouraged participation, creativity and camaraderie:

Colleagues came together to decorate the site, reflect the festival's significance of light and positivity, and enhance the workplace environment.

The event created an inclusive space where all employees could connect, share in the cultural moment and strengthen relationships across teams.

By marking the festival with visible, collaborative activity, the site reinforced Doncasters' commitment to valuing all voices and promoting belonging.

Impact

- Promoted stronger team engagement and social cohesion through a shared cultural celebration.
- Reinforced the values of diversity, equity and inclusion by recognising and honouring a significant cultural event.
- Enhanced the workplace atmosphere with creativity and positive energy, contributing to employee wellbeing and morale.
- Strengthened community links within the site and supported a culture of mutual respect and understanding.

Future outlook

Uni-Pol India will continue to use cultural celebrations and community-focused events to deepen employee engagement, foster inclusivity and reinforce the connection between workplace culture and social sustainability. These activities support Doncasters' wider mission of building workplaces where every voice is heard and valued.



International Woman's Day

As part of our ongoing efforts to foster an inclusive and supportive workplace, Uni-Pol China marked International Women's Day by recognising and celebrating the contributions of women across the site. With women making up an impressive 53% of the workforce, the team showcased appreciation through a thoughtful gesture that highlighted the value placed on diversity, equity and inclusion.

Challenge

Creating an environment where all employees feel recognised, respected and included is essential to building a strong and sustainable organisation. At Uni-Pol China, the challenge was to reinforce the importance of gender inclusion and visibly celebrate the significant role women play in the operation's success.

Solution

To honour International Women's Day, Uni-Pol China distributed special gift boxes to all female colleagues as a tangible expression of gratitude. This initiative not only celebrated their hard work and dedication but also signalled the company's continued commitment to creating a workplace where all voices are valued.

Impact

- Strengthened sense of belonging and recognition among female employees.
- Reinforced Doncasters' commitment to diversity, equity and inclusion across global sites.
- Promoted a positive workplace culture through meaningful engagement activities.
- Highlighted the critical role of women in driving operational excellence, particularly at a site where they represent over half the workforce.

Future outlook

Uni-Pol China will continue to build on its strong foundation of gender representation and inclusive practices. Looking ahead, the site will explore further opportunities to engage employees, celebrate diversity and contribute to Doncasters' broader ESG and people-focused goals.





Appendices

Appendix A – Methodologies

Double Materiality

To ensure our Sustainability strategy reflects both stakeholder expectations and business realities, we undertook a double materiality assessment. This assessment looked at both:

- **Impact Materiality:** Our impact on people and planet
- **Financial Materiality:** How sustainability topics affect our business success

Our Process

Working with an external sustainability consultancy, we used a four-step approach:

1. **Define Scope and Topics:** Topics were based on Sustainability industry guidance (inc. CSRD/ESRS/TCFD) and industry benchmarks, spanning environmental, social, and governance issues.
2. **Engage Stakeholders:** For our initial double materiality assessment, we conducted an internal stakeholder review involving representatives from employees, customer-facing, and partner-facing roles. This approach allowed us to quickly gain a preliminary understanding of key risks and identify the topics that matter most to these groups before engaging a broader range of stakeholders.

3. **Expert Review:** Using evidence-based scoring, each topic was evaluated for both its financial and impact relevance.
4. **Visualise and Prioritise:** Topics were plotted on a matrix. Those most material to us were prioritised for action and disclosure.

