



SPARK INDUSTRIES PLC

2025 ESG Report

Environmental, Social, and Governance Disclosure

Innovate. Energize. Sustain.

Reporting Period: January 1, 2025 - December 31, 2025

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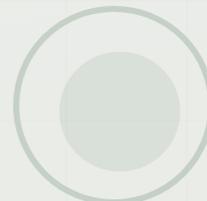


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About This Report

Spark Industries PLC is pleased to present our 2025 Environmental, Social, and Governance (ESG) Report. This comprehensive disclosure document provides detailed information on our sustainability performance, strategic initiatives, and governance practices for the fiscal year ended December 31, 2025.

Reporting Scope and Boundaries

This report covers Spark Industries PLC and its wholly-owned subsidiaries unless otherwise specified. The reporting boundary aligns with our financial reporting scope and includes all operations where we have operational control. Our global footprint spans 28 countries with manufacturing facilities, research centers, and commercial operations.

The following table outlines our reporting scope by region:

Region	Countries	Facilities	Employees	Revenue %
Europe	12	28	4,200	42%
North America	3	15	3,100	31%
Asia-Pacific	8	18	3,500	21%
Latin America	4	8	900	4%
Middle East & Africa	1	3	300	2%

Table 1: Reporting Scope by Geographic Region

Reporting Frameworks

This report has been prepared in accordance with the following internationally recognized frameworks and standards:

- Global Reporting Initiative (GRI) Standards 2021 - Core Option
- Sustainability Accounting Standards Board (SASB) Standards for Industrial Machinery & Goods
- Task Force on Climate-related Financial Disclosures (TCFD) Recommendations
- UN Global Compact Ten Principles

- UN Sustainable Development Goals (SDGs)

Materiality Assessment

Our materiality assessment process identifies the ESG topics that are most significant to our business and stakeholders. In 2025, we conducted a comprehensive double materiality assessment, evaluating both the impact of our operations on these topics (impact materiality) and the effect of these topics on our financial performance (financial materiality).

The assessment involved extensive stakeholder engagement, including surveys, interviews, and workshops with investors, customers, employees, suppliers, regulators, and community representatives. A total of 287 stakeholders participated in the assessment process, providing valuable insights that shaped this report's content.

Data Integrity and Assurance

We are committed to providing accurate, reliable, and transparent ESG data. Our data collection processes follow established protocols with clear ownership, verification procedures, and quality controls. Key environmental and safety metrics undergo internal verification, while selected metrics have been subject to independent third-party assurance.

EY (Ernst & Young LLP) has provided limited assurance on our Scope 1 and Scope 2 greenhouse gas emissions data, energy consumption figures, and selected health and safety metrics. Their independent assurance statement is included in Section 11 of this report.

Contact and Feedback

We welcome your feedback on this report and our sustainability performance. Please contact our Sustainability Team at sustainability@sparkindustries.com or visit our website at www.sparkindustries.com/sustainability for additional information.

Our Sustainability Journey

Spark Industries PLC's commitment to sustainability has evolved significantly over the past decade. What began as a compliance-focused approach has transformed into a strategic imperative that drives innovation, operational excellence, and long-term value creation. Our sustainability journey reflects the growing recognition that environmental stewardship, social responsibility, and strong governance are essential to our business success.

In 2018, we established our first comprehensive sustainability strategy, setting initial targets for emissions reduction and workplace safety. By 2020, we had achieved Science Based Targets initiative validation for our climate commitments and joined the RE100 initiative, pledging to achieve 100% renewable electricity. The launch of our Spark Academy in 2024 marked a significant expansion of

our social impact programs, and our Net-Zero 2035 commitment in 2023 positioned us as an industry leader in climate ambition.

Today, sustainability is fully integrated into our corporate strategy, capital allocation decisions, and executive compensation. Our Board of Directors provides active oversight of ESG performance, and our Sustainability & Risk Committee ensures that environmental and social considerations are embedded in our risk management framework. This integrated approach enables us to identify opportunities, manage risks, and deliver value to all stakeholders.

Industry Context

The industrial machinery and advanced materials sector faces significant sustainability challenges and opportunities. As a key enabler of the global energy transition, our industry plays a critical role in decarbonizing power generation, transportation, and industrial processes. At the same time, we must address the environmental and social impacts of our own operations and supply chains.

Regulatory developments, including the EU Corporate Sustainability Reporting Directive (CSRD) and emerging climate disclosure requirements in major markets, are driving increased transparency and accountability. Investor expectations continue to evolve, with ESG factors increasingly influencing capital allocation decisions. Customers are demanding more sustainable products and greater supply chain transparency. And employees, particularly the next generation of talent, are seeking employers with authentic sustainability commitments.

UN Sustainable Development Goals

Spark Industries PLC supports the UN Sustainable Development Goals (SDGs) and has identified the following goals where we can make the most significant contribution:

SDG 7: Affordable and Clean Energy

Our products enable renewable energy deployment worldwide, with our installed capacity of 15 GW helping to expand access to clean electricity. We are committed to achieving 100% renewable electricity in our own operations by 2028.

SDG 8: Decent Work and Economic Growth

We provide quality employment for 12,000 people worldwide, with competitive wages, comprehensive benefits, and strong health and safety protections. Our Spark Academy and apprenticeship programs support skills development and career advancement.

SDG 9: Industry, Innovation, and Infrastructure

Our research and development investments drive innovation in sustainable materials and manufacturing processes. We are pioneering circular economy solutions that extend product lifecycles and reduce resource consumption.

SDG 12: Responsible Consumption and Production

Our circular economy initiatives, including the Blade-to-Base program, demonstrate our commitment to responsible resource use. We are working to increase recycled content in our products and achieve zero waste to landfill across our operations.

SDG 13: Climate Action

Our Net-Zero 2035 commitment and science-based targets demonstrate leadership in climate action. We are reducing emissions across our value chain while enabling our customers to decarbonize through our products.

Recognition and Awards

In 2025, Spark Industries PLC received recognition for our sustainability performance and reporting:

- CDP Climate Change: A- (Leadership Level)
- MSCI ESG Rating: AA
- Sustainalytics ESG Risk Rating: Low Risk (15.2)
- FTSE4Good Index: Constituent
- Dow Jones Sustainability Index: Constituent
- Bloomberg Gender-Equality Index: Constituent
- Best Workplace for Women Recognition (UK, 2025)
- Industry Sustainability Leadership Award, WindEurope 2025

Letter from the CEO

To our valued stakeholders,

2025 has been a landmark year for Spark Industries PLC. As the global transition toward renewable energy accelerates, we have remained steadfast in our mission to provide the advanced materials and automation systems required to build a sustainable world.

This year, we reached a significant milestone: our installed renewable energy capacity now exceeds 15 GW, enough to power millions of homes while avoiding 12.4 million tonnes of CO2 emissions annually. This achievement reflects not only the quality of our products but also the dedication of our 12,000 employees worldwide who work tirelessly to deliver sustainable solutions.

But our commitment goes beyond the products we sell. We are transforming how we operate, reducing our own operational carbon intensity by 15% this year alone. We have transitioned 85% of our manufacturing plants to 100% renewable electricity and implemented comprehensive circular economy initiatives across our value chain.

Our social commitments remain equally strong. We have increased women's representation in leadership positions to 38%, invested GBP 45 million in technical training and apprenticeships, and achieved our lowest-ever Total Recordable Incident Rate of 0.42. These achievements demonstrate our belief that a diverse, well-trained, and safe workforce is essential to our long-term success.

Looking ahead, we remain committed to our Net-Zero 2035 goal. We recognize the urgency of climate action and the critical role our industry plays in enabling the global energy transition. Our strategic investments in research and development, sustainable manufacturing processes, and green supply chain initiatives position us to lead this transformation.

In this report, you will find detailed information on our progress, challenges, and future plans. We believe transparency is essential to building trust with our stakeholders, and we are committed to continuous improvement in our reporting and performance.

Innovation is the spark that drives us, but sustainability is the path we follow. Together with our employees, customers, suppliers, and communities, we are building a more sustainable future.

Dr. Emily Zhang

Chief Executive Officer, Spark Industries PLC

March 2026

Executive Summary

2025 Performance Highlights

Spark Industries PLC has made significant progress across all ESG dimensions in 2025. Our integrated approach to sustainability has delivered measurable results while strengthening our competitive position in the rapidly evolving clean energy market.

