

Progressing with our stakeholders

Customers

How we bonded in 2021

- Engagement of major customers on common high materiality aspects
- Direct contacts with GBU teams (management, R&I, sales, supply chain)
- Rating questionnaires (CDP, EcoVadis)
- Sustainable Portfolio Management (SPM) profiles
- Net Promoter score (digital surveys every two years)

High materiality aspects

- Product design and lifecycle management
- Customer welfare
- Hazardous materials

Stakeholders' expectations

- Continued increase in number of customers assessing Solvay's performance via EcoVadis, CDP, or specific questionnaires confirms focus on risks and opportunities in supply chain
- Increasing number of customers express need for innovative solutions in line with circular economy principles

Our responses

- About **150** customers representing about **20%** of our sales require Solvay's EcoVadis evaluation
- Solvay in the **top 1%** of companies assessed by EcoVadis in the chemical industry

Our challenges

- EcoVadis 360 screening identified controversies, fines or penalties relating to environmental/social issues in the last five years
- Reducing Scope 3 greenhouse gas emissions linked to processing, use and end of life of sold products

Employees

- Solvay Solidarity Fund to enhance solidarity among employees
- Pulse surveys every six weeks to improve our people's well-being
- Communication between CEO and employees using digital tools (Q&A sessions, virtual visits on sites)
- Regular dialogue between Group managers and employees through Performance and Development annual appraisal
- Labor relations dialogue with employee representative bodies at four levels: site, country, Europe and Group

- Employee health and safety
- Inclusion and diversity
- Employee engagement and well-being

- Engagement on sustainability principles by employees from top management to shop floor
- Covid-19 crisis management

- Solvay One Dignity to accelerate Diversity, Equity and Inclusion, with **9** objectives and action plans.
- Global employee share purchase plan
- Solvay Solidarity Fund: **€2.4M** to support employees and their families since April 2020
- Extended **16** week maternity leave to all co-parents worldwide
- Solvay Sales Academy: **~€2M** invested over one year; **11,500** hours of training
- Employee Assistance Program to provide mental health support and other assistance
- **7,500+** employees moved into a hybrid working mode (**35** administrative sites globally).
- Global Performance Sharing Plan
- **100%** employees covered by collective agreement

- Implementation of our plan to better align the organization with G.R.O.W. strategy
- Involve employees in Solvay One Planet initiatives, e.g. Stop Office Waste project

Investors

- **60** events with institutional investors (**15** digital roadshows, **6** of which were ESG roadshows, and **39** conferences)
- Responding to rating agency questionnaires, credit rating agencies, proxy voting agencies
- Participation in diverse shareholder events using digital tools
- One Solvay ESG webinar

- All high materiality aspects

- Solid financial performance and consistent shareholder reward
- Sustainability and focus on long-term value creation
- Strong focus on innovation, governance, ethics and transparency
- Rapid evolution of sustainability reporting frameworks, particularly the new International Sustainability Standards Board in the US and the future European sustainability standards in the framework of the Corporate Sustainability Reporting Directive (CSRD)

- Solvay One Dignity
- Announced carbon neutrality plans
- Announced employee share purchase plan
- Dividend increase (**+2.7%** vs 2020)
- Capex of **€736 million** targeting growth businesses

- Climate action confirmed as priority topic
- Facing challenging environment in key markets
- Impact of Covid-19 crisis
- Impact on reputation related to controversies

In 2021, the priorities in our Solvay One Planet sustainability roadmap were accelerated once again. We continued to strengthen our bonds with our stakeholders, which include customers, employees, investors, suppliers, local communities and the planet (governments and NGOs). We listened to their needs and built on their feedback, raising the bar to address our collective impact on climate change, natural resources and quality of life. This included working with customers and suppliers to reduce the environmental footprint of our products and committing to foster diversity, equity and inclusion throughout the Group.

Suppliers

How we bonded in 2021

- Supplier Key Account Management
- Supplier commitment to Supplier Code of Business Integrity
- Corporate Social Responsibility questionnaire
- Third-party assessments through EcoVadis and TFS
- Solvay's Supplier Days, a series of exclusive events to engage suppliers

High materiality aspects

- Supply chain and procurement
- Materials sourcing and efficiency

Stakeholders' expectations

- More collaboration on goal setting, strategic thinking and sustainability

Our responses

- 2040 suppliers assessed via EcoVadis TFS Audit Program
- Launched Supplier Engagement Program: 250+ executives from 130+ companies participated in Solvay's first Supplier Day, 69 collaborative projects collected

Our challenges

- Mitigate CSR risks in our supply chain through due diligence and traceability
- Reduce Scope 3 greenhouse gas emissions linked to raw material extraction and processing

Local Communities

- Engagement at site level within STAR factory project and several dimensions of Solvay One Planet actionable at this level (biodiversity, Stop Office Waste program): developing and steering relationships with local stakeholders
- Annual Citizen Day at Group level

- Air quality
- Water and wastewater
- Waste
- Corporate Citizenship
- Critical incident risk management
- Hazardous materials

- Contribution to local material aspects
- Sensitivity to local environmental and social issues

- **15,000** employees worldwide on **121** sites participated in Solvay's 2021 Citizen Day on Biodiversity, together with more than **5,700** participants from NGOs and local communities; **523** actions achieved.
- **30** projects (€3.9 million) for communities, related to urgent needs (e.g. health care, flooding), organized through the Solvay Solidarity Fun since April 2020.

- **Take action on biodiversity:** monitor and reduce pressure on biodiversity beyond climate change; develop local restoration projects in partnership with associations and local stakeholders
- **Sensitive handling of social media,** which can make a local issue global
- Controversies related to effluents or emissions

Planet

(NGOs & Government)

- Constructive dialogue with public authorities on issues of legitimate interest to Solvay
- Participation in global and regional trade associations (WBCSD, ICCA, BusinessEurope, Cefic) and scientific organizations (IUCN, SETAC)
- Partnership with the Ellen MacArthur Foundation
- Partnership with the Solar Impulse Foundation

- Greenhouse gas emissions
- Energy
- Biodiversity
- Management of the Legal, Ethics and Regulatory framework

- Acceleration of actions to reduce Greenhouse gas emissions and address climate change
- Confirmation of UN SDGs as reference for sustainability priorities at planetary scale
- Introduction of metrics to describe sustainable value creation as per WEF's International Business Council (IBC) work on "Toward Common Metrics and Consistent Reporting of Sustainable Value Creation"

- Confirmation of SDGs where Solvay can have most impact across the value chain:
 - Climate: 7, 13, 14 & 15
 - Resources: 12
 - Better Life: 3, 6, 8 & 17
- **10** ambitious goals defined through our Solvay One Planet sustainability roadmap
- Announced plans for carbon neutrality by 2050

- Solvay One Planet targets
- Carbon neutrality before 2050 (greenhouse emissions in Scope 1 and 2)
- Our Scope 3 target shall at least meet the 2°C criteria of the SBTi.
- Reporting of corporate metrics in line with the UN SDGs (WEF initiative)