



Sustainability Report 2022

Enhancing everyday life



Contents

Introducing The Vita Group	01
Group CEO's introduction	02
Our approach to sustainability	05
Our history	05
Our purpose and principles	06
Our values	07
Our operational context	08
ESG strategy and governance	09
Summary of targets	10
Performance at a glance	11
Key performance indicators	12
External validation	13
EcoVadis	14
Driving circularity	15
Optimising resources	31
Empowering people	42
Acting ethically	54
About this report	60
Appendices	63



Introducing The Vita Group

We manufacture value-added and differentiated flexible polyurethane (PU) foam products and innovative solutions. Our purpose is to create comfort, deliver performance and enhance everyday life.

For over 70 years, we have developed, manufactured and marketed a wide range of flexible polyurethane foam, Talalay latex and flooring products from our two divisions – Comfort and Technical & Flooring.

Our major markets include bedding, furniture, automotive, building and construction, medical, hygiene, flooring, packaging and products for industrial applications. We are a 'business to business' company, selling semi-finished or finished goods to customer designs and specifications; our customers then add further value to these goods before they reach consumers.

We view improving our environmental and social performance as a key business imperative.

Vita aligns our value chains through collaborative and innovative partnerships to explore and develop new technologies, whilst retaining all the known attributes that are the hallmark of our products.

In this report, we demonstrate the progress we are making towards our ambitious targets and highlight challenges and successes of our journey so far.

We take a leading role within sustainability for our industry providing a clear pathway for other

companies to follow our development by starting their own journeys.

2022 was a year where we established a leading position in driving positive change for our industry. Vita became the first flexible polyurethane manufacturer to have our science-based targets validated by independent climate scientists through the Science Based Targets initiative (SBTi).

Our sustainability management system was rated as gold, by EcoVadis, the world's most trusted sustainability rating provider – ranking Vita in the top 3% of assessed organisations worldwide and we became signatories of the UN's Global Compact.



#innovation





Group CEO's introduction

Welcome to The Vita Group's 2022 Enhancing Everyday Life sustainability report

An introduction from Ian Robb, Group CEO

"We wanted to ensure that the trust, traceability and transparency that we have built across our value chain over decades remained intact and all reporting would be backed by science-based data and external validation."

Ian Robb

Ian Robb, Group CEO



Group CEO's introduction (continued)

Our 2022 sustainability report

While reflecting on Vita's 2022 sustainability journey, I realised that our sustainability story has been building and developing steadily over the past 73 years of Vita's history.

Vita has been able to continually invest over the decades, which has enabled us to adapt to the changes in market conditions, global economics, changing views on the environment and legislation.

Vita invests in people, we seek to continuously hire the best candidates, provide opportunity for growth from within our own workforce, whilst bringing new innovations and products to market. Empowering people within our workplace, within our supply chain, and within communities we operate remains a core principle to our sustainability agenda.

We are proud to have provided two management and leadership development programmes: EleVate and Velocity, both focussed on bringing through the next generation of leaders to drive the business to greater success. These programmes were unique in that they focussed not just on management and leadership development but, more specifically, understanding of our environment, social and governance (ESG) agenda was built into the fabric of the training program.

Additionally, we have employed a Head of Sustainability to enhance our discussions with our suppliers, our customers, and our industry. We have conducted specific training with employees across the group on Greenhouse Gas emissions.

To increase transparency and understanding we are progressing towards a fully traceable supply chain, we are already assessing 100% of our tier one suppliers ESG performance criteria, including labour and human rights. Our Tier one suppliers represents 71% of Group spend.

Our continued investment in people at our four R&D centres of excellence, has seen new PhD resources

supplement our existing level of knowledge, as we develop our next generation of lower carbon footprint products.

We continuously invested geographically over the years, building new facilities, processes, and equipment, fostering trust and collaboration with our customers, created and developed strategic supplier relationships. We operate with transparency within the communities in which we conduct our business, whilst holding ourselves to the highest levels of ethical conduct.

This investment has laid a foundation which has allowed us to accelerate our sustainability journey over the last 3 years. We have developed our carbon strategy and sustainability goals, with the trust, traceability, and transparency that The Vita Group is renowned for. Reporting science-based data that has been externally validated has helped us to achieve this current performance.

Vita was the first flexible polyurethane foam producer to have our greenhouse gas emissions mapped across Scope 1, 2 and 3 and have reduction targets and plans validated by the Science Based Targets Initiative (SBTi), ensuring we are in line with the long-term goals of the Paris Agreement. 2022 saw us achieve a gold Ecovadis rating, which put us in the top 3% of assessed companies worldwide as well as Vita joining the United Nation's (UN) Race to Zero and signed up to the UN's Global Compact.

Everyone at Vita is very proud of these achievements. Our focus is always on bringing new innovative products to our customers, combined with lower environmental footprint options, for every product we develop. We have worked extensively with experts in life cycle analysis (LCA), to build product focussed environmental data, using both primary and secondary source data: enabling Vita to be much more active in making sustainable product choices.

Group CEO's introduction (continued)

Our LCA calculator will give full transparency to our customers on the environmental impact of our products and will assist them in achieving their own targets or ambitions, as well as allowing them to make trade off decisions such as CO₂ reduction or, percentage of sustainable content versus price.

Community and family is key to the success of Vita. The tragic events in Ukraine significantly impacted supply chains and energy costs, leading to incredible price volatility during 2022. The response of our staff across our European footprint to support Ukraine was awe inspiring. In particular, the assistance from our teams in Poland and Lithuania humbled me, showing how communities pull together in a time of crisis.

With the advent of the green deal in Europe, it is imperative that we understand and implement key legislation changes through our product stewardship work stream, including the introduction of a chemical tracker that monitors changes to European and UK REACH, as well as the overall European Commission Chemicals strategy.

All of these investments have been implemented against a challenging backdrop across 2022. To continue being a sustainable company, we need to maintain investments in the future, not as a risk mitigation strategy, but a source of resilience and leadership for our industry, driving growth and over time a creating competitive advantage and differentiation.

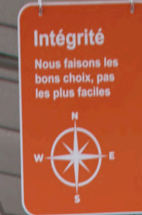
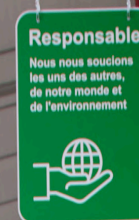
Our customers have trusted us to do the right things in the right way for over 73 years and that is why we continue to set ourselves and our partners across the value chain, challenging long and short term goals, to ensure continued value creation and profitability.

I hope you will enjoy reading about our sustainability journey and, as always, I would like to thank every Vita employee for their support and contribution during 2022. It is their commitment, ingenuity and passion that makes the difference and allows Vita to Enhance Everyday Life.

Ian Robb

Ian Robb, Group CEO

enhancing
everyday
life



Safety briefing, ICOA, France



Our approach to sustainability

Our history



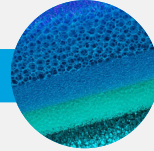
1949

Vitafoam was founded with £100 of capital at Glen Mill in Oldham, England



1970

Round block foaming began at Accrington for net shape forming and to reduce waste



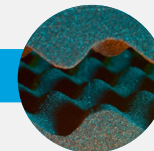
1992

Developed the first melamine and filler-free combustion modified high resilience foam, satisfying UK flammability regulations and expectations for comfort and durability



1995

Ball & Young pioneered the flame bonding process to produce Cloud 9™ domestic underlay, becoming the UK's market leader



1998

Novada launched for automotive applications, its fine cell and low porosity structure set an industry standard for ester foams



2019

TCPP-free foam with excellent rebound and fully compliant with UK flammability regulation launched and awarded NBF Innovation of the Year



2017

ECO₂FOAM launched for Technical and Comfort markets, harnessing and trapping CO₂ in its raw material



2015

Ultra-Fresh™ anti-bacterial treated underlay introduced to the Cloud 9™ range



2007

Origin™ launched in the UK, created using non-compete soya bio polyols



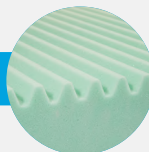
2000

First foam developed using renewable raw materials, originally made from sunflower oils and later non-compete bio polyols



2020

Collaborated with Dow Chemical to produce Orbis™, a flexible polyurethane foam made with RENUVA™ polyol, created with raw materials from recycled mattress content



2021

Orbis™ range extended based on our partnership with Evonik, which enables recycling of post-consumer foam mattresses to the original polyol material



2022

The Vita Group became the first flexible PU manufacturer globally to have their science based targets validated by the SBTi (Science Based Targets initiative)



2022

Awarded Gold EcoVadis rating, putting the group within the top 3 percent of companies assessed globally



Our approach to sustainability (continued)

Our purpose

Vita places sustainability at the heart of everything that we do. Our purpose of creating comfort, delivering performance and enhancing everyday life is a call to action driven from everyone at Vita. This purpose is brought to life by four core principles that drives our sustainability agenda and give clear structure that sharpens our focus for effective execution.

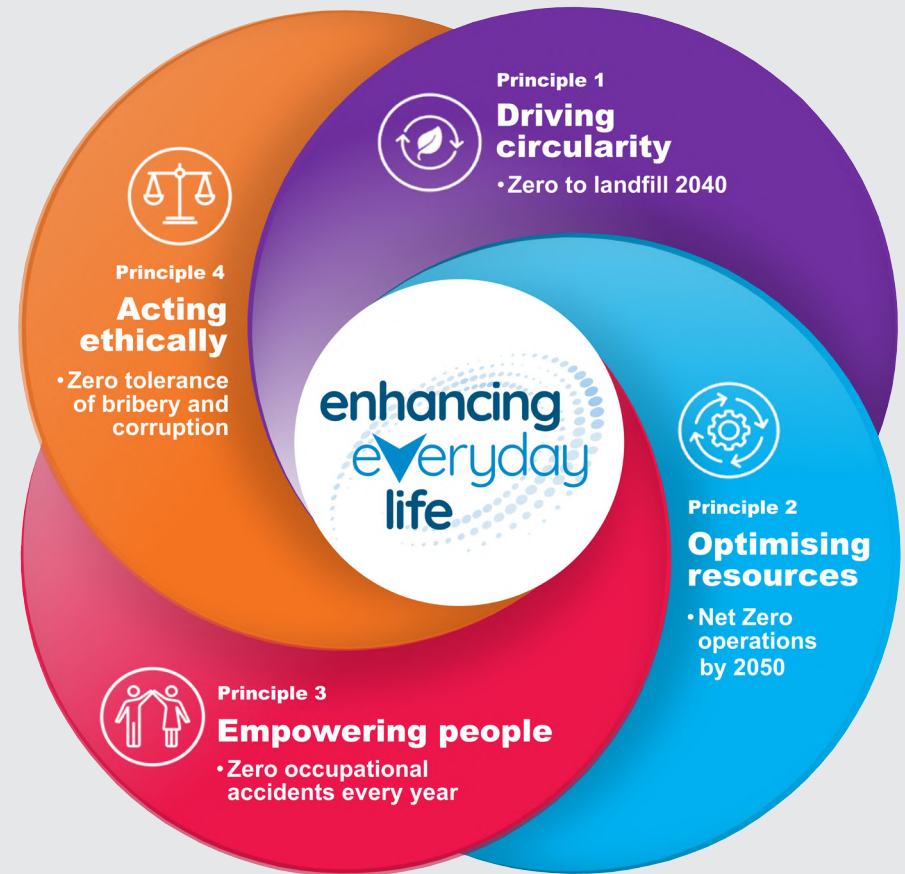
While delivering the high-quality products our customers expect, we must also mitigate any negative impact our business has on future generations. We are achieving this by focusing on the circularity and decarbonisation of our products and processes.

By placing sustainability front and centre of our procurement and innovation strategy we ensure that 100% of new product development has a sustainability solution built in and more products contain renewable and recycled feedstocks, which reduces our usage of virgin hydrocarbons and unlocks the value of waste.

We are only one organisation and as such we need the strength of our workforce, our communities and our entire value chain to come together to enable the positive change needed to achieve at scale. That is why empowering people and acting ethically are core principles at Vita.



Our sustainability principles



Our approach to sustainability (continued)

Our values commit us to enhancing everyday life

By bringing our values to life we believe our science-based approach to sustainability will help shape a new standard for our industry.

Safety	Integrity	Resourceful	Responsible	Innovative
<div data-bbox="203 592 378 831"><p>SAFETY</p><p>We place safety at the heart of everything we do</p></div> <ul data-bbox="114 900 472 1326" style="list-style-type: none">• Vita places safety at the heart of everything we do• Vita's ambition is for all employees to leave our facilities in the same condition they entered• Vita believes there is nothing more important than achieving zero harm• Vita remains steadfast on its journey of 'Vita Towards Zero'	<div data-bbox="607 592 781 831"><p>INTEGRITY</p><p>We make the right choices, not the easy ones</p></div> <ul data-bbox="517 900 864 1358" style="list-style-type: none">• Vita will always make the right choices, not just the easy ones• Vita doesn't want to win unless we win in the RIGHT way• Vita works towards maintaining the trust of all our employees, customers and everyone that interacts with our business• Vita people deliver on their promises	<div data-bbox="1021 592 1196 831"><p>RESOURCEFUL</p><p>We relentlessly pursue solutions that create success for our customers</p></div> <ul data-bbox="931 900 1279 1326" style="list-style-type: none">• Vita's people relentlessly pursue solutions that create success for our customers• Vita employees have a positive and enthusiastic outlook• Vita places our customers at the centre of what we do• Vita will expand collaboration between our divisions to increase what we can offer to our customers	<div data-bbox="1431 592 1606 831"><p>RESPONSIBLE</p><p>We care for each other, our world and the environment</p></div> <ul data-bbox="1341 900 1688 1294" style="list-style-type: none">• Vita strives to enhance our relationship with our local communities• Vita is a responsible partner throughout the value chain• Vita employees care for each other and our environment• Vita can be trusted to meet our commitments and obligations to all our partners and associates	<div data-bbox="1841 592 2016 831"><p>INNOVATIVE</p><p>We apply creativity to drive change</p></div> <ul data-bbox="1751 900 2098 1374" style="list-style-type: none">• Vita pro-actively applies creativity to drive change through technology and material science• Vita encourages win-win partnerships with our suppliers and customers to develop unique innovations for the future of our industry.• Vita is committed to achieving a leading position in sustainability and to achieving 100% reuse of our own core trim materials



Our approach to sustainability (continued)

Our operational context



Production monitoring, ICOA, France

Macro trends

As a responsible business we aim to operate with regard to the limits and demands placed on economic, environmental or social systems, at both local and global levels.

Factors such as Climate change, natural resource scarcity, health & wellbeing and transparency are relevant to our agenda. From the Board, to the factory floor, we must be adaptable, resilient and forward-looking. At The Vita Group, we continuously challenge ourselves to reduce the impact of our products while delivering the highest quality, most sustainable goods to our customers.

We of course aim to comply with country-level ESG codes and commitments, and where we can, we will try and achieve both in the speed of our adoption and the scale of our ambitions.

Major global trends that amplify risks and opportunities will often have a regulatory dimension, e.g. product stewardship, sustainable operations, green buildings and resource management. To ensure alignment, we work with industry bodies, such as EUROPUR, to positively influence regulatory frameworks and standards.



UN Sustainable Development Goals

Two years ago we mapped our potential contribution to the Sustainable Development Goals (SDGs). Since then we continue to report our progress against the SDGs most material to our business.

Given our purpose and values, and the products we produce, we are, already largely aligned with the desired outcomes of the Goals. Throughout this report we will highlight where action has been directly taken to achieve the relevant SDG.

WE SUPPORT

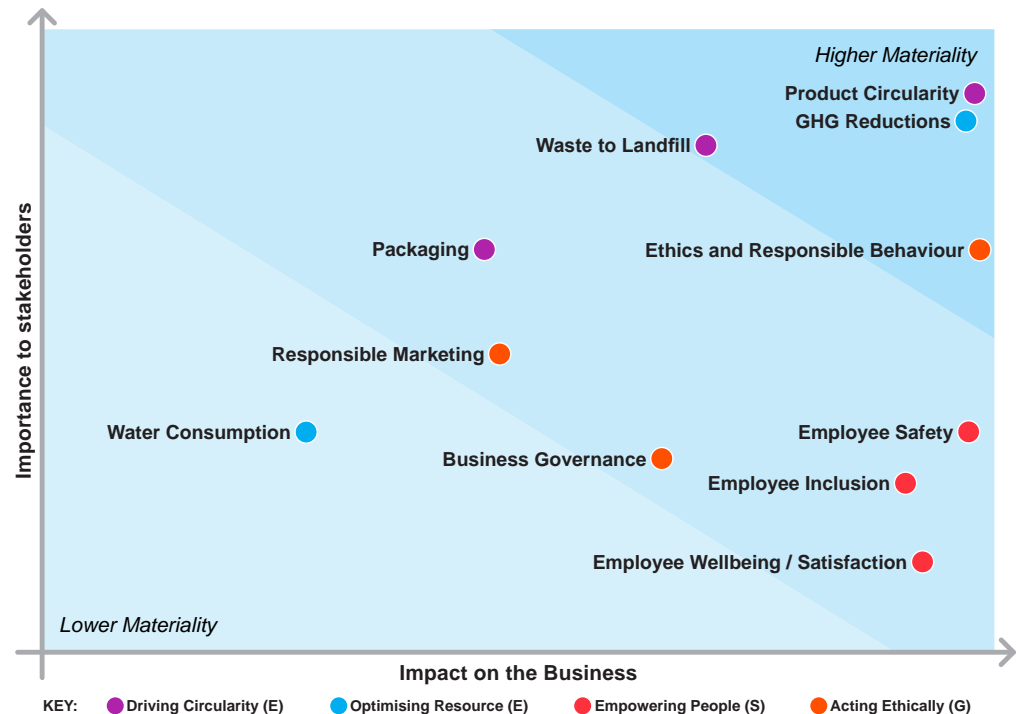


Participation in the United Nations Global Compact

In 2022, Vita became a signatory of the UN Global Compact – one of the world’s most significant corporate citizenship initiatives, and as such took another important step in advancing our ESG agenda.

Vita has committed to making the UN Global Compact and its 11 principles part of our strategy, culture, and day-to-day operations.

Materiality matrix



Above matrix represents sample of material topics taken from latest 2021 materiality assessment.



Our approach to sustainability (continued)

ESG strategy and governance

The Vita Group’s leadership team, led by the Group CEO, is responsible for the development and implementation of our policies, our environmental management system and for ensuring all activity is guided by these policies. The team is also responsible for the operational governance of the company, including decision making on economic, environmental and social topics, and for this sustainability report. See also p. 54, in the [Acting Ethically section](#).

Board of Directors

Our Board of Directors (“the Board”) is engaged in formulating and implementing our Enhancing Everyday Life sustainability strategy. The Board oversees ESG issues, while the ESG steering committee report material issues and the progress made towards the 2030 and 2050 key performance indicators (“KPI’s”) to the Board. These issues are discussed at quarterly board meetings.

ESG steering group

The ESG steering committee is chaired by the Chief Executive Officer and includes directors and senior management from procurement and risk, technical services and innovation, human resources, legal and ethics and sustainability departments.

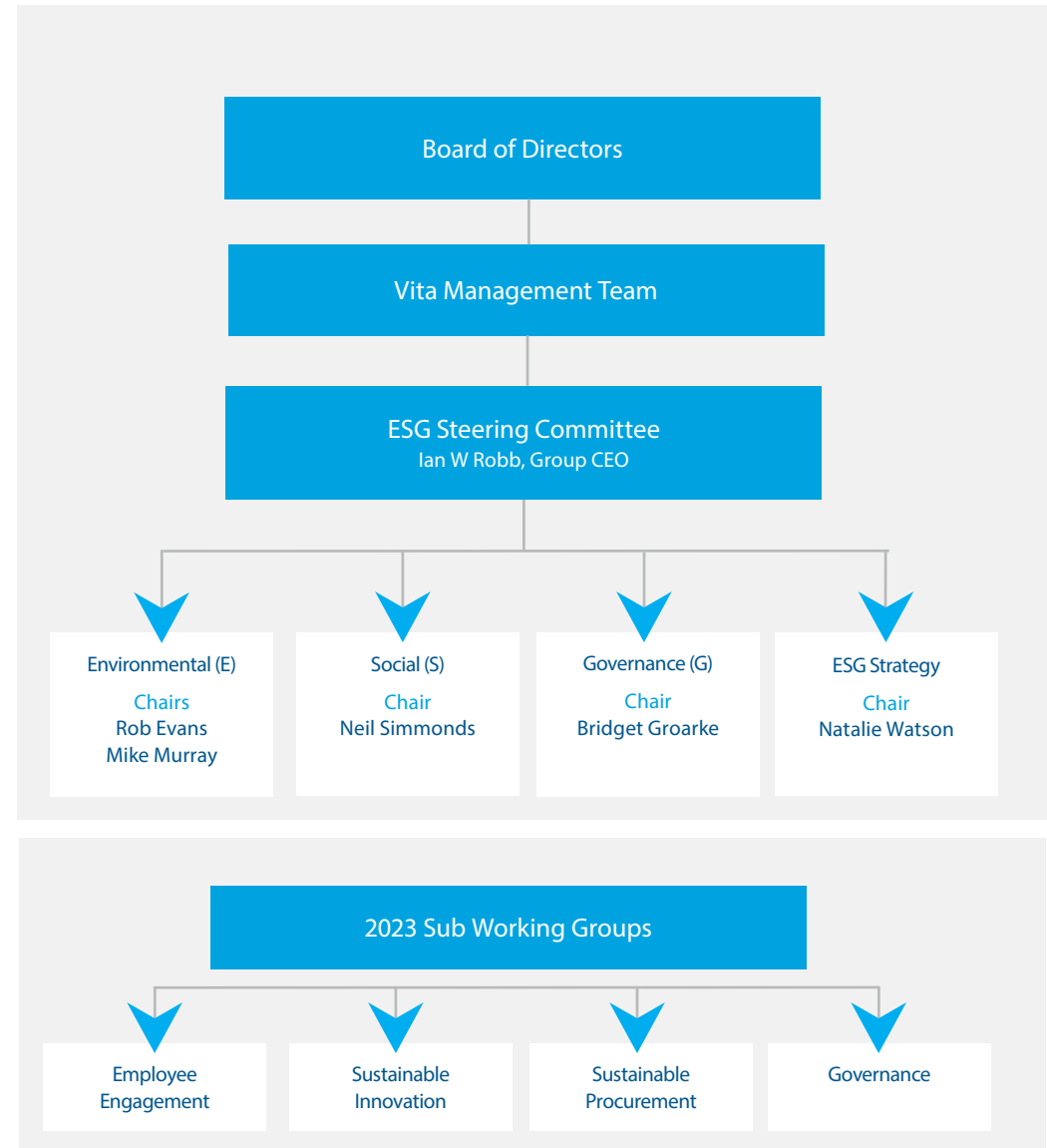
Sub working group

Each core principle is supported by a working group led by relevant specialists within Vita operating to continue progress against the KPIs and future targets set out in the ESG strategy. The members of each Working Group are carefully selected with different types of expertise and varying levels of seniority.

In 2022, senior leaders across the Group, including the CEO, had personal objectives and bonus plans linked to delivering against Vita’s ESG agenda. There is a dedicated environment and GHG-focussed budget in place, which is utilised to execute actions against our ESG goals.



Ian Robb (CEO) and Mike Murray (CTO)



Our approach to sustainability (continued)

Summary of targets

This table provides an overview of our ambitions in the context of the UN Sustainable Development Goals (SDG's), summary of forward-looking targets and progress in 2022, and how the issues are governed.

Principle:	Driving Circularity	Optimising Resources	Empowering People	Acting Ethically
UN SDG:				
Ambition:	<p>We are reducing the amount of waste we create, transitioning to more sustainable raw materials, and innovating with our suppliers and customers to increase recycling and reduce our GHG emissions.</p>	<p>Make more from less by using resources as efficiently as possible, reducing our energy usage and improving our processes to lower our environmental impact. Continue to harness pioneering technology that allows us to widen our raw material base and use fewer non-renewable sources.</p>	<p>Improve our safety record, drive a year-on-year reduction on lost time accidents (LTAs) until we reach zero LTAs.</p> <p>Embed diversity and inclusion policy to encourage an inclusive environment and help all colleagues to reach their full potential.</p>	<p>Always act ethically because we only want to win if we've done things the right way.</p> <p>One of our fundamental values is acting with integrity: making the right choices and not just the easy ones.</p>
Targets:	<p>2021: 100% new product developments to have sustainable solution built in.</p> <p>2030: All Vita foaming plants to have sustainable polyol manufacturing capability.</p> <p>2040: Zero manufacturing waste to landfill.</p>	<p>2023: Engage all relevant suppliers to set sustainability goals beyond ISO14001 Scope 1 and 2 emissions to be reduced by 25%.</p> <p>2025: Scope 1 and 2 reduction by 46% and Scope 3 by 13% in line with SBTi commitments.</p> <p>2050: Net-zero Scope 1 and 2 emission 50% of all Vita products to have a sustainable like for like offer.</p>	<p>2022: 100% of relevant employees trained in Ethics and Code of Conduct.</p> <p>Zero occupational accidents every year until we reach zero LTAs.</p> <p>Nurturing a culture where our purpose and values are exhibited every day in all of our decisions.</p> <p>Encouraging a diverse, inclusive and engaged culture where our people can achieve their full potential.</p>	<p>We will continue to operate within the law in all countries where we do business.</p> <p>We will train all relevant employees each year using a holistic compliance programme focused on higher-risk areas involving third parties.</p> <p>We will continue to scan our external environment for threats and opportunities and transparently manage risks and prospects with our leadership team and the ESG Steering Committee's Governance sub-group.</p>
Governance:	<p>Governed through the ESG Group 'Environment' and delivered through the 'Sustainable Innovation' working group.</p>	<p>Governed through the ESG Group 'Environment' and delivered through the 'Sustainable Procurement' working group.</p>	<p>Governed through the ESG Group 'Social' and delivered through the 'Employee Engagement' working group.</p>	<p>Governed through the ESG Group 'Governance' and delivered through the governance working group.</p>



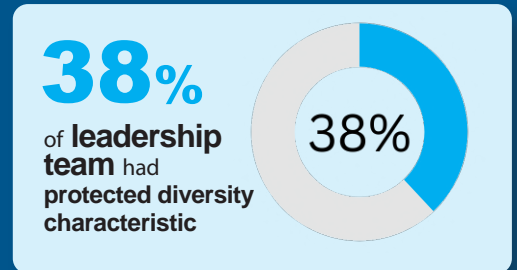
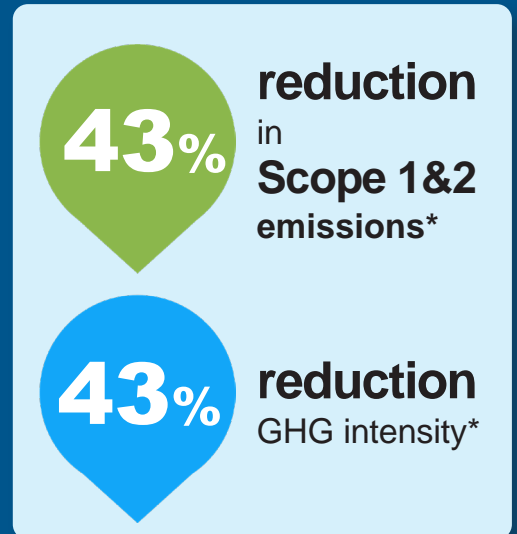
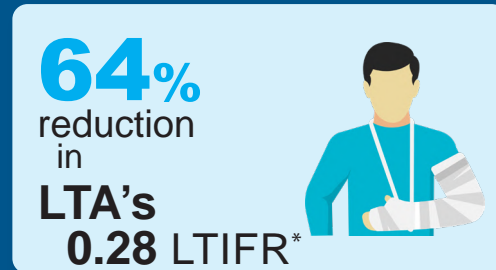
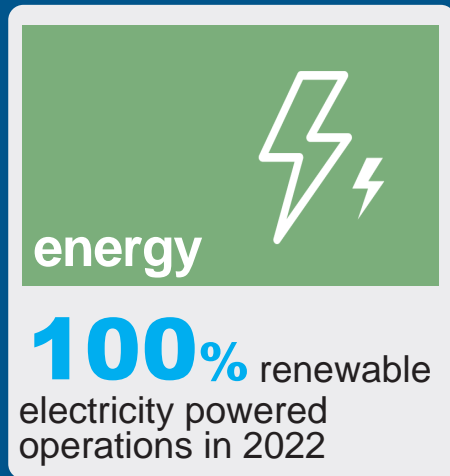
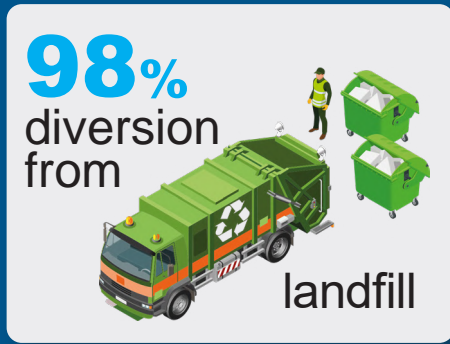
Performance at a glance

Key highlights from 2022

We have made significant progress against a number of key metrics. This progress demonstrates the strength of our commitment and our environmental management system.

Key:






- LTA = Lost Time Accident (An accident to an employee whilst working for the company that results in the loss of one or more calendar days absence).
- LTIFR = Lost Time Incident Frequency Rate (the number of lost time accidents divided by total hours worked, multiplied by 100,000).
- Scope 1 = Emissions from direct (owned, controlled) sources accounted for using GHG Protocol as of the reporting period.
- Scope 2 = Emissions from indirect sources, e.g., purchase of electricity, steam, heat, cooling, etc., accounted for using GHG Protocol as of the reporting period.
- GHG Intensity = Metric Tonnes CO2 Equivalent (Scope 1 & 2 Emissions, excl Scope 3)/ Production tonnes.
- Leaders protected characteristics = Two female leaders and two leaders from ethnic minorities within our senior management team.