Category	Metric	2025 Result	vs. 2024
Environmental	Scope 1 & 2 GHG Emissions	142,000 tCO2e	-8%
Environmental	Renewable Energy Usage	85%	+12 pp
Environmental	Water Intensity	410 m3/GBP m	-5%
Social	Total Workforce	12,000	+5%
Social	Women in Leadership	38%	+4 pp
Social	TRIR (Safety)	0.42	-15%
Governance	Board Independence	78%	Stable
Governance	ESG-Linked Executive Pay	25%	+5 pp

Table 2: 2025 ESG Performance Highlights

Environmental Performance

Our environmental strategy focuses on two fronts: enabling the global energy transition through our products and minimizing our own ecological footprint. In 2025, we achieved:

- 22% reduction in absolute Scope 1 & 2 emissions since our 2020 baseline
- 85% renewable electricity across our manufacturing operations
- Successful pilot of our Blade-to-Base circular economy program
- 15% reduction in operational carbon intensity year-over-year
- 12.4 million tonnes of CO2 avoided through our installed renewable energy capacity

Social Performance

Our people are the foundation of our success. In 2025, we strengthened our commitment to our workforce and communities through:

- Investment of GBP 45 million in technical training and apprenticeships
- Launch of Spark Academy targeting underrepresented communities in STEM
- Achievement of record-low Total Recordable Incident Rate (0.42)
- Implementation of comprehensive mental health and wellness programs
- Community investment totaling GBP 8.2 million across operating regions

Governance Performance

Strong governance underpins our sustainability commitments. Key governance achievements in 2025 include:

- Enhanced Board oversight through the Sustainability & Risk Committee
- 100% completion of Code of Ethics and Anti-Corruption training
- Implementation of ESG-linked executive compensation metrics
- Strengthened supplier due diligence and sustainability requirements
- Publication of first comprehensive Modern Slavery Statement

Looking Forward

As we look to 2026 and beyond, we remain focused on our Net-Zero 2035 commitment while expanding our role as a leading enabler of the global energy transition. Our strategic priorities include:

- Accelerating Scope 3 emissions reduction through supply chain engagement
- Expanding circular economy initiatives across product lines
- Achieving 40% women in leadership by 2027
- Maintaining industry-leading safety performance
- Deepening integration of ESG considerations in strategic decision-making

Our ESG Strategy

Spark Industries PLC's ESG strategy is integral to our business model and long-term value creation. As a leading provider of advanced materials and automation systems for the renewable energy sector, sustainability is not just a responsibility but a core driver of our competitive advantage.

Strategic Objectives

Our ESG strategy is built on three interconnected pillars that align with our corporate mission and stakeholder expectations:

1. Environmental Leadership

We aim to achieve Net-Zero greenhouse gas emissions across our entire value chain by 2035 while continuing to enable the global energy transition through our products and services. This objective encompasses:

- Absolute emissions reduction in line with 1.5C science-based targets
- Transition to 100% renewable electricity by 2028
- Circular economy integration across product lifecycle
- Water stewardship and biodiversity protection

2. Social Excellence

We are committed to fostering a diverse, inclusive, and safe workplace while positively impacting the communities where we operate. Key elements include:

- Industry-leading health and safety performance
- Diverse workforce representation at all levels
- Continuous learning and development opportunities
- Responsible supply chain and human rights protection

3. Governance Integrity

We maintain the highest standards of corporate governance, transparency, and ethical conduct. This includes:

- Board-level oversight of ESG performance
- Robust risk management and compliance frameworks
- Stakeholder engagement and transparent reporting

- Executive accountability for ESG outcomes

Materiality Assessment

Our 2025 double materiality assessment identified the following topics as most material to our business and stakeholders:

Topic	Impact Materiality	Financial Materiality	Priority
Climate Change & GHG Emissions	Very High	Very High	Critical
Product Innovation & Quality	High	Very High	Critical
Employee Health & Safety	Very High	High	Critical
Talent Management & Development	High	Very High	High
Diversity, Equity & Inclusion	High	Medium	High
Supply Chain Management	High	High	High
Circular Economy	High	Medium	High
Business Ethics & Compliance	High	High	High
Water Management	Medium	Medium	Medium
Biodiversity	Medium	Low	Medium
Community Engagement	Medium	Low	Medium
Data Privacy & Security	Medium	High	Medium

Table 3: Materiality Assessment Results

Stakeholder Engagement

Effective stakeholder engagement is fundamental to our ESG strategy. In 2025, we engaged with diverse stakeholder groups through multiple channels:

Investors and Shareholders

We conducted quarterly ESG briefings, participated in ESG-focused investor conferences, and responded to ESG rating agency surveys. Key topics included our Net-Zero pathway, climate risk management, and governance practices.

Customers

Customer engagement focused on product sustainability, lifecycle performance, and collaborative innovation for decarbonization. We conducted customer satisfaction surveys and sustainability workshops with key accounts.

Employees

Employee engagement included town halls, pulse surveys, focus groups, and our annual engagement survey with 87% participation. Key themes included career development, workplace safety, and diversity initiatives.

Suppliers

We engaged with over 500 key suppliers on sustainability requirements, including our Green Supply Chain initiative requiring science-based targets. Supplier sustainability assessments were conducted for 100% of tier-one suppliers.

Communities and Regulators

Community engagement included public consultations, local advisory committees, and partnership programs. Regulatory engagement focused on compliance, policy development, and industry best practice sharing.

Stakeholder Group	Engagement Method	Frequency	Key Topics
Investors	Briefings, conferences, surveys	Quarterly	Climate strategy, governance, performance
Customers	Workshops, surveys, meetings	Ongoing	Product sustainability, innovation
Employees	Surveys, town halls, focus groups	Continuous	Safety, development, DEI
Suppliers	Assessments, workshops, audits	Annual	Sustainability requirements, targets
Communities	Consultations, partnerships	Ongoing	Local impact, investment, jobs

Stakeholder Group	Engagement Method	Frequency	Key Topics
Regulators	Meetings, consultations	As required	Compliance, policy, reporting

Table 4: Stakeholder Engagement Summary

Environmental Stewardship

Our environmental strategy is focused on two fronts: enabling the global energy transition through our products and minimizing our own ecological footprint. As a leading provider of advanced materials and automation systems for renewable energy, we recognize both the opportunity and responsibility to drive positive environmental outcomes.

Climate Action and Net-Zero 2035

We have committed to reaching Net-Zero greenhouse gas emissions across our entire value chain by 2035. This ambitious target aligns with the Paris Agreement's 1.5C pathway and reflects our understanding of the urgent need for climate action.

Our Climate Commitment

In 2023, we submitted our Net-Zero 2035 commitment to the Science Based Targets initiative (SBTi) and received validation that our targets align with the latest climate science. Our commitment includes:

- Near-term target: Reduce absolute Scope 1 and 2 emissions 50% by 2030 from 2020 baseline
- Long-term target: Achieve Net-Zero across all scopes by 2035
- Engage 50% of tier-one suppliers to set science-based targets by 2027
- Invest GBP 200 million in decarbonization initiatives through 2030

Greenhouse Gas Emissions

Our greenhouse gas emissions reporting follows the GHG Protocol Corporate Standard and includes all material emission sources within our operational boundary.

Scope 1 Emissions

Scope 1 emissions are direct emissions from sources we own or control. In 2025, our Scope 1 emissions totaled 48,500 tCO₂e, representing a 12% decrease from 2024. Key sources include:

- Natural gas combustion for heating and industrial processes (62%)
- Fleet vehicle fuel consumption (28%)
- Refrigerant leakage (8%)
- Other process emissions (2%)

Scope 2 Emissions

Scope 2 emissions are indirect emissions from purchased electricity, heat, and steam. Our 2025 Scope 2 emissions (market-based) totaled 93,500 tCO₂e, a 6% decrease from 2024. The reduction reflects our continued transition to renewable electricity.

Scope 3 Emissions

Scope 3 emissions represent the largest component of our carbon footprint and include all other indirect emissions across our value chain. In 2025, we expanded our Scope 3 inventory to cover 12 of the 15 GHG Protocol categories:

Category	Description	2025 (tCO ₂ e)	Status
Purchased Goods & Services	Upstream production of materials	2,450,000	Estimated
Capital Goods	Production of capital equipment	185,000	Estimated
Fuel & Energy Related	Upstream emissions from fuel/energy	45,000	Calculated
Upstream Transportation	Transportation of supplies to facilities	125,000	Estimated
Waste Generated	Disposal and treatment of waste	12,500	Calculated
Business Travel	Air, rail, and road travel	8,200	Calculated
Employee Commuting	Daily commuting to work	22,000	Estimated
Downstream Transportation	Distribution of products to customers	95,000	Estimated
Processing of Sold Products	Customer processing of sold goods	180,000	Estimated
Use of Sold Products	Emissions from product use phase	8,500,000	Estimated
End-of-Life Treatment	Disposal of sold products	85,000	Estimated
Investments	Emissions from investments	15,000	Estimated

Table 5: Scope 3 Emissions by Category

Emissions Reduction Strategy

Our emissions reduction strategy addresses all scopes of greenhouse gas emissions through a combination of energy efficiency, renewable energy procurement, process optimization, and value chain engagement. We have developed detailed roadmaps for each emission source, with clear milestones, investment requirements, and accountability mechanisms.