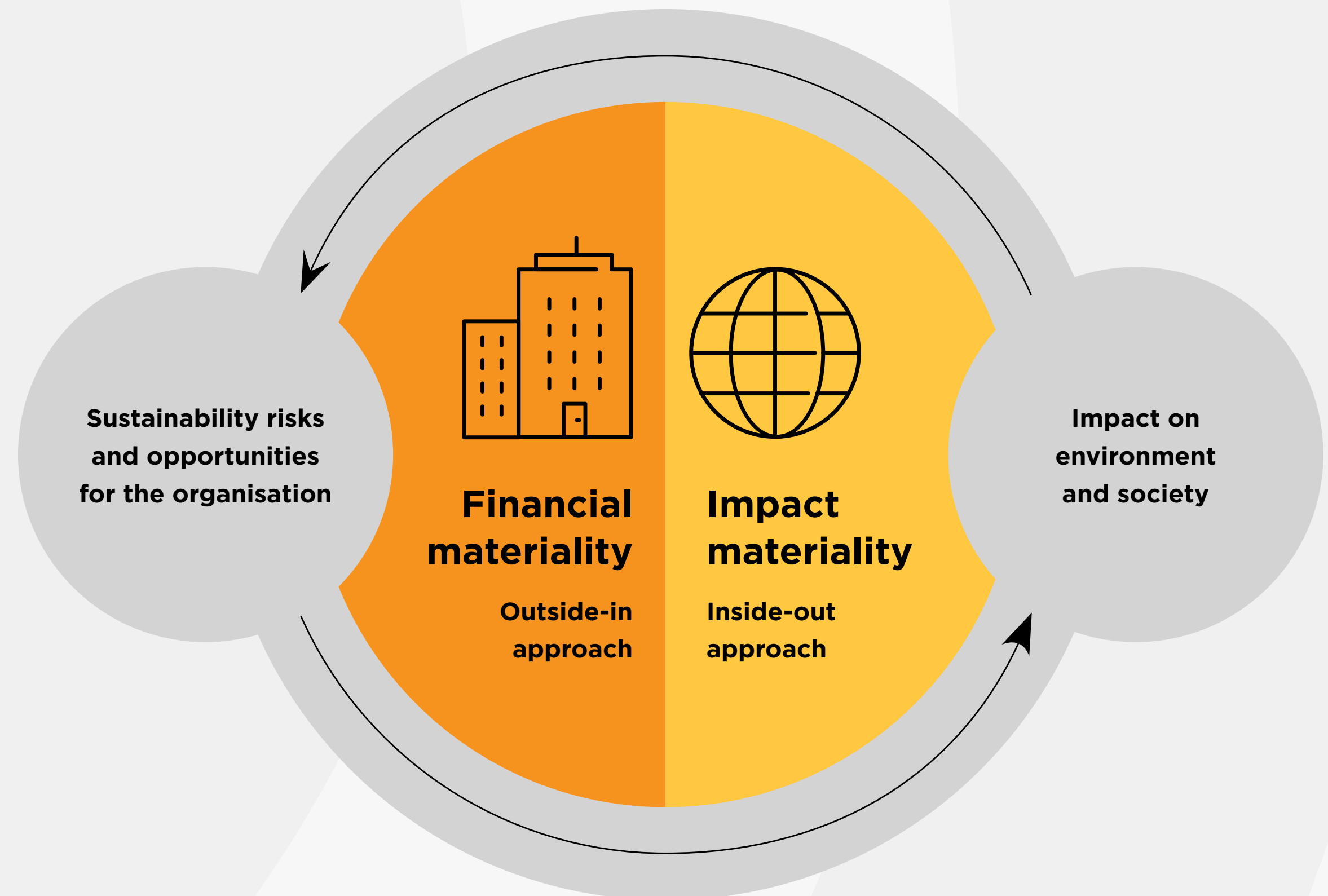
Scoring and Prioritisation

Topics were assessed on:

- **Impact Materiality:** The scale and severity of the topic's effects on people or the environment and how likely that impact is to occur
- **Financial Materiality:** The potential impact of the topic on our EBITDA and how likely that impact is to occur

Scores were calculated for each lens and used to identify which topics are:

- **Priority** (material on both lenses)
- **Significant** (material on one lens)
- **To be monitored** (currently below the threshold)



Appendix A – Methodologies

Identification, assessment, and management of risks

At each site, General Managers and Risk Champions are responsible for the ongoing identification, monitoring, and management of climate-related risks.

General Managers are also tasked with maintaining individual risk registers, which must be formally reviewed at least twice each year. Doncasters assesses climate-related risks and opportunities in line with TCFD guidance, evaluating their materiality based on potential impact and likelihood.

All identified material risks must be assigned to a risk owner and specific actions must be taken to mitigate the risks. This year we moved these registers onto an online Governance, Risk, and Compliance platform, allowing for improved visibility on risk exposure across the Group.

Any material updates to individual risk registers are automatically escalated to the Chief Operations Officer or Divisional President for review. Where relevant, these matters can be further escalated to the Group Executive and, if required, to the Audit

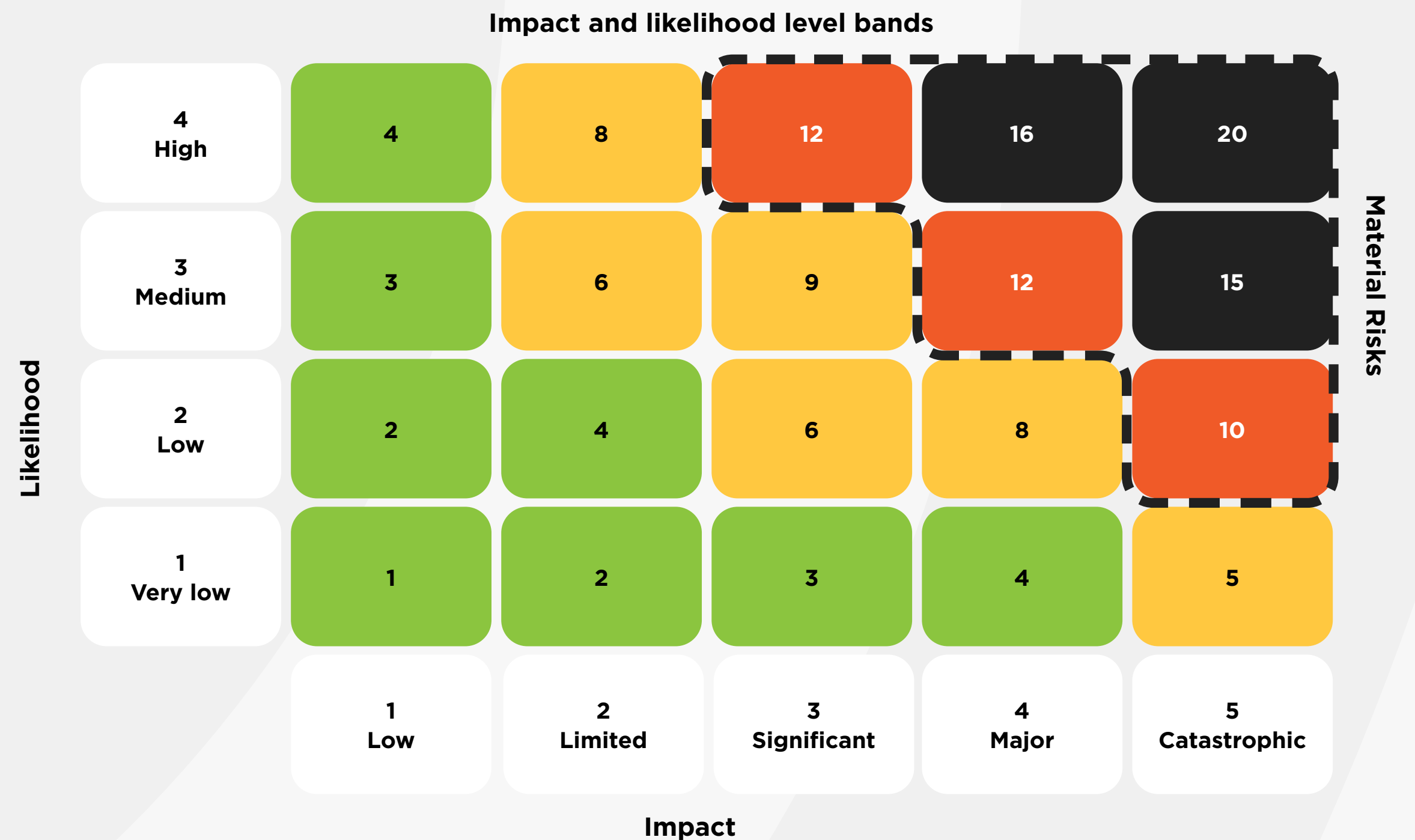
and Risk Committee. At the corporate level, the Group Executive identifies climate-related risks that affect the organization as a whole and, under the oversight of the Chief Risk Officer, maintains a register of operational, current, and emerging risks.