* reduction vs our 2019 baseline

Performance at a glance (continued)

Key performance indicator progress 2022

PRINCIPLES	INDICATORS	UOM	2019*	2020	2021	2022	TARGET	TARGET DATE	RAGB
 Strategy and growth	% Sales from sustainable brands (Novus, Orbis, Origin) ^{aaa}	%	13%	13%	11%	11%	40%	2030	●
 Principle 1 Driving circularity	Development of flexible PU foam LCA model	%	0	0	0	75%	100%	2030	●
	% Total chemical procurement from renewable / recycled feedstock	%	N/A	N/A	3%	3%	1 - 1.5%	2030	●
	% New product developments with sustainable option	%	N/A	N/A	100%	100%	100%	2030	●
	% Plants with sustainable polyol manufacturing capability	%	N/A	N/A	54%	77%	100%	2030	●
	% Strategic suppliers that have had a sustainability assessment	%	N/A	N/A	53%	100%	100%	2025	●
	% of sustainable alternatives across our product range ^{aa}	%	N/A	N/A	15.5%	15.5%	50%	2030	●
 Principle 2 Optimising resources	Total percentage production waste sent to landfill	%	9.56%	3.51%	2.01%	2%	0%	2040	●
	Total energy consumption (kWh/tonnes)	kWh	0.641	0.644	0.686	0.651	-5.5%	2030	●
	GHG intensity (kgCO ₂ e/kg prodction)	kgCO ₂ e/kg	0.28	0.27	0.18	0.16	-46%	2030	●
	Scope 1 GHG emissions globally ^a	tCO ₂ e	37,794 ^a	36,698 ^a	35,583 ^a	29,266	-46.2%	2030	●
	Scope 2 GHG emissions globally ^a	tCO ₂ e	13,656 ^a	12,209 ^a	201 ^a	200	-46.2%	2030	●
	Scope 3 GHG emissions globally ^{bi}	tCO ₂ e	507,960	507,960	767,974	813,143	-13.5%	2030	●
	Reduction in GHG emissions (1/2) in % (since B/L 2019) ^c	%	N/A	-5%	-30%	-43%	-90%	2050	●
Total water consumption ^d	m ³	159,000	159,000	159,512	139,120	-15%	2030	●	
 Principle 3 Empowering people	Lost Time Incident frequency rate (100,000) ^e	#	0.79	0.65	0.39	0.28	0	2023	●
	Accident severity rate (100,000) ^f	#	23.6	14.4	10.5	5.8	0	2023	●
	Gender balance in management ^g	%	25	25	25	25	-	-	●
	Ethnicity balance in management ^g	%	29	29	29	29	-	-	●
	Training hours per employee ^h	#	N/A	N/A	3	3	25%	2030	●
 Principle 4 Acting ethically	Training rate code of conduct	%	N/A	N/A	100	100	100%	2030	●
	Training rate canti-corruption and bribery	%	N/A	N/A	100	100	100%	2030	●
	Internal investigations	#	0	0	0	0	-	-	
	Whistle blowing incidents	#	0	0	2	1	-	-	

NOTES:

The following definitions provide a summary of exceptions/exclusions and assumptions made during the reporting period. Further information on each indicator can be found in the relevant chapters for each core principle.

* Baseline

aaa Based on customer driven specifications.
 aa Percentage of like for like sustainable alternatives.
 a data corrected due to advancements in methodology and improved data availability (CO₂ equivalents, net market based)
 b data based 'WRI 3 Evaluator Tool'
 c reduction from corrected 2019 baseline
 d estimated figures due to inconsistent data availability. Figures based on 2021 and 2022 consumption
 e Indicator based on work-related accidents resulting in absences of at least one full shift per 100,000 working hours. Vita is always striving for a year on year reduction to meet our goal of zero harm.
 f Total days lost multiplied by 100,000 working hours, divided by total employee hours worked. Vita is always striving for a year on year reduction to meet our goal of zero harm.
 g Non-male proportion of C-suite, Vita, Comfort, Technical management teams plus executive board
 h Data includes online compliance training of relevant UK employees only excludes safety training (UK represents 33% of Group FTE and 20% of Group sales)
 i Driven by prices and not volumes of material



Performance at a glance (continued)

External validation 2022



SCIENCE
BASED
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

WE SUPPORT



Performance at a glance (continued)

Our gold rated sustainability management system



We are delighted to have achieved gold from EcoVadis, the world's most trusted provider of business sustainability ratings, further bolstering our environmental and social credentials.

This tremendous accolade builds upon the Silver award we received in 2021, meaning Vita is now ranked among the top 3% of global companies assessed on sustainability performance by EcoVadis.

EcoVadis rates and continually monitors companies' CSR management and progress while offering tools to drive improvement. It validates corporate adherence to 21 recognised CSR criteria which follow verifiable international CSR standards (the Global Compact Principles, the International Labour Organization conventions, the Global Reporting Initiative standard, and ISO 2600).

Group Head of Sustainability, Natalie Watson said: "This EcoVadis Gold Medal is a testament to our company's commitment to social and environmentally responsible business practices, and caps what has been a landmark year for Vita. Throughout our long history, we have seen it as our duty to break new ground in sustainable technologies within the flexible PU foam manufacturing industry. In 2023 and beyond we will continue to explore new ways we can innovate, to provide solutions that deliver for our value chain while helping to protect the planet for future generations. Scoring in the 97th percentile of assessed organisations worldwide reassures us that we are on the right path. We know we have far to go but this award gives us momentum to make further progress on our sustainability journey."