Scope 1 Reduction Initiatives

To reduce Scope 1 emissions, we are implementing the following initiatives:

- Electrification of industrial processes: Converting natural gas-powered equipment to electric alternatives powered by renewable electricity
- Fleet electrification: Transitioning company vehicles to electric models, with 45% of fleet now electric
- Process optimization: Implementing lean manufacturing principles to reduce energy intensity
- Alternative fuels: Piloting biofuels and hydrogen for applications where electrification is not feasible

Scope 2 Reduction Initiatives

Our transition to renewable electricity is the primary driver of Scope 2 emissions reduction:

- Power Purchase Agreements: Long-term contracts for 450 MW of wind and solar capacity
- On-site generation: 85 MW of solar PV installed across 18 facilities
- Green tariffs: Renewable electricity procurement through utility programs
- Energy storage: 25 MWh of battery storage installed to optimize renewable energy use

Scope 3 Engagement

Addressing Scope 3 emissions requires collaboration across our value chain. Our engagement strategy includes:

- Supplier sustainability assessments covering 100% of tier-one suppliers
- Green Supply Chain initiative requiring science-based targets from key suppliers
- Sustainable procurement criteria integrated into sourcing decisions
- Customer engagement on product efficiency and end-of-life management
- Logistics optimization to reduce transportation emissions

Energy Management

Energy efficiency and renewable energy are critical components of our decarbonization strategy. In 2025, we implemented comprehensive energy management programs across our operations.

Renewable Electricity

We have made significant progress in transitioning to renewable electricity:

- 85% of our manufacturing plants now operate on 100% renewable electricity
- Power Purchase Agreements (PPAs) signed for 450 MW of renewable capacity
- On-site solar installations expanded to 18 facilities (total 85 MW)
- Renewable Energy Certificates (RECs) retired for remaining consumption

Energy Efficiency

Our energy efficiency initiatives delivered significant reductions in consumption:

- Implementation of ISO 50001 Energy Management Systems at all major facilities
- Smart building automation systems reducing HVAC energy by 25%
- LED lighting retrofits completed at 38 facilities
- Process optimization reducing industrial energy intensity by 8%
- Total energy savings of 145 GWh achieved in 2025

Case Study: Sheffield Manufacturing Facility

Our Sheffield facility demonstrates the potential of integrated sustainability initiatives. In 2025, the facility achieved 100% renewable electricity through on-site solar (12 MW) and wind PPA, 65% reduction in Scope 1 emissions through process electrification, zero waste to landfill certification, ISO 50001 Energy Management System certification, and employee engagement score of 87%.

The Sheffield facility serves as a model for our global manufacturing network, with lessons learned being applied across our operations. The total investment of GBP 12 million is expected to deliver annual savings of GBP 2.5 million through reduced energy costs and waste disposal fees, achieving payback within five years.

Renewable Energy Portfolio

Our renewable energy portfolio has grown significantly, providing cost-effective clean electricity while supporting the development of new renewable capacity. We have signed long-term PPAs for 450 MW of renewable capacity across five projects: Offshore Wind UK (150 MW), Solar Spain (100 MW), Onshore Wind Germany (80 MW), Solar Texas (70 MW), and Offshore Wind Denmark (50 MW).

On-site solar installations provide clean electricity directly at our facilities, reducing transmission losses and grid dependence. Total installed capacity is 85 MW across 18 facilities, generating 95 GWh annually with an average capacity factor of 28%. Investment to date totals GBP 68 million.

Circular Economy and Materials

Through our Advanced Materials division, we are pioneering circular economy solutions that minimize waste and maximize resource efficiency throughout product lifecycles.

Blade-to-Base Program

In 2025, we successfully piloted the Blade-to-Base program, an innovative circular economy initiative that transforms decommissioned wind turbine blades into high-strength reinforcements for factory flooring and construction materials. The pilot program processed 450 tonnes of blade material, diverting it from landfill and creating valuable secondary products.

Sustainable Materials

We are committed to increasing the recycled and renewable content in our products:

- 35% average recycled content in composite materials (up from 28% in 2024)
- Development of bio-based resin systems reducing petroleum dependence
- Implementation of Design for Recycling principles in new product development
- Partnership with suppliers to increase recycled raw material availability

Waste Management

Our zero-waste-to-landfill program continues to expand:

- 78% of manufacturing waste diverted from landfill (up from 71% in 2024)
- 12 facilities achieved zero-waste-to-landfill certification
- Waste reduction of 8,500 tonnes through process optimization
- Implementation of circular packaging systems reducing single-use materials

Circular Economy Deep Dive

Our circular economy strategy addresses the full product lifecycle, from material sourcing through end-of-life management. We are implementing circular principles across our product portfolio, with particular focus on our wind turbine blade business.

Design for Circularity

We are embedding circular design principles in our product development process. Material selection prioritizes recyclability and recycled content. Modular designs enable component replacement and

upgrade. Standardized components facilitate remanufacturing. Digital product passports track material composition for end-of-life management.

Blade-to-Base Program Expansion

Following the successful 2025 pilot, we are expanding the Blade-to-Base program. Processing capacity will expand to 5,000 tonnes annually by 2027. We have established partnership agreements with three major wind farm operators. Development of additional applications for recycled blade material is underway, including research collaboration on advanced recycling technologies.

Sustainable Packaging Initiative

We have implemented sustainable packaging solutions across our product lines. Reusable shipping containers now account for 65% of product shipments. Recycled content in packaging materials has increased to 80%. We have eliminated single-use plastics from customer-facing packaging and implemented take-back programs for packaging materials at 15 facilities.

Water Stewardship

Water is a critical resource for our manufacturing processes. We are committed to responsible water management that minimizes consumption, protects water quality, and supports watershed health.

Water Consumption

In 2025, our total water withdrawal was 4.92 million cubic meters, a 3% decrease from 2024 despite production growth. Water intensity (cubic meters per GBP million revenue) decreased 5% to 410 m³/GBP m.

Water Risk Assessment

We conducted comprehensive water risk assessments at all facilities using the WRI Aqueduct tool. Results indicate:

- 8 facilities located in high or extremely high water-stressed areas
- Enhanced water stewardship programs implemented at high-risk sites
- Partnership with local communities on watershed protection initiatives
- Water recycling systems achieving up to 85% reuse at select facilities

Water Quality

All process wastewater is treated to meet or exceed local regulatory requirements. We achieved 100% compliance with discharge permits and zero significant spills in 2025.

Water Stewardship Program

Our water stewardship program addresses water consumption, quality, and watershed impacts across our operations. We recognize that water is a shared resource and are committed to responsible water management that respects the needs of local communities and ecosystems.

Water Risk Management

We conduct comprehensive water risk assessments using the WRI Aqueduct tool and implement mitigation measures at high-risk sites. Eight facilities are located in high or extremely high water-stressed areas. Site-specific water stewardship plans have been implemented at all high-risk locations. Water recycling systems achieve up to 85% reuse at select facilities. We have established partnerships with local communities on watershed protection initiatives.

Water Efficiency Initiatives

Water efficiency initiatives have reduced consumption across our operations. Closed-loop cooling systems reduce freshwater withdrawal at manufacturing facilities. Rainwater harvesting systems have been installed at 12 facilities. Process optimization has reduced water intensity by 5% annually. Employee awareness campaigns promote water conservation behaviors.

Case Study: Water Stewardship in Water-Stressed Regions

Our facility in Andalusia, Spain, operates in a water-stressed region and has implemented comprehensive water stewardship measures. The facility has achieved 85% water recycling through advanced treatment systems, reduced freshwater withdrawal by 40% since 2020, and partnered with local farmers on irrigation efficiency programs. These initiatives have reduced operational costs while supporting community water security.

Biodiversity and Ecosystems

We recognize the importance of protecting biodiversity and minimizing our impact on ecosystems. Our approach includes avoiding sensitive habitats, implementing mitigation measures where impacts occur, and supporting conservation initiatives.

Biodiversity Management

Key biodiversity initiatives in 2025 included:

- Biodiversity impact assessments completed for all major expansion projects
- Implementation of biodiversity action plans at 6 facilities
- Habitat restoration projects covering 450 hectares
- Elimination of pesticide use at all owned facilities

Conservation Partnerships

We partner with conservation organizations to support biodiversity protection:

- 5-year partnership with the Royal Society for the Protection of Birds (RSPB)
- Funding for wetland restoration projects in operating regions
- Employee volunteer programs supporting local conservation efforts
- Research collaboration on sustainable materials from renewable sources

Biodiversity Strategy

Our biodiversity strategy is based on the mitigation hierarchy: avoid, minimize, restore, and offset. We prioritize avoiding impacts on biodiversity through careful site selection and design. Where impacts cannot be avoided, we implement measures to minimize and mitigate effects. We restore habitats where our operations have caused degradation and support offset programs for residual impacts.

Biodiversity Action Plans

Biodiversity action plans have been developed for six facilities located in or near areas of high biodiversity value. These plans include baseline biodiversity assessments, identification of sensitive species and habitats, implementation of protection measures, monitoring programs to track biodiversity trends, and restoration projects to enhance habitat quality.

Pollinator Protection Initiative

We have launched a pollinator protection initiative across our facilities, establishing pollinator gardens at 15 sites, eliminating neonicotinoid pesticide use, and partnering with local beekeeping associations. This initiative supports local biodiversity while engaging employees in conservation activities.

Sustainable Sourcing of Biological Materials

We are committed to ensuring that any biological materials used in our products are sourced sustainably. We require suppliers to demonstrate sustainable harvesting practices and have implemented chain-of-custody certification for wood-based materials. Our bio-based resin development program prioritizes feedstocks that do not compete with food production.

Social Responsibility

People are at the heart of Spark Industries. Our success depends on the safety, well-being, and growth of our employees, the strength of our relationships with suppliers and customers, and the positive impact we create in communities where we operate.

Workforce Overview

As of December 31, 2025, Spark Industries employed 12,000 people across 28 countries. Our workforce reflects the global nature of our business and our commitment to creating opportunities in diverse communities.

Category	2025	2024	Change
Total Employees	12,000	11,429	+5%
Full-Time Employees	11,400	10,858	+5%
Part-Time Employees	600	571	+5%
Permanent Employees	10,800	10,286	+5%
Temporary Employees	1,200	1,143	+5%
Male Employees	8,280	7,887	+5%
Female Employees	3,720	3,542	+5%

Table 6: Workforce Composition

Employment by Region

Our workforce is distributed across our operating regions as follows:

Region	Employees	% of Total	Manufacturing	R&D	Commercial
Europe	4,200	35%	2,100	850	1,250
North America	3,100	26%	1,550	620	930
Asia-Pacific	3,500	29%	2,100	700	700
Latin America	900	8%	540	90	270

Region	Employees	% of Total	Manufacturing	R&D	Commercial
Middle East & Africa	300	2%	180	30	90

Table 7: Workforce by Region and Function

Diversity, Equity, and Inclusion

We believe a diverse workforce drives innovation and better decision-making. Our DEI strategy focuses on building an inclusive culture where all employees can thrive and contribute their best work.

Gender Diversity

We are committed to achieving gender balance at all levels of the organization. Progress in 2025 includes:

- Women now hold 38% of leadership positions (Senior Manager and above), up from 34% in 2024
- Board gender diversity: 44% female directors (4 of 9)
- Female representation in STEM roles increased to 29%
- Gender pay gap reduced to 6.2% (from 7.8% in 2024)

Ethnic and Cultural Diversity

Our commitment to ethnic and cultural diversity includes:

- Ethnic minorities represent 32% of our US workforce and 28% of UK employees
- Diversity targets established for all leadership levels
- Unconscious bias training completed by 95% of employees
- Employee Resource Groups (ERGs) expanded to 12 active groups

Inclusive Culture

Building an inclusive culture requires ongoing effort and commitment. Our initiatives include:

- Inclusive leadership training for all people managers
- Mentorship and sponsorship programs for underrepresented groups
- Flexible work arrangements supporting work-life balance
- Regular employee listening sessions and feedback mechanisms

Employee Resource Groups

Our Employee Resource Groups (ERGs) play a vital role in fostering an inclusive culture. In 2025, we had 12 active ERGs with over 3,500 members. These groups provide professional development opportunities, cultural awareness programs, networking events, and community outreach initiatives. ERG leaders receive dedicated training and resources to support their work.

Pay Equity

We are committed to fair and equitable compensation. Our annual pay equity analysis examines gender and ethnicity pay gaps across all job levels. In 2025, our gender pay gap was 6.2%, down from 7.8% in 2024. We have implemented targeted actions to address identified gaps, including pay adjustments and enhanced monitoring of promotion and hiring decisions.

Accessibility and Inclusion

We are committed to creating an accessible workplace for employees with disabilities. Our facilities are designed to meet or exceed accessibility standards. We provide reasonable accommodations to enable employees with disabilities to perform their roles effectively. Our recruitment processes are designed to be inclusive of candidates with disabilities.

Employee Health and Safety

Our Zero Harm policy remains our top priority. We are committed to providing a safe and healthy workplace for all employees, contractors, and visitors.

Safety Performance

In 2025, we achieved our best-ever safety performance:

- Total Recordable Incident Rate (TRIR): 0.42 (down from 0.49 in 2024)
- Lost Time Injury Rate (LTIR): 0.18 (down from 0.22 in 2024)
- Zero fatalities across all operations
- Zero major environmental incidents

Safety Initiatives

Key safety initiatives implemented in 2025:

- Deployment of industrial robots in high-risk manufacturing tasks
- Implementation of AI-powered safety monitoring systems
- Enhanced near-miss reporting and investigation processes
- Behavioral-based safety programs at all manufacturing sites

- Mental health and well-being programs expanded globally

Health and Well-being

Beyond physical safety, we invest in holistic employee well-being:

- Comprehensive health insurance coverage for all employees
- Employee Assistance Program (EAP) available 24/7
- Mental Health First Aid training for people managers
- Wellness programs including fitness subsidies and health screenings
- Flexible work arrangements supporting work-life balance

Safety Culture and Leadership

Our safety culture is built on visible leadership commitment and employee engagement. Senior leaders conduct regular safety walks and discussions with frontline employees. Safety performance is a standing agenda item at all leadership meetings. We recognize and reward safe behaviors and proactive hazard identification. Employees are empowered to stop work when they feel unsafe.

Contractor Safety

We extend our safety expectations to all contractors working at our facilities. Contractor safety management includes pre-qualification assessments, safety orientation and training, ongoing performance monitoring, and inclusion in our safety culture programs. In 2025, contractor TRIR was 0.58, demonstrating effective safety management across our extended workforce.

Process Safety Management

Our process safety management program ensures the safe operation of industrial processes. We conduct process hazard analyses for all high-risk operations, maintain robust management of change procedures, and implement layers of protection to prevent and mitigate incidents. Our process safety metrics include leading and lagging indicators that are reviewed monthly by leadership.

Mental Health and Psychological Safety

We recognize that psychological safety is as important as physical safety. Our mental health programs include comprehensive EAP services, mental health first aid training for managers, stress management workshops, and campaigns to reduce stigma around mental health discussions. In 2025, 78% of employees reported feeling comfortable discussing mental health at work.

Talent Development

Investing in our people is essential to our long-term success. We provide comprehensive learning and development opportunities that enable employees to grow their skills and advance their careers.

Learning Investment

In 2025, we invested GBP 45 million in technical training and professional development:

- Average training hours per employee: 42 hours (up from 38 in 2024)
- Technical skills training for 8,500 manufacturing employees
- Leadership development programs for 1,200 people managers
- Digital learning platform with 5,000+ courses available

Spark Academy

Spark Academy, launched in 2024, expanded significantly in 2025:

- 2,500 apprentices and trainees enrolled across programs
- Partnerships with 45 technical colleges and universities
- Targeted recruitment from underrepresented communities in STEM
- 92% completion rate for apprenticeship programs

Career Development

We support career growth through:

- Individual development plans for all employees
- Internal mobility programs promoting career progression
- Mentorship and coaching programs
- Tuition reimbursement for relevant education

Leadership Development Programs

Our leadership development programs prepare current and future leaders to drive business success while upholding our values. The Emerging Leaders Program develops high-potential individual contributors for their first management roles. The Experienced Leaders Program strengthens the capabilities of established managers. The Executive Development Program prepares senior leaders for enterprise-level responsibilities. In 2025, 1,200 employees participated in these programs.

Technical Skills Development

Technical excellence is critical to our competitive advantage. Our technical skills programs include apprenticeship programs in manufacturing trades, engineering development tracks, digital skills training for the Industry 4.0 environment, and specialized certifications in safety, quality, and environmental management. In 2025, 8,500 manufacturing employees completed technical skills training.

Digital Learning Platform

Our SparkLearn digital platform provides on-demand access to over 5,000 courses covering technical skills, leadership development, compliance training, and personal development. The platform uses AI-powered recommendations to suggest relevant learning based on role, career aspirations, and skill gaps. In 2025, employees completed 485,000 learning hours through the platform.

Succession Planning

Robust succession planning ensures leadership continuity and development opportunities. We maintain succession plans for all critical roles, identifying high-potential candidates and providing targeted development experiences. Our internal promotion rate of 68% demonstrates the effectiveness of our talent development approach.

Human Rights

We are committed to respecting and promoting human rights throughout our operations and value chain. Our Human Rights Policy aligns with the UN Guiding Principles on Business and Human Rights and the International Labour Organization (ILO) core conventions.

Human Rights Due Diligence

In 2025, we conducted comprehensive human rights due diligence:

- Human rights impact assessments at all manufacturing facilities
- Supplier human rights audits covering 850 tier-one suppliers
- Grievance mechanisms available to all employees and suppliers
- Remediation processes established for identified issues

Modern Slavery Prevention

We maintain zero tolerance for modern slavery in any form:

- Publication of first comprehensive Modern Slavery Statement
- Enhanced supplier due diligence for high-risk categories
- Training on modern slavery awareness for procurement teams
- Participation in industry initiatives addressing supply chain labor issues

Community Engagement

We strive to be a positive force in the communities where we operate, creating economic opportunity, supporting local development, and contributing to social well-being.

Community Investment

In 2025, our community investment totaled GBP 8.2 million:

- STEM education programs reaching 45,000 students
- Local supplier development programs
- Community infrastructure projects
- Employee volunteer programs (28,000 hours contributed)
- Disaster relief and humanitarian support

Local Employment

We prioritize local employment and economic development:

- 89% of workforce hired from local communities
- Local content requirements in procurement
- Skills transfer and capacity building programs
- Support for local small and medium enterprises

Human Rights Governance

Our human rights governance framework ensures that respect for human rights is embedded throughout our operations and value chain. The Board's Sustainability & Risk Committee provides oversight of human rights performance. The Chief Sustainability Officer leads enterprise-wide human rights initiatives. Regional human rights coordinators support implementation at the local level.

Human Rights Due Diligence Process

Our due diligence process follows the UN Guiding Principles on Business and Human Rights framework. We assess actual and potential human rights impacts across our operations and supply chain. We integrate findings into decision-making and risk management processes. We track the effectiveness of our response measures and communicate how we address impacts.

Grievance Mechanisms

We provide multiple channels for raising human rights concerns. Our global ethics hotline is available 24/7 in multiple languages. Workers can report concerns to supervisors, HR representatives, or union representatives. We have established community grievance mechanisms at all major facilities. All grievances are investigated promptly and confidentially.

Living Wage Commitment

We are committed to ensuring that all employees earn a living wage. In 2025, we conducted living wage assessments across all operating regions and implemented wage adjustments where gaps were identified. We are working with suppliers to promote living wages throughout our supply chain.

Community Investment Strategy

Our community investment strategy focuses on areas where we can make the most significant positive impact. STEM education programs develop the next generation of engineers and technicians. Local supplier development strengthens regional economies. Community infrastructure projects improve quality of life in operating areas. Employee volunteer programs enable our people to contribute their time and skills.

STEM Education Partnerships

Our STEM education programs reached 45,000 students in 2025. Spark Academy for Schools provides hands-on engineering workshops for secondary students. University partnerships support research and scholarships. Teacher professional development programs strengthen STEM instruction. Career fairs and work experience programs introduce students to opportunities in our industry.

Disaster Relief and Humanitarian Support

When disasters strike communities where we operate, we provide support through financial contributions to relief organizations, in-kind donations of products and equipment, employee volunteer programs, and matching gift programs for employee donations. In 2025, we contributed GBP 1.2 million to disaster relief efforts.

Corporate Governance

Spark Industries PLC operates with a commitment to the highest standards of transparency, integrity, and ethical conduct. Our governance framework ensures effective oversight, risk management, and accountability at all levels of the organization.

Board Structure and Oversight

Our Board of Directors provides strategic oversight of our business, including ESG performance and sustainability strategy. The Board's composition and practices reflect our commitment to independent, diverse, and effective governance.

Board Composition

As of December 31, 2025, our Board comprises nine directors:

Director	Position	Independence	Committees
Dr. Emily Zhang	CEO and Executive Director	Executive	-
James Morrison	CFO and Executive Director	Executive	-
Sarah Chen	Independent Chair	Independent	Nominating (Chair)
Michael Roberts	Independent Director	Independent	Audit (Chair), Sustainability
Amina Khan	Independent Director	Independent	Sustainability (Chair)
Dr. David Park	Independent Director	Independent	Compensation, Nominating
Lisa Thompson	Independent Director	Independent	Audit, Compensation (Chair)
Robert Williams	Independent Director	Independent	Sustainability, Nominating
Dr. Priya Sharma	Independent Director	Independent	Audit, Compensation

Table 8: Board of Directors Composition

Board Diversity

Our Board reflects our commitment to diversity:

- 78% independent non-executive directors (7 of 9)
- 44% female directors (4 of 9)
- 33% ethnically diverse directors (3 of 9)
- Average tenure: 5.2 years
- Average age: 58 years

Board Committees

The Board has established four standing committees to support effective oversight:

Sustainability & Risk Committee

Chaired by Amina Khan, this committee oversees ESG strategy, climate-related risks, sustainability reporting, and enterprise risk management. The committee met six times in 2025.

Audit Committee

Chaired by Michael Roberts, this committee oversees financial reporting, internal controls, and external audit. The committee met eight times in 2025.

Compensation Committee

Chaired by Lisa Thompson, this committee oversees executive compensation, including ESG-linked incentive plans. The committee met five times in 2025.

Nominating & Governance Committee

Chaired by Sarah Chen, this committee oversees Board composition, succession planning, and governance policies. The committee met four times in 2025.

ESG Oversight

The Board and its committees provide comprehensive oversight of ESG matters:

- Quarterly ESG performance reviews at Board meetings
- Annual sustainability strategy review and approval
- Climate risk oversight through Sustainability & Risk Committee
- ESG-linked executive compensation metrics approved by Compensation Committee
- Stakeholder engagement findings reported to full Board

Ethics and Compliance

We maintain a robust ethics and compliance program that promotes a culture of integrity and ensures adherence to applicable laws, regulations, and our own policies.

Code of Ethics

Our Code of Ethics sets the standards for ethical conduct expected of all employees, officers, and directors. In 2025:

- 100% of employees completed Code of Ethics training
- 100% of employees completed Anti-Corruption training
- Annual Code of Ethics certification by all executives
- Regular communications reinforcing ethical expectations

Anti-Corruption and Bribery

We maintain zero tolerance for corruption and bribery:

- Comprehensive Anti-Bribery and Corruption Policy
- Due diligence on all third-party intermediaries
- Gift and hospitality policy with clear limits
- Regular risk assessments for high-risk jurisdictions
- Zero confirmed corruption incidents in 2025

Speak Up Program

Our confidential reporting channels enable employees and stakeholders to raise concerns:

- 24/7 global ethics hotline available in 15 languages
- Online reporting portal with anonymous option
- Direct access to Audit Committee for accounting concerns
- Strict non-retaliation policy protecting reporters
- All reports investigated promptly and thoroughly

Ethics Training and Communication

We invest significantly in ethics training and communication to ensure all employees understand our expectations and know how to raise concerns. All employees complete annual Code of Ethics and Anti-Corruption training. People managers receive additional training on ethical leadership and

creating speak-up cultures. New employees complete ethics orientation as part of onboarding. Regular communications reinforce key messages and highlight real-world scenarios.

Investigation and Remediation

All reported concerns are investigated promptly and thoroughly by trained investigators. Investigations follow established protocols to ensure fairness and confidentiality. Findings are reviewed by appropriate leadership and the Audit Committee for significant matters. Corrective actions are implemented to address identified issues and prevent recurrence. In 2025, we investigated 245 reports, with 28% substantiated and appropriate actions taken.

Risk Management

Effective risk management is essential to achieving our strategic objectives and protecting stakeholder value. Our Enterprise Risk Management (ERM) framework identifies, assesses, and mitigates risks across the organization.

Risk Governance

Risk oversight responsibilities are clearly defined:

- Board of Directors: Ultimate responsibility for risk oversight
- Sustainability & Risk Committee: Oversight of ESG and climate risks
- Audit Committee: Oversight of financial and compliance risks
- Executive Leadership Team: Day-to-day risk management
- Chief Risk Officer: Enterprise risk management coordination

Risk Assessment Process

Our annual risk assessment process includes:

- Identification of strategic, operational, financial, and compliance risks
- Assessment of risk likelihood and potential impact
- Development of mitigation strategies and action plans
- Regular monitoring and reporting to leadership and Board
- Integration with business planning and capital allocation

Key Risks

Our top enterprise risks include:

Risk Category	Key Risks	Mitigation Approach
Strategic	Market transition to renewable energy	R&D investment, portfolio diversification
Strategic	Technology disruption	Innovation partnerships, talent acquisition
Operational	Supply chain disruption	Supplier diversification, inventory management
Operational	Cybersecurity threats	Security investments, incident response plans
Financial	Currency and commodity price volatility	Hedging strategies, cost management
Compliance	Regulatory changes	Regulatory monitoring, compliance programs
ESG	Climate transition risks	Net-Zero strategy, scenario analysis
ESG	Reputation and social license	Stakeholder engagement, transparency

Table 9: Key Enterprise Risks and Mitigation

Climate Risk Integration

Climate-related risks are fully integrated into our enterprise risk management framework. Physical climate risks are assessed at facility level using climate projections and vulnerability assessments. Transition risks are monitored through regulatory tracking and scenario analysis. Climate risk indicators are reported quarterly to the Sustainability & Risk Committee. Climate considerations are integrated into capital allocation and strategic planning decisions.

Emerging Risk Monitoring

We maintain active monitoring of emerging risks that could impact our business. Our emerging risk radar tracks developments in technology, regulation, geopolitics, and social trends. Regular horizon scanning exercises identify potential future risks and opportunities. Emerging risks are escalated to leadership and the Board as appropriate for proactive response.

Business Continuity and Resilience

Our business continuity program ensures operational resilience in the face of disruptions. Business continuity plans are maintained for all critical operations. Regular exercises test our response capabilities and identify improvement opportunities. Crisis management protocols enable rapid

response to significant incidents. Supply chain resilience is enhanced through dual sourcing and strategic inventory.

Supply Chain Governance

Our supply chain governance ensures that our suppliers meet the same high standards of ethics, sustainability, and quality that we apply to our own operations.

Supplier Code of Conduct

All suppliers must acknowledge and comply with our Supplier Code of Conduct, which covers:

- Labor practices and human rights
- Health and safety standards
- Environmental protection
- Business ethics and anti-corruption
- Quality and product safety

Supplier Sustainability Program

Our Green Supply Chain initiative drives sustainability improvements across our supplier base:

- Sustainability assessments for 100% of tier-one suppliers
- 50% of tier-one suppliers committed to science-based targets by 2027
- Supplier development programs for sustainability improvements
- Integration of sustainability criteria in procurement decisions
- Regular supplier audits and performance reviews

Conflict Minerals

We maintain robust processes to ensure responsible sourcing of minerals:

- Annual Conflict Minerals Report filed with SEC
- Supply chain due diligence following OECD guidance
- Smelter and refiner identification and verification
- Participation in Responsible Minerals Initiative

Supplier Diversity

We are committed to building a diverse supplier base that reflects the communities where we operate. Our supplier diversity program includes goals for spending with minority-owned, women-owned, and small businesses. We provide mentorship and capacity building support to diverse suppliers. In 2025, 18% of our procurement spend was with diverse suppliers, up from 15% in 2024.

Supply Chain Transparency

We are working to increase transparency throughout our supply chain. We have mapped our tier-one and tier-two suppliers for critical materials. Blockchain pilots are exploring traceability for key commodities. We publish an annual supplier sustainability report sharing our progress and challenges. We engage with industry initiatives to address systemic supply chain issues.

Local Content Development

We prioritize local sourcing to support economic development in our operating regions. Local content requirements are included in major project specifications. We provide technical assistance to help local suppliers meet our quality and sustainability standards. Supplier development programs build capacity in emerging markets. In 2025, 62% of procurement spend was with suppliers in the same region as our operations.

TCFD Climate Disclosures

This section provides climate-related financial disclosures in alignment with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). We have structured our disclosures around TCFD's four thematic areas: Governance, Strategy, Risk Management, and Metrics & Targets.

Governance

Our governance structure ensures effective oversight of climate-related risks and opportunities at the highest levels of the organization.

Board Oversight

The Board of Directors has ultimate responsibility for oversight of climate-related risks and opportunities. The Sustainability & Risk Committee, chaired by independent director Amina Khan, provides dedicated oversight of climate strategy and performance. In 2025, the Committee:

- Reviewed and approved the Net-Zero 2035 strategy
- Oversaw climate scenario analysis and risk assessment
- Reviewed progress against climate targets quarterly
- Approved GBP 200 million decarbonization investment plan

Management's Role

Management implements the Board's climate strategy through established structures:

- Chief Sustainability Officer leads enterprise climate strategy
- Executive Sustainability Council meets monthly to review progress
- Climate working groups across business units and functions
- ESG performance included in executive compensation metrics

Strategy

Climate change presents both risks and opportunities for our business. Our strategy addresses these factors while positioning Spark Industries to thrive in the transition to a low-carbon economy.

Climate-Related Risks

We have identified the following climate-related risks through our risk assessment process:

Transition Risks

- Policy and Legal: Increased carbon pricing, emissions regulations, product efficiency standards
- Technology: Accelerated development of alternative technologies, obsolescence risk
- Market: Shifting customer preferences, demand for low-carbon products
- Reputation: Stakeholder expectations, public perception of climate action

Physical Risks

- Acute: Extreme weather events disrupting operations and supply chains
- Chronic: Long-term changes in precipitation patterns, temperature rise affecting operations

Climate-Related Opportunities

The energy transition creates significant opportunities for our business:

- Growing demand for renewable energy technologies and components
- Expansion of energy storage and grid modernization markets
- Circular economy solutions for end-of-life renewable assets
- Green hydrogen and emerging clean technology markets

Strategic Positioning

Our strategy positions Spark Industries to capture climate-related opportunities while managing risks. Our product portfolio is aligned with the energy transition, with 85% of revenue from products that enable renewable energy and energy efficiency. Geographic diversification reduces exposure to regional policy changes. R&D investments focus on next-generation technologies for the low-carbon economy. Strategic partnerships expand our capabilities and market reach.

Financial Impact Assessment

We have assessed the potential financial impacts of climate-related risks and opportunities. Under a Net Zero 2050 scenario, we project revenue growth of 8-12% annually driven by demand for renewable energy technologies. Under a Delayed Transition scenario, we face potential revenue decline of 5-10% in the medium term due to stranded asset risks. Physical climate risks could result in annual losses of GBP 15-25 million without adaptation investments. Our GBP 200 million decarbonization investment is expected to deliver GBP 45 million in annual cost savings by 2030.

Scenario Analysis

We conducted climate scenario analysis using three scenarios from the Network for Greening the Financial System (NGFS):

Scenario	Description	Key Assumptions	Implications
Net Zero 2050	Ambitious climate action limits warming to 1.5C	Early, coordinated policy action; rapid technology deployment	Strong demand for renewable technologies; carbon price rises to \$180/t by 2030
Delayed Transition	Delayed action requires sharper transition	Policy action delayed until 2030; disorderly transition	Short-term stability followed by rapid disruption; stranded asset risk
Current Policies	Limited additional climate action	Current policies continue; 2.5-3C warming by 2100	Physical risks intensify; transition risks moderate but long-term viability concerns

Table 10: Climate Scenario Analysis

Risk Management

Climate-related risks are integrated into our Enterprise Risk Management framework and managed through established processes.

Risk Identification and Assessment

We identify and assess climate risks through:

- Annual enterprise risk assessment including climate scenarios
- Climate risk workshops with business unit leaders
- Physical risk assessments at facility level
- Supply chain climate risk evaluation
- Regular monitoring of regulatory and policy developments

Risk Mitigation

Key mitigation strategies include:

- Net-Zero 2035 commitment reducing transition risk exposure
- Portfolio diversification across renewable technologies
- Physical resilience investments at vulnerable facilities
- Supply chain mapping and alternative sourcing strategies

- Insurance coverage for climate-related physical risks

Metrics and Targets

We track and disclose climate-related metrics and targets to monitor progress and ensure accountability.

Climate Metrics

Key climate metrics tracked include:

Metric	2025	2024	2020 Baseline
Scope 1 Emissions (tCO ₂ e)	48,500	55,100	62,000
Scope 2 Emissions - Market Based (tCO ₂ e)	93,500	99,500	125,000
Scope 1 + 2 Total (tCO ₂ e)	142,000	154,600	187,000
Renewable Electricity (%)	85%	73%	45%
Energy Consumption (GWh)	1,245	1,320	1,485
Carbon Intensity (tCO ₂ e/GBP m revenue)	11.8	13.6	18.2

Table 11: Climate Performance Metrics

Climate Targets

Our science-based climate targets:

- Near-term (2030): Reduce absolute Scope 1 & 2 emissions 50% from 2020 baseline
- Long-term (2035): Achieve Net-Zero across all scopes
- Interim: 100% renewable electricity by 2028
- Supplier engagement: 50% of tier-one suppliers with SBTs by 2027

Transition Plan

Our climate transition plan outlines the actions we will take to achieve our Net-Zero 2035 commitment. The plan includes detailed roadmaps for each emission source, with clear milestones, investment requirements, and accountability mechanisms. We will invest GBP 200 million in

decarbonization initiatives through 2030, focusing on renewable energy, energy efficiency, process electrification, and supply chain engagement.

Resilience Assessment

Our climate resilience assessment evaluated the vulnerability of our operations, supply chain, and markets to climate-related risks. We identified 8 facilities at high risk from physical climate impacts and are implementing adaptation measures. Supply chain vulnerabilities are being addressed through diversification and supplier engagement. Our product portfolio is well-positioned to benefit from the energy transition, with strong demand growth projected for renewable energy technologies.

Capital Allocation

Climate considerations are integrated into our capital allocation process. All capital projects over GBP 1 million undergo climate impact assessment. Carbon price assumptions are included in investment appraisal. Low-carbon R&D receives priority funding. The Board reviews climate-related capital allocation quarterly.

Performance Data Summary

This section provides comprehensive performance data for the fiscal year ended December 31, 2025. Data covers our global operations unless otherwise specified.

Environmental Performance Data

Greenhouse Gas Emissions

Metric	Unit	2025	2024	Change
Scope 1 Emissions	tCO2e	48,500	55,100	-12%
Scope 2 Emissions (Location-based)	tCO2e	125,000	132,000	-5%
Scope 2 Emissions (Market-based)	tCO2e	93,500	99,500	-6%
Scope 1 + 2 (Location-based)	tCO2e	173,500	187,100	-7%
Scope 1 + 2 (Market-based)	tCO2e	142,000	154,600	-8%
Scope 3 Emissions (Estimated)	tCO2e	11,710,700	12,450,000	-6%
Carbon Intensity (per GBP m revenue)	tCO2e	11.8	13.6	-13%

Table 12: Greenhouse Gas Emissions Summary

Energy

Metric	Unit	2025	2024	Change
Total Energy Consumption	GWh	1,245	1,320	-6%
Electricity Consumption	GWh	890	945	-6%
Natural Gas	GWh	310	330	-6%

Metric	Unit	2025	2024	Change
Consumption				
Other Fuels	GWh	45	45	0%
Renewable Electricity	%	85%	73%	+12 pp
Energy Intensity (per GBP m revenue)	MWh	103.5	116.2	-11%

Table 13: Energy Performance

Water and Waste

Metric	Unit	2025	2024	Change
Total Water Withdrawal	million m3	4.92	5.07	-3%
Water Consumption	million m3	3.45	3.62	-5%
Water Intensity (per GBP m revenue)	m3	410	432	-5%
Water Recycled/Reused	%	28%	24%	+4 pp
Total Waste Generated	tonnes	42,500	45,200	-6%
Waste Diverted from Landfill	%	78%	71%	+7 pp
Hazardous Waste	tonnes	2,850	3,100	-8%

Table 14: Water and Waste Performance

Social Performance Data

Workforce

Metric	Unit	2025	2024	Change
Total Employees	FTE	12,000	11,429	+5%
Permanent Employees	%	90%	90%	-
Full-Time Employees	%	95%	95%	-
Female Employees	%	31%	31%	-
Women in Leadership	%	38%	34%	+4 pp
Women on Board	%	44%	44%	-
Employee Turnover Rate	%	9.2%	10.3%	-1.1 pp
Voluntary Turnover	%	6.8%	7.5%	-0.7 pp

Table 15: Workforce Metrics

Health and Safety

Metric	Unit	2025	2024	Change
Total Recordable Incident Rate (TRIR)	per 200k hrs	0.42	0.49	-15%
Lost Time Injury Rate (LTIR)	per 200k hrs	0.18	0.22	-18%
Fatalities	count	0	0	-
High-Potential Near Misses Reported	count	485	420	+15%
Safety Training	hours	125,000	110,000	+14%

Metric	Unit	2025	2024	Change
Hours				
ISO 45001 Certified Facilities	%	100%	95%	+5 pp

Table 16: Health and Safety Performance

Training and Development

Metric	Unit	2025	2024	Change
Training Investment	GBP million	45.0	38.5	+17%
Average Training Hours per Employee	hours	42	38	+11%
Employees Receiving Training	%	100%	98%	+2 pp
Leadership Development Participants	count	1,200	1,050	+14%
Apprentices and Trainees	count	2,500	2,100	+19%
Internal Promotion Rate	%	68%	64%	+4 pp

Table 17: Training and Development

Governance Performance Data

Board and Executive

Metric	Unit	2025	2024	Change
Board Size	directors	9	9	-
Independent Directors	%	78%	78%	-

Metric	Unit	2025	2024	Change
Female Directors	%	44%	44%	-
Board Meetings	count	10	10	-
ESG-Linked Executive Pay	%	25%	20%	+5 pp
Code of Ethics Training Completion	%	100%	100%	-
Anti-Corruption Training Completion	%	100%	99%	+1 pp

Table 18: Governance Metrics

Ethics and Compliance

Metric	Unit	2025	2024	Change
Confirmed Ethics Violations	count	12	15	-20%
Employees Dismissed for Ethics Violations	count	3	4	-25%
Speak Up Reports Received	count	245	220	+11%
Reports Substantiated	%	28%	30%	-2 pp
Average Resolution Time	days	35	42	-17%
Confirmed Corruption Incidents	count	0	0	-

Table 19: Ethics and Compliance Metrics

Five-Year Performance Trend

The following table shows our key ESG metrics trend over the past five years:

Metric	2021	2022	2023	2024	2025
Scope 1 + 2 Emissions (000 tCO2e)	175	168	162	155	142
Renewable Electricity (%)	52%	58%	65%	73%	85%
TRIR	0.68	0.61	0.55	0.49	0.42
Women in Leadership (%)	28%	30%	32%	34%	38%
Employee Turnover (%)	11.2%	10.8%	10.5%	10.3%	9.2%
Training Hours per Employee	32	34	36	38	42

Table 20: Five-Year Performance Trend

Quarterly Performance Data

The following table shows quarterly trends for key metrics throughout 2025:

Metric	Q1 2025	Q2 2025	Q3 2025	Q4 2025
Scope 1 + 2 Emissions (tCO2e)	37,200	35,800	34,500	34,500
Renewable Electricity (%)	82%	84%	85%	85%
TRIR	0.45	0.43	0.42	0.42
Employee Count	11,650	11,820	11,920	12,000
Training Hours (cumulative)	245,000	495,000	755,000	1,020,000

Table 20a: Quarterly Performance Trends

Data Notes and Methodology

The following notes provide context for the performance data presented in this section:

Greenhouse Gas Emissions

GHG emissions are calculated in accordance with the GHG Protocol Corporate Accounting and Reporting Standard. Scope 1 emissions include all direct emissions from sources we own or control. Scope 2 emissions are calculated using both location-based and market-based methods. Scope 3 emissions are estimated based on spend-based and activity-based methodologies where data is available.

Health and Safety

Safety metrics follow OSHA definitions and reporting guidelines. TRIR and LTIR are calculated per 200,000 hours worked. Data includes all employees and directly supervised contractors. A recordable incident is any work-related injury or illness requiring medical treatment beyond first aid.

Workforce Data

Workforce data reflects headcount as of December 31, 2025. Leadership positions include Senior Manager level and above. Turnover calculations include voluntary and involuntary separations. Diversity data is based on self-identification.

Restatements

There were no material restatements of prior year data in this report. Minor adjustments to 2024 data reflect improved calculation methodologies for Scope 3 emissions.

GRI Content Index

This report has been prepared in accordance with the GRI Standards 2021 (Core Option). The following index maps our disclosures to the relevant GRI Standards requirements.

General Disclosures

GRI Standard	Disclosure	Location	Page
GRI 2-1	Organizational details	About This Report	3
GRI 2-2	Entities included in sustainability reporting	About This Report	3
GRI 2-3	Reporting period, frequency and contact point	About This Report	3
GRI 2-4	Restatements of information	Not applicable	-
GRI 2-5	External assurance	Independent Assurance Statement	95
GRI 2-6	Activities, value chain and other business relationships	About This Report	3
GRI 2-7	Employees	Workforce Overview	34
GRI 2-8	Workers who are not employees	Workforce Overview	34
GRI 2-9	Governance structure and composition	Board Structure and Oversight	53
GRI 2-10	Nomination and selection of the highest governance body	Board Structure and Oversight	53
GRI 2-11	Chair of the highest governance body	Board Structure and Oversight	53
GRI 2-12	Role of the highest governance body in overseeing management	Board Structure and Oversight	53

GRI Standard	Disclosure	Location	Page
	of impacts		
GRI 2-13	Delegation of responsibility for managing impacts	Board Structure and Oversight	53
GRI 2-14	Role of the highest governance body in sustainability reporting	Board Structure and Oversight	53
GRI 2-15	Conflicts of interest	Ethics and Compliance	57
GRI 2-16	Communication of critical concerns	Ethics and Compliance	57
GRI 2-17	Collective knowledge of the highest governance body	Board Structure and Oversight	53
GRI 2-18	Evaluation of the performance of the highest governance body	Board Structure and Oversight	53
GRI 2-19	Remuneration policies	Board Structure and Oversight	53
GRI 2-20	Process to determine remuneration	Board Structure and Oversight	53
GRI 2-21	Annual total compensation ratio	Board Structure and Oversight	53
GRI 2-22	Statement on sustainable development strategy	Letter from the CEO	5
GRI 2-23	Policy commitments	Ethics and Compliance	57
GRI 2-24	Embedding policy commitments	Ethics and Compliance	57
GRI 2-25	Processes to remediate negative impacts	Human Rights	47
GRI 2-26	Mechanisms for seeking advice and raising	Ethics and Compliance	57

GRI Standard	Disclosure	Location	Page
	concerns		
GRI 2-27	Compliance with laws and regulations	Ethics and Compliance	57
GRI 2-28	Membership associations	Appendices	98
GRI 2-29	Approach to stakeholder engagement	Stakeholder Engagement	14
GRI 2-30	Collective bargaining agreements	Human Rights	47
GRI 2-31	Processes to determine material topics	Materiality Assessment	12
GRI 2-32	List of material topics	Materiality Assessment	12
GRI 2-33	Management of material topics	Our ESG Strategy	10

Table 21: GRI 2 - General Disclosures

Material Topics

GRI Standard	Topic	Location	Page
GRI 3-1	Process to determine material topics	Materiality Assessment	12
GRI 3-2	List of material topics	Materiality Assessment	12
GRI 3-3	Management of material topics	Our ESG Strategy	10

Table 22: GRI 3 - Material Topics

Topic-Specific Disclosures

GRI Standard	Disclosure	Location	Page
GRI 201	Economic Performance	Performance Data	77

GRI Standard	Disclosure	Location	Page
		Summary	
GRI 203	Indirect Economic Impacts	Community Engagement	50
GRI 205	Anti-corruption	Ethics and Compliance	57
GRI 206	Anti-competitive Behavior	Ethics and Compliance	57
GRI 207	Tax	Financial Statements	N/A
GRI 302	Energy	Energy Management	22
GRI 303	Water and Effluents	Water Stewardship	28
GRI 305	Emissions	Greenhouse Gas Emissions	19
GRI 306	Waste	Circular Economy and Materials	25
GRI 308	Supplier Environmental Assessment	Supply Chain Governance	63
GRI 401	Employment	Workforce Overview	34
GRI 402	Labor/Management Relations	Human Rights	47
GRI 403	Occupational Health and Safety	Employee Health and Safety	41
GRI 404	Training and Education	Talent Development	44
GRI 405	Diversity and Equal Opportunity	Diversity, Equity, and Inclusion	37
GRI 406	Non-discrimination	Diversity, Equity, and Inclusion	37
GRI 407	Freedom of Association	Human Rights	47
GRI 408	Child Labor	Human Rights	47

GRI Standard	Disclosure	Location	Page
GRI 409	Forced or Compulsory Labor	Human Rights	47
GRI 410	Security Practices	Human Rights	47
GRI 411	Rights of Indigenous Peoples	Human Rights	47
GRI 412	Human Rights Assessment	Human Rights	47
GRI 413	Local Communities	Community Engagement	50
GRI 414	Supplier Social Assessment	Supply Chain Governance	63
GRI 415	Public Policy	Appendices	98
GRI 416	Customer Health and Safety	Product Quality	N/A
GRI 417	Marketing and Labeling	Product Quality	N/A
GRI 418	Customer Privacy	Data Privacy	N/A
GRI 419	Socioeconomic Compliance	Ethics and Compliance	57

Table 23: Topic-Specific GRI Disclosures

Independent Assurance Statement

To the Board of Directors and Stakeholders of Spark Industries PLC:

Ernst & Young LLP (EY) was engaged by Spark Industries PLC to provide limited assurance on selected sustainability information contained in the Spark Industries PLC 2025 ESG Report for the period January 1, 2025 to December 31, 2025.

Scope of Assurance

The following selected sustainability information was subject to limited assurance:

- Scope 1 greenhouse gas emissions: 48,500 tCO₂e
- Scope 2 greenhouse gas emissions (market-based): 93,500 tCO₂e
- Total energy consumption: 1,245 GWh
- Total recordable incident rate (TRIR): 0.42
- Total water withdrawal: 4.92 million cubic meters

Standards and Methodology

Our engagement was conducted in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised), Assurance Engagements other than Audits or Reviews of Historical Financial Information, issued by the International Auditing and Assurance Standards Board.

We planned and performed our work to obtain limited assurance on whether the selected information is free from material misstatement. Our procedures included:

- Interviews with relevant personnel responsible for data collection and reporting
- Review of data collection processes, controls, and documentation
- Analytical review of reported data and trends
- Verification of selected data at source
- Review of consolidation and calculation methodologies

Limitations

Our assurance engagement is subject to inherent limitations, including:

- The selection of information subject to assurance was determined by Spark Industries PLC
- Scope 3 emissions are based on estimates and assumptions with inherent uncertainties

- Historical data may be subject to restatement as methodologies evolve

Conclusion

Based on our procedures performed, nothing has come to our attention that causes us to believe that the selected sustainability information for the period January 1, 2025 to December 31, 2025 is not prepared, in all material respects, in accordance with the reporting criteria defined by Spark Industries PLC.

Ernst & Young LLP

London, United Kingdom

March 15, 2026

About Ernst & Young LLP

Ernst & Young LLP is a global leader in assurance, tax, transaction, and advisory services. Our sustainability practice helps organizations measure, manage, and report on their environmental, social, and governance performance. We are committed to supporting the transition to a sustainable economy through our services and our own operations.

Appendices

Appendix A: Reporting Frameworks and Standards

This report aligns with the following frameworks and standards:

- Global Reporting Initiative (GRI) Standards 2021
- Sustainability Accounting Standards Board (SASB) - Industrial Machinery & Goods
- Task Force on Climate-related Financial Disclosures (TCFD)
- UN Global Compact Ten Principles
- UN Sustainable Development Goals (SDGs)
- ISO 26000 Guidance on Social Responsibility
- OECD Guidelines for Multinational Enterprises

Appendix B: Membership Associations

Spark Industries PLC is a member of the following industry associations and initiatives:

- World Business Council for Sustainable Development (WBCSD)
- RE100 (100% renewable electricity commitment)
- Science Based Targets initiative (SBTi)
- Responsible Minerals Initiative (RMI)
- Carbon Disclosure Project (CDP)
- UN Global Compact
- WindEurope
- Solar Power Europe
- International Renewable Energy Agency (IRENA) Coalition for Action

Appendix C: Glossary

Key terms and definitions used in this report:

Term	Definition
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Term	Definition
CO2e	Carbon dioxide equivalent - a standard unit for measuring carbon footprints
ESG	Environmental, Social, and Governance
GRI	Global Reporting Initiative
GHG	Greenhouse Gas
GWh	Gigawatt-hour - a unit of energy
LTIR	Lost Time Injury Rate - injuries resulting in time away from work
Net-Zero	Balancing emissions produced with emissions removed from the atmosphere
PPA	Power Purchase Agreement
REC	Renewable Energy Certificate
SASB	Sustainability Accounting Standards Board
SBTi	Science Based Targets initiative
Scope 1	Direct GHG emissions from owned or controlled sources
Scope 2	Indirect GHG emissions from purchased energy
Scope 3	All other indirect emissions in the value chain
TCFD	Task Force on Climate-related Financial Disclosures
TRIR	Total Recordable Incident Rate - safety metric per 200,000 hours worked
tCO2e	Tonnes of carbon dioxide equivalent

Table 24: Glossary of Terms

Appendix D: Data Methodology

Detailed methodology for key metrics reported in this document:

Greenhouse Gas Emissions

GHG emissions are calculated in accordance with the GHG Protocol Corporate Accounting and Reporting Standard. Emission factors are sourced from DEFRA (UK), EPA (US), and IEA databases. Scope 2 emissions are reported using both location-based and market-based methods.

Health and Safety

Safety metrics follow OSHA definitions and reporting guidelines. TRIR and LTIR are calculated per 200,000 hours worked. Data includes all employees and directly supervised contractors.

Workforce Data

Workforce data reflects headcount as of December 31, 2025. Leadership positions include Senior Manager level and above. Turnover calculations include voluntary and involuntary separations.

Diversity Data

Diversity data is based on voluntary self-identification by employees. Gender data is collected and reported in accordance with local regulations. Ethnicity data is reported where legally permitted and where employees have provided consent.

Financial Data

Financial data is reported in accordance with International Financial Reporting Standards (IFRS). Revenue figures are presented in GBP millions. Carbon intensity and other normalized metrics use revenue as the denominator.

Appendix E: SASB Index

This report addresses the following SASB standards for the Industrial Machinery & Goods industry:

SASB Code	Topic	Location
CG-IN-410a.1	Energy Management	Energy Management
CG-IN-410a.2	Renewable Energy	Energy Management
CG-IN-130a.1	Workforce Health & Safety	Employee Health and Safety
CG-IN-130a.2	Safety Performance	Employee Health and Safety
CG-IN-330a.1	Product Lifecycle Management	Circular Economy and Materials
CG-IN-330a.2	Recycled Materials	Circular Economy and Materials

SASB Code	Topic	Location
CG-IN-540a.1	Supply Chain Management	Supply Chain Governance
CG-IN-540a.2	Supplier Audits	Supply Chain Governance

Table 24a: SASB Index

Appendix F: Historical Performance

Historical performance data for key metrics from 2020 to 2025:

Metric	2020	2021	2022	2023	2024	2025
Total Revenue (GBP m)	1,025	1,085	1,150	1,210	1,285	1,350
Employees (FTE)	9,850	10,200	10,650	11,000	11,429	12,000
Scope 1 + 2 Emissions (tCO2e)	187,000	175,000	168,000	162,000	154,600	142,000
Renewable Electricity (%)	45%	52%	58%	65%	73%	85%
TRIR	0.78	0.68	0.61	0.55	0.49	0.42
Women in Leadership (%)	24%	28%	30%	32%	34%	38%

Table 24b: Historical Performance Data

Appendix G: Contact Information

For questions or feedback regarding this report:

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This report is published in accordance with GRI Standards, SASB, and TCFD frameworks.