When assessing risks, impacts are rated across five qualitative levels, from Low to Catastrophic, while likelihood is rated across four levels, from Very Low (less than 0.1% probability) to High (greater than 10% probability). Impact reflects the potential financial and operational consequences of the identified risk. Each risk is also assigned a risk appetite rating, defined across five qualitative levels, ranging from Averse to Eager.

Overall risk ratings are determined by multiplying the impact and likelihood scores using a 4x5 risk assessment matrix, with all risks scoring 10 or above considered material, as shown below.

Prioritisation of risks involves looking at both the overall risk rating and the timeframe on which the risk is expected to develop, with those risks likely to arise in the short-term naturally being higher priority.

Likelihood	Expected Frequency	Impact
1 Very low	>20 years	1 Insignificant
2 Low	5 - 20 years	2 Minor
3 Medium	1 - 5 years	3 Moderate
4 High	<1 year	4 Significant



Appendix A – Methodologies

Integration of climate risks

A Group-level register of material business risks is maintained by the Group Executives and reviewed twice annually. A separate Group-level, climate-specific risk and opportunity register is maintained, which is also formally reviewed twice per year, in partnership with a specialist consultancy.

Material updates to our climate-related risk and opportunity are communicated to the Board at quarterly ARC meetings and provide relevant context for the assessment of the Group's principal risks. Climate-related factors are acknowledged to influence several of these principal risks directly, including supply chain disruption and geopolitical instability.

Risks of all types, including climate-related risks, are assessed according to the same risk matrix and classified according to the same 15 risk themes, including Environmental, Legal & Regulatory, and Commercial. This allows for direct incorporation of climate-related risks into site-level registers where relevant.

Scenario analysis

Given the uncertainties around future mitigation actions and emissions trajectories, we have conducted scenario analysis to better understand how our exposure to climate-related risks and opportunities could evolve. The three scenarios we considered are summarised in the table below.

Scenario and Description
SSP1 – 2.6: Low mitigation and adaptation challenges contribute to a smooth transition to <2°C of warming by 2100. Substantially more global action is taken in the near term and high levels of electrification are achieved in transport and industry. Successful management of GHGs limits overall physical risk exposure and associated economic disruptions.
SSP2 – 4.5: Medium challenges to mitigation and adaptation leads to warming between 2°C and 3°C by 2100. A more familiar path is maintained with uneven progress internationally. Significant efforts are still undertaken, but with less consistency and coordination, resulting in higher levels of warming and more widespread physical risks.
SSP3 – 6.0: High challenges to mitigation and adaptation are encountered with warming reaching between 3°C and 4°C by 2100. Rising nationalism undermines international efforts to limit climate change and competing economic and security concerns are prioritised. Low levels of electrification are achieved in transport and industry. The physical impacts of climate change become severe over time and significantly disrupt economic systems.

These scenarios were selected to capture a broad spectrum of potential outcomes, from highly effective to highly inadequate climate change mitigation, enabling us to evaluate varying degrees of exposure to both physical and transition risks.

Statement of Emissions (GHG, SECR, CFD)

Our GHG emissions are reported in line with the methodology prescribed by the GHG Protocol Guidance and covering the seven main greenhouse gasses covered by the Kyoto Protocol, in converted terms of tonnes of carbon equivalent (tCO₂e).

The report boundary is our financial year 1st January 2025 to 31st December 2025 and the financial control boundary, including all sites that were:

- In operation during the reporting year
- Majority-owned by Doncasters

All emissions sources relevant to our operations have been included under the Scope 1, 2 and 3 emissions categories. Scope 2 emissions have been calculated using the location based method for majority of sites, with some market based emissions from renewable contracts in Germany and the UK.

The below Scope 3 categories have been excluded due to limited data availability.

- Category 9: Downstream Transportation and Distribution
- Category 10: Processing of Sold Products
- Category 12: End-of-Life Treatment of Sold Products

Further, the below Scope 3 categories are determined not to be applicable to Doncasters operations:

- Category 8: Upstream Leased Assets
- Category 11: Use of Sold Products
- Category 13: Downstream Leased Assets
- Category 14: Franchises
- Category 15: Investments

The following non-manufacturing sites are currently excluded from reporting. We have focused to date on ensuring accuracy and consistency for our main energy users and will endeavour to investigate in more detail the availability of data from these sites during 2026.

- Ivostud France
- Ivostud China
- UK Head Office Leeds

Appendix B – Detailed Risk & Scenario Tables

Risk Appetite Statements

We classify risks as either operational (site-level), strategic (enterprise-wide), or emerging (future-facing).

In 2025, we continued to integrate sustainability-related risks – such as climate disruption, regulatory non-compliance, and cyber threats – into our overall risk map. These principles guide our controls, escalation procedures, and investment decisions.

Risk Theme: Social

Appetite: Risks arising from how we treat our people, our customers, suppliers, and the communities we work in are considered, and they include: inequality and diversity risks, poor employee relations, and working conditions. Our disposition is for safe delivery options that have a low degree of inherent risk and may only have limited potential for reward. We take a cautious approach to risky decisions that affect our social responsibility practices. We are willing to make decisions that carry a low degree of inherent risk but tend to stick to the current situation.

Risk Theme: Environmental

Appetite: We take an open viewpoint when we evaluate risks and make decisions relating to extreme weather conditions, climate change, mismanagement of water, air and land pollution, use of chemicals, greenhouse gas emissions, light, noise, visual pollution, and waste disposal. Doncasters is willing to consider all potential options and choose the one that is most likely to result in successful delivery, while also providing an acceptable level of reward and value for money. Due to the nature of our business, we have some appetite to make decisions that could potentially expose our organisation to scrutiny, but only when appropriate steps are taken to minimise this exposure. We are receptive to making tough decisions when benefits outweigh the risk, and for this theme we have zero tolerance for taking risks that expose us to regulatory/legal sanctions.

Risk Theme: Governance

Appetite: The Group takes a minimal approach towards risks arising from unclear priorities, authorities, accountabilities, and ineffective oversight of decision making. However, we are willing to consider minimal risk actions which support delivery of our priorities and objectives. Segregation of duties and authority arrangements enable limited risk taking within the business. Organisational controls maximise fraud prevention. The Group has a zero tolerance for fraud and has robust sanctions in place to reduce risk.

Risk Theme: IT and Management

Appetite: Our information systems and technology developments are considered to enable improved delivery. Agile principles are followed when deciding how we exploit information and data to its full potential. We are open to taking risks and we accept them if operational effectiveness is improved. We are open to the distribution and sharing of operational information if it improves our systems. We are willing to consider all potential options and choose the one most likely to result in successful delivery, while also supplying an acceptable level of reward and value for money. The group has zero tolerance for cyber security breaches and takes the ultra-safe option when developing our cyber and data protection strategies.

Risk Theme: Business reputation

Appetite: We take a cautious approach and our appetite for risk taking is limited to those events where there is little chance of any significant repercussion for the organisation. Our preference is for safe options which have the potential for limited reward. We are attentive towards risks that could damage the trust and relations of our stakeholders.

Risk Theme: Financial

Appetite: We take minimal risk, and our preference is always for ultra-safe business delivery options when managing finances in accordance with regulatory requirements. We also take this stance when managing assets and liabilities. The Group is only prepared to accept the possibility of limited monetary impact if essential to delivery of Group strategy. Doncasters also has zero tolerance for any financial fraudulent activity, and we have robust sanctions in place to reduce risk.

Risk Theme: Property

Appetite: Our tolerance for risk taking is minimal. We follow strict policies for purchase, rental, disposal, construction, and refurbishment that ensures producing substantial value for money. Our preference is for ultra-safe options in terms of property safety management processes. These actions produce minimal risk and only have potential for limited reward.

Risk Theme: Commercial

Appetite: In terms of risks arising from the management of commercial partnerships, supply chains and contractual requirements, Doncasters tends to stick to the status quo. We are cautious when seeking commercial innovation and it is avoided unless necessary. Decision making authority is held by senior management and our management system is overseen using leading key indicators. Our preference here is for safe options that have a low degree of risk and have limited potential for reward.

Risk Theme: Legal and regulatory

Appetite: We have minimal tolerance for risks surrounding legal or regulatory sanctions. We want to be very sure we would win any challenge presented by the authorities, or other legal events. Our appetite for exposure is small. Our preference is for ultra-safe options that are minimal risk and only have a potential for limited reward.

Risk Theme: People

Appetite: We are open to taking risks on our people giving them the best opportunity to develop. We are prepared to invest in our people to create an innovative mix of skills within our environment. Often responsibility for non-critical decisions will be transferred around the business. Doncasters is willing to consider all potential options when making decisions around culture, engagement, and leadership development. Our appetite is to choose the option most likely to result in successful delivery, while also supplying an acceptable level of reward and value for money.

Risk Theme: Strategy

Appetite: We are open to taking risks when it comes to strategy. We have guiding principles and rules in place that are receptive to considered risk taking in organisational actions and in the pursuit of our priorities. Our organisational objectives are refreshed to suit the current strategy. We are willing to consider all potential options and choose the one most likely to result in successful delivery, while also providing an acceptable level of reward and value for money.

Risk Theme Current operations

Appetite: At Doncasters innovation is supported, but it must have clear demonstration of benefit. We are open to improvement when looking at management controls and we are open to passing responsibility, rights, and powers for non-critical decisions across the business. We are willing to consider all potential options and choose the one most likely to result in successful delivery, while also providing an acceptable level of reward and value for money.

Enterprise Risk Area Themes

Risk	Theme
Cashflow and liquidity	Financial
Finance structure	Financial
Acquisitions & business transformation failure	Business transformation
Supply chain increased costs	Commercial
New product information	Commercial
Inventory control	Financial
Human capital retention	People
IT system legacy	Information Technology
Long term strategy development	Strategy
Insurance	Financial
Cyber attack	Information Technology
Geopolitical instability	Governance

Appendix B – Detailed Risk & Scenario Tables

Material Climate Related Risks and Opportunities

We consider the climate-related risks and opportunities in the following tables to be the most material to the Group.

Each risk is assigned a likelihood and impact rating corresponding to the time horizon in which it is expected to become material. In this context, the short term is defined as a period of less than two years, the medium term as two to five years, and the long term as more than five years. These timeframes align with our established strategic planning and investment cycles.

Material Climate Related Risks					
Risk (Category) Risk rating change from prior year: ↘ ↗ →	Likelihood – Impact	Timeframe	Primary Potential Financial Impact	Description	Mitigating Factors / Controls in Place
Extreme weather events damaging facilities & disrupting operations. (Physical – Acute) →	Medium – Significant	Near term	Increased operational and capital expenditure	Increased incidence and severity of storms pose a threat across Doncasters sites internationally. Potential impacts include damage to facilities / assets, health and safety risks to employees, and disruption of operations.	The company's operations are geographically diversified, reducing exposure to any single extreme weather event. Business continuity plans are in place to support rapid response and recovery following disruptions, and adequate insurance coverage helps mitigate the financial impact of damage to facilities and operational downtime.
Time and resource burden of meeting climate-related regulatory requirements. (Transition – Policy & Legal) ↘	High – Limited	Near term	Increased expenditure	Although currently in the process of being scaled back / delayed, legislation such as CSRD has the potential to introduce significant data collection, data management, and reporting burdens for Doncasters. This could necessitate recruiting further internal resource or expanding consultancy costs. The EU's Carbon Border Adjustment Mechanism could also introduce further data management burdens related to specific products.	Doncasters already maintains sustainability reporting practices that go beyond current regulatory obligations. A double materiality assessment has been completed, and the approach is continuing to mature. We have an established partnership with a sustainability consultancy, which provides specialist support to manage regulatory complexity and resource demands.
Climate-related economic turbulence. (Transition – Market) →	Medium – Significant	Long term	Declining revenue	The direct and indirect impacts of climate change are expected to increase economic turbulence, with the potential for stagnation or extended downturns. Recent global developments have led to greater economic uncertainty, increasing the risk that climate-related effects exacerbate an already fraught situation. Geoeconomic confrontation may raise costs for the Group and limit the funding available for sustainability or climate-risk mitigation generally.	The company mitigates its exposure to wider economic risks by spreading sales revenues across a broad customer base and, where appropriate, entering into long-term agreements. A significant proportion of revenue is derived from large customers operating in sectors that are relatively resilient to short-term economic volatility, while demand across key markets is forecast to grow.
Reliance on / association with fossil fuel dependent industries. (Transition – Market) →	High – Significant	Long term	Declining revenue	Doncasters supplies materials and parts for numerous high-carbon sectors, such as aviation and automobiles. Climate mitigation measures may significantly disrupt these industries in the long term and result in declines in demand, design changes, or the necessity of changing Doncasters' product output mix. Association with these sectors may additionally become a reputational risk, as they can be seen as key impediments to global decarbonisation efforts.	The company's customer base spans multiple jurisdictions, reducing the likelihood of simultaneous exposure to regulatory changes affecting fossil fuel-dependent industries. In addition, superalloys are critical inputs across a wide range of sectors, supporting diversification beyond any single industry and limiting reliance on fossil fuel-dependent end markets.
Material Climate Related Opportunities					
Opportunity (Category) Opportunity rating change from prior year: ↘ ↗ →	Likelihood – Impact	Timeframe	Primary Potential Financial Impact	Description	Accelerating Factors / Response
Cost savings related to resource and energy efficiency. (Resource Efficiency) →	High – Significant	Near term	Decreased operational expenditure	Improved attention to both energy and materials efficiency (circular economy measures) will simultaneously reduce costs, improve environmental performance, and reduce carbon impacts. Site-level energy efficiency plans are drafted that outline specific opportunities with expected required investment, payback periods, etc., which will facilitate progress in this area.	The company is positioned to realise cost savings from resource and energy efficiency through technological advancements, comprehensive energy audits, and associated action plans across its sites. ISO 50001 certification at one site supports structured improvement and the potential to extend best practices globally.
Expansion into transition-aligned markets. (Markets) →	Possible – Major	Long term	Increased revenue	The long-term decarbonisation of the automotive and aviation sectors will necessitate an evolving product offering. Expanding into the production of EV components, or other products related to the energy transition, will ensure Doncasters' continued access to significant and growing markets.	Doncasters monitors market trends on an ongoing basis and engages actively with customers. We have the ability to adapt products to meet evolving market requirements, enabling the business to capture growth opportunities as the transition to a low-carbon economy accelerates.

Appendix B – Detailed Risk & Scenario Tables

Physical risk assessment

In order to expand on our overall climate risk assessment for the business as a whole we have also completed a detailed physical climate risk assessment for our 15 main operational sites using various industry tools and datasets to assess the likelihood of each risk occurring at that site, the consequences if it did happen, and therefore the baseline risk rating for the site.



Appendix B – Detailed Risk & Scenario Tables

Risk category	Description of Risk to Group	Risk Rating
Heat Stress	Heat stress presents an overall low to moderate risk at Group level, although some sites are more vulnerable than others, e.g. Uni-Pol India, where temperatures are expected to exceed 35° more than 80 days a year. Such elevated temperatures present health risks to employees, reduce productivity, increase energy demands for cooling, and can result in equipment malfunctioning.	Moderate
Cold snaps, snow, and Frost	Although temperatures globally will rise on average, erratic weather patterns may become more frequent, including cold snaps, snowstorms, and frost. This climate stress can result in the freezing of infrastructure such as pipes, accelerated weathering of building materials, and increased energy demand for heating. There are also potential health and safety risks for staff and suppliers, especially when transiting to and from sites.	Low
Wildfire	Rising temperatures and disrupted precipitation patterns will cause the risk of wildfires to increase in some locations. Although the likelihood remains very low, the potential impacts of wildfires are severe, including injuries, death, and complete loss of sites.	Low / Moderate
Storm Events	Climate change will increase the risk of more intense storms across large portions of the globe. This is of particular concern to those sites located in areas subject to tornadoes, such as Alabama. Storms can cause structural damage to sites and equipment, present health and safety risks to employees, and disrupt supply chains.	Moderate
Changing Precipitation Patterns	Chronic changes in precipitation patterns are connected to other assessed risks, such as water stress, heatwaves, and floods, but are not themselves expected to directly impact our operations.	Very Low
Sea level rise	Sea levels have already risen from pre-industrial levels and will continue to do so. This is not expected to impact any Doncasters sites for decades at a minimum.	Very Low
Water Stress & Drought	Changing precipitation patterns and warmer weather may lead to aquifer and reservoir depletion and water stress. Our operations are not dependent on large quantities of water, so while some sites are in regions expected to suffer from water stress (especially in Mexico and India), the impacts on the business as a whole are not expected to be large.	Moderate
Flooding	Climate change is expected to drive increased precipitation in some locations, which can lead to increased incidence and severity of flooding. If flooding were to occur, this could damage our facilities, disrupt transport routes, and pose health and safety risks to our employees. However, our sites are not located in areas at high risk of flooding.	Low

Future Risk Levels

We assessed these risks over the short, medium and long term, and across the different physical climate scenario models described above (RCP 2.6, 4.5, and 6.0) in order to ensure our risk management systems and controls are robust enough to respond effectively to material risks across a range of possible outcomes.

Our physical risk exposure was found to be largely stable to 2050, even under a high-emissions scenario (RCP 6.0). However, in this scenario we would expect increased likelihood and severity of wildfires and storm events.

Interdependencies of Risks

Many of the assessed risks are interconnected and exacerbate each other. For example, droughts increase the likelihood of heatwaves, and both contribute to wildfire risk. Droughts also result in hard, dry soil, which cannot easily absorb water, contributing to flood risk in the event of a storm.

While the analysis has focused on Doncasters' sites and operations, all these physical risks may also impact the supply chain. Extreme weather events can disrupt the production or transportation of critical materials, resulting in operational disruption or inflated supply prices as alternative suppliers are sought.

All physical risks can lead to second- and third-order effects that also pose a threat to Doncasters. Extreme weather events can disrupt agricultural systems or cause humanitarian disasters. Famines, forced migrations, and economic downturns exacerbate geopolitical and geoeconomic tensions. Such confrontation among nations has the potential to upset access to certain markets, disrupt supply chains, and lead to unavailability of natural resources.

Appendix C – Environmental Data

We have re-stated our 2024 scope 3 emissions in 2025 thanks to continual improvements in data accuracy and granularity, enabling improved calculation methodologies.

Purchased Goods & Services, Capital Goods and Upstream Transportation & Distribution were the categories impacted by the restatement, with updated emission factors applied to spend-based data.

We have not subsequently restated the year on year % change targets in our TCFD metrics for 2023 vs 2024, these are as they were reported at the time in the 2024 Annual Sustainability Report because it would have meant a restatement of the 2023 GHG emissions in turn in order to follow a consistent methodology and we do not have the data improvements from 2023 in order to do so.

Compliance Reference / SASB Code	Metric	2024 Geographical for YoY comparison				2025 Geographical for YoY comparison				Page ref
		Asia	US & Mexico	UK & EU	Global	Asia	US & Mexico	UK & EU	Global	
TCFD/IFRS/SASB - EM-MM-110a.1	GHG Emissions - Scope 1	4,887 tCO2e	6,635 tCO2e	10,170 tCO2e	21,694 tCO2e	43,45.1 tCO2e	6,703.1 tCO2e	9,559 tCO2e	20,607 tCO2e	34
	GHG Emissions - Scope 2 - Market Based	9,304 tCO2e	18,076 tCO2e	7,193 tCO2e	34,575 tCO2e	9,852 tCO2e	18,661.1 tCO2e	7,390 tCO2e	35,903 tCO2e	34
	GHG Emissions - Scope 2 - Location Based	9,304 tCO2e	18,076 tCO2e	18,151 tCO2e	45,532 tCO2e	9,852 tCO2e	18,661.1 tCO2e	17,621.1 tCO2e	46,134 tCO2e	34
	GHG Emissions - Scope 3	36,091 tCO2e	64,369 tCO2e	125,815 tCO2e	226,274 tCO2e	28,083.5 tCO2e	77,661.5 tCO2e	125,757.8 tCO2e	231,520 tCO2e	34
TCFD	Metrics and targets used to assess climate-related risks and opportunities - Operational emissions (Scopes 1 & 2) (Market Based) (tCO2e) - change from last year	-20.65%	-1.92%	-11.38%	↓14.1%	0%	↓3%	↓2%	↑0.4%	33
	Metrics and targets used to assess climate-related risks and opportunities - Value Chain Emissions (Scope 3) (tCO2e) - change from last year	-198.77%	20.50%	-75.94%	↓27.0%	↓22.0%	↑21%	0%	↑2.3%	33
	Metrics and targets used to assess climate-related risks and opportunities - Electricity consumed backed by renewable generation (%) - total %	0%	0%	84.08%	31.30%	0%	0%	59%	31.40%	33
	Metrics and targets used to assess climate-related risks and opportunities - Total operational energy use relative to materials processed (kWh / kg processed)	13.31	11.38	13.61	12.72	13.4	10.9	12.9	12.2	33
IFRS/SASB - EM-MM-120a.1	Air Pollution Emissions: CO	N/A	0.1mg/m ³	0.316mg/m ³	1.4ug/m ³	5.76 Tonnes	0.1 Tonnes	1 Tonnes	6.86 Tonnes	40
	Air Pollution Emissions: N2O	46mg/m ³	0.1mg/m ³	12.23mg/m ³	46.02816mg/m ³	120.7 Tonnes	0.1 Tonnes	1.4 Tonnes	122.24 Tonnes	40
	Air Pollution Emissions: Sox	2mg/m ³	0.001mg/m ³	0mg/m ³	2.02906mg/m ³	111.7 Tonnes	0	0	111.69 Tonnes	40
	Air Pollution Emissions: PM10 mg/m ³	2.1mg/m ³	0.2mg/m ³	1.69mg/m ³	2.1mg/m ³	204.9 Tonnes	0.3 Tonnes	0	205 Tonnes	40
	Air Pollution Emissions: PM10 ppm	51.33 ppm	N/A	N/A	51.33 ppm	0	0	0	0	40
	Air Pollution Emissions: Hg	NA	N/A	0mg/m ³	N/A	0	0	0	0	40
	Air Pollution Emissions: Pb	NA	N/A	0.000882mg/m ³	N/A	0	0	0	0	40
	Air Pollution Emissions: VOCs	1.33mg/m ³	17.4mg/m ³	0mg/m ³	1.33mg/m ³	0	14.6 Tonnes	0	14.63 Tonnes	40
IFRS/SASB - EM-MM-130a.1	Total energy consumed, kWh	13,484,751 kWh	380,005,573 kWh	578,05,424 kWh	451,295,748 kWh	265,774,15 kWh	73,409,637 kWh	104,425,206 kWh	204,412,258 kWh	35
	Percentage grid electricity	100%	100%	100%	100.00%	100%	100%	99.8%	100.0%	35
	Percentage generated on site electricity	0%	0%	0%	0%	0%	0%	0.2%	0.1%	35
	Percentage renewable electricity	0%	0%	84.08%	31.30%	0%	0%	65.5%	33.0%	35
IFRS/SASB - EM-MM-140a.1	Total water consumed	53,894m ³	178,077m ³	82,018m ³	313,989m ³	51,318m ³	221,229m ³	77,983m ³	350,530m ³	40
	% of water consumed in regions with High or Extremely High Baseline Water Stress	29%	1%	0%	6%	34%	-	-	5%	40
IFRS/SASB - EM-MM-150a.4	Total weight of non-hazardous waste generated	634.2 Tonnes	8,379 Tonnes	3,010.5 Tonnes	12,023.7 Tonnes	2,121 Tonnes	221,119.7 Tonnes	2,889.9 Tonnes	226,130.6 Tonnes	40
	Total weight of hazardous waste generated	2,539.7 Tonnes	1,473 Tonnes	4,947.6 Tonnes	8,960.3 Tonnes	70 Tonnes	1,815.9 Tonnes	5,629.3 Tonnes	7,517.2 Tonnes	40
	Total weight of non-hazardous waste recycled	603.2 Tonnes	5,250 Tonnes	1,125.1 Tonnes	6,978.2 Tonnes	6.2 Tonnes	168,058.3 Tonnes	1,658.8 Tonnes	169,723.3 Tonnes	40
	Total weight of hazardous waste recycled	43.6 Tonnes	145 Tonnes	634.8 Tonnes	823.4 Tonnes	68.8 Tonnes	33.7 Tonnes	106.4 Tonnes	208.9 Tonnes	40

Appendix C – Environmental Data

Compliance Reference / SASB Code	Metric	2025 Divisional				Page ref
		EU IGT/Aerospace	North America Aerospace	Mobility	Global	
TCFD/IFRS/SASB - EM-MM-110a.1	GHG Emissions – Scope 1	8,076.1 tCO2e	6,557.1 tCO2e	5,974.1 tCO2e	20,607 tCO2e	34
	GHG Emissions – Scope 2 - Market Based	6,704.4 tCO2e	16,745.2 tCO2e	12,453.3 tCO2e	35,903 tCO2e	34
	GHG Emissions – Scope 2 - Location Based	16,217 tCO2e	16,745 tCO2e	13,172 tCO2e	46,134 tCO2e	34
	GHG Emissions – Scope 3	112,671.9 tCO2e	72,912.9 tCO2e	45,934.9 tCO2e	231,520 tCO2e	34
TCFD	Metrics and targets used to assess climate-related risks and opportunities - Operational emissions (Scopes 1 & 2) (Market Based) (tCO2e) - change from last year	↓3%	↑6%	↓3%	↑0.4%	33
	Metrics and targets used to assess climate-related risks and opportunities - Value Chain Emissions (Scope 3) (tCO2e) - change from last year	↑2%	↑28%	↓23%	↑2.3%	33
	Metrics and targets used to assess climate-related risks and opportunities - Electricity consumed backed by renewable generation (%) - total %	58%	0%	17%	31.40%	33
	Metrics and targets used to assess climate-related risks and opportunities - Total operational energy use relative to materials processed (kWh / kg processed)	16.84	11.44	7.15	12.21	33
IFRS/SASB - EM-MM-120a.1	Air Pollution Emissions: CO	0	0	6.86 Tonnes	6.86 Tonnes	40
	Air Pollution Emissions: N2O	0	0	122.24 Tonnes	122.24 Tonnes	40
	Air Pollution Emissions: Sox	0	0	111.69 Tonnes	111.69 Tonnes	40
	Air Pollution Emissions: PM10 mg/m ³	0	0	205 Tonnes	205 Tonnes	40
	Air Pollution Emissions: PM10 ppm	0	0	0	0	40
	Air Pollution Emissions: Hg	0	0	0	0	40
	Air Pollution Emissions: Pb	0	0	0	0	40
	Air Pollution Emissions: VOCs	0	0	14.63 Tonnes	14.63 Tonnes	40
IFRS/SASB - EM-MM-130a.1	Total energy consumed, kWh	102,390,962 kWh	68,739,855 kWh	33,281,440 kWh	204,412,258 kWh	35
	Percentage grid electricity	99.8%	100%	100%	100%	35
	Percentage generated on site electricity	0.2%	0%	0%	0.1%	35
	Percentage renewable electricity	67.2%	0%	0%	33.0%	35
IFRS/SASB - EM-MM-140a.1	Total water consumed	66,476m ³	65,623m ³	218,431m ³	350,530m ³	40
	% of water consumed in regions with High or Extremely High Baseline Water Stress	-	1%	8%	5%	40
IFRS/SASB - EM-MM-150a.4	Total weight of non-hazardous waste generated	2,623.9	218,489.9	5,016.8	226,130.6	40
	Total weight of hazardous waste generated	5,629.3	1,798.95	86.9	7,515.5	40
	Total weight of non-hazardous waste recycled	1,392.8	166,359.3	1,971.2	169,723.3	40
	Total weight of hazardous waste recycled	106.4	33.7	68.8	208.9	40

Appendix D – Social Data

Compliance Reference / SASB Code	Metric	YoY comparison		Page ref	Notes
		Global 2024	Global 2025		
Best practice	Total donations to charitable causes	19,406	17,674	57	EUR and USD converted to GBP
IFRS/SASB - EM-MM-310a.1	Percentage of active workforce employed under collective agreements	36%	36.24%	45, 55	
IFRS/SASB - EM-MM-320a.1	(1) All-incidence rate	23.27	1.7	46	
	(2) fatality rate	0	0	46	
	(3) near miss frequency rate (NMFR) (Sum total)	1,991	3,371	46	STEP reports
IFRS/SASB - EM-MM-320a.1	(4) average hours of health, safety, and emergency response training for (a) direct employees and (b) contract employees	-	28,456	46	
Best practice	Gender breakdown of senior roles/leadership population	25% Female	22% Female	54	Includes USA, Mexico, UK, & China
Best practice	Ethnicity breakdown of senior roles/leadership population	13% Minority	11% Minority	55	Includes USA, Mexico, UK, & China
Best practice	Gender breakdown of professionals	22% Female	21% Female	54	Includes USA, Mexico, UK, & China
Best practice	Ethnicity breakdown of professionals	23% Minority	15% Minority	55	Includes USA, Mexico, UK, & China
Best practice	Gender breakdown of all employees	23% Female	23% Female	54	Includes USA, Mexico, UK, & China
Best practice	Ethnicity breakdown of all employees	40% Minority	27% Minority	55	Includes USA, Mexico, UK, & China
UK GPG Reporting	Median gender pay gap	10.1%	7.2%	53	UK Only
UK GPG Reporting	Mean gender pay gap	-1.8%	-7.0%	53	UK Only
UK GPG Reporting	Median bonus pay gap	22.8%	-78.4%	53	UK Only
UK GPG Reporting	Mean bonus pay gap	5.7%	26.8%	53	UK Only
UK GPG Reporting	Proportion of males and females receiving bonuses	N/A	N/A	53	UK Only
UK GPG Reporting	Proportion of males and females in lower pay quartile	31.1% Female	24.64% Female	53	UK Only
UK GPG Reporting	Proportion of males and females in lower middle pay quartile	15.5% Female	24.76% Female	53	UK Only
UK GPG Reporting	Proportion of males and females in upper middle pay quartile	12.4% Female	9.18% Female	53	UK Only
UK GPG Reporting	Proportion of males and females in upper pay quartile	18.1% Female	21.84% Female	53	UK Only

Appendix E – Frameworks

Topic Reference Table				
	Compliance Reference / SASB Code	Metric	2024 Page ref	2025 Page ref
Governance	Best practice	Quality-Description of the management of risks associated	25-27	35-39
	Best practice	Information Technology and Security-Description of the management of risks associated	25-27	35-39
	Best practice	Corporate Governance Strategy-Description of the management of risks associated	30-34	40-43
	Best practice	Enterprise Risk Management-Description of the management of risks associated	10	21-27
Environmental	TCFD/IFRS/SASB - EM-MM-110a.2	Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	15-16	25
		Discussion of long- and short-term strategy or plan to manage Scope 2 emissions, emissions reduction targets, and an analysis of performance against those targets	34	45
		Discussion of long- and short-term strategy or plan to manage Scope 3 emissions, emissions reduction targets, and an analysis of performance against those targets	58-65	57-60
	TCFD	Governance around climate-related risks and opportunities and their impact on the business strategy and financial planning.	34	23, 30
		Climate scenario analysis	34	30
Social	IFRS/SASB - EM-MM-210a.3	Discussion of engagement processes and due diligence practices with respect to human rights, indigenous rights, and operation in areas of conflict	34	30
	IFRS/SASB - EM-MM-210b.1	Discussion of process to manage risks and opportunities associated with community rights and interests	44-46	50-52
	IFRS/SASB - EM-MM-510a.1	Description of the management system for prevention of corruption and bribery throughout the value chain	47-49	45-46
	IFRS/SASB - RT-IG-440a.1	Description of the management of risks associated with the use of critical materials	59	30
	Modern Slavery	Annual modern slavery statement detailing steps taken to prevent slavery and human trafficking in operations and supply chains.	59	30
	Best practice	Talent Development-Description of the management	58-59	28
	Best practice	Employee Engagement-Description of the management	64-65	29-30



DONCASTERS

DPC Holdings Ltd

Group Enquiries: +44 (0)115 663 0139

Site Enquiries: +44 (0) 1332 864900

contact@doncasters.com

www.doncasters.com