Ian Robb, The Vita Group's CEO, said: "I would like to congratulate everyone at Vita for working towards this fantastic achievement. The EcoVadis Gold award would not have been possible without the support and dedication of a great many of our colleagues across all our 38 sites. Everyone who is associated with The Vita Group should be immensely proud of our sustainability journey. We have more to do in 2023 and we're working hard to achieve platinum in the coming years."

[Click here to watch the video.](#)

Joanna Posacka,
Brzeg Dolny, Poland



Principle 1



Driving circularity

We are committed to conserving natural resources, by reducing waste, increasing recycling and reusing raw materials in pursuit of net zero and a circular economy.

“Sustainability helps us to develop innovative products.”

Estime Nzaly

Operational Manager, ICOA France



Driving circularity (continued)

Introduction

As an industry we need to reduce our dependence on virgin hydrocarbons. Products need to evolve and having such a versatile product like flexible PU foam we already know where our future lies. Understanding a products whole lifespan, including designing for End of Life (EoL) is crucial when pursuing circularity, as EoL represents the closing the loop for the product life cycle. Ensuring that our new products can achieve a reuse, re purpose or recycled scenario is what is driving our new product development.

Through partnerships with our tier one suppliers, we are enabling the increased use of repurposed end-of-life materials into new products. In other partnerships we are working with bio-based sustainable materials.

This dual role – developing an internal circular economy, while simultaneously acting as the commercial partner of choice for more sustainable and advanced complex chemistries – allows Vita to claim a credible leadership position in our industry.

Context

Focusing on circularity is a vital element of building a sustainable future for manufacturing. The transition from the traditional ‘take-make-dispose’ linear model, towards a circular model where raw materials from EoL products are reintroduced to the manufacturing process is where we see our future. The circular economy is a model of production and consumption, which involves sharing, leasing, reusing, repairing, refurbishing and recycling existing materials and products as long as possible. In this way, the life cycle of products is extended.*

Circularity depends on discovering the true value of waste as a valuable resource, and this has become a fundamental focus area of our sustainability strategy. This is demonstrated through our launch of Orbis in 2021, which uses the Dow Chemical RENUVA™ polyol, and also our joint development with Evonik in the efficient process for recycling end of life mattresses.

Performance and plans

Key goals	Performance against goals in 2022	Summary of three-year plan
<p>Staying in Trim: Remain a net consumer of our trim</p>	<ul style="list-style-type: none"> 25,422 tonnes diverted from landfill and re purposed (from Vita production and returned from customers). 	<ul style="list-style-type: none"> Remain a net consumer of trim, invest in new product development to expand re purposing of by-product materials.
<p>Renewable Materials: All Vita foaming plants to manufacture products incorporating sustainable polyols by 2030</p>	<ul style="list-style-type: none"> Nine of our 13 foaming sites manufacture using sustainable polyols. We have a joint development with Evonik to produce and commercialise their repolyol material. 	<ul style="list-style-type: none"> Ongoing commercialisation of Orbis™, Origin™ and Novus™. Increase the range of products manufactured using sustainable polyols. Adding additional repolyol materials to our commercial ranges in partnership with key suppliers.
<p>Raw Materials: Maximise the use of renewable and recycled feedstocks</p>	<ul style="list-style-type: none"> We are working with all our major chemical suppliers on renewable and recycled feedstocks at the start of their processes, including the use of recycled plastic, bio-mass and bio-gas to create ‘green benzene’. 	<ul style="list-style-type: none"> Develop a pricing model with major suppliers, since some solutions are currently cost prohibitive. As developments move from pilot to mass production, economies of scale should help reduce costs. Vita is committed to 2% of total chemical procurement being renewable feedstock material in 2023.
<p>Innovation: We will seek to embed a sustainable option into every new product</p>	<ul style="list-style-type: none"> Sustainable alternatives are embedded into 100% of new product developments. We developed our latest generation of foam in concept form that uses both recycled and renewable attributed feedstock. Assessed a significant portion of new and existing products for an overall reduced environmental impact from pioneering LCA model. 	<ul style="list-style-type: none"> Continue pushing the boundaries of sustainable polyols in our formulations. Ensure our product stewardship is ahead of the legislative development. Seek new opportunities for PU foam rebond products to extend the life of PU and maximise the locked-in value. New product design phase to incorporate disassembly and EoL scenario management plan to progress towards a closed loop.
<p>Design for End of Life</p>		
<p>Innovation: 50% of our product range to have a like-for-like option with sustainably-sourced raw materials, by 2030</p>	<ul style="list-style-type: none"> We continue to work on embedding sustainability attributes into new products. Consistent delivery of optimised properties in line with product stewardship commitments. 	<ul style="list-style-type: none"> Ongoing investment in sustainable raw materials and their integration into our manufacturing. Developing more products with a sustainable option: we are well positioned to enhance our innovation pipeline to meet our 2030 goal. Use Vita’s validated LCA model to quantify the environmental benefits of all new products from the innovation pipeline.
<p>Sustainable Procurement: Sustainability metrics embedded into annual supplier performance reviews by 2025</p>	<ul style="list-style-type: none"> ‘Know Your Supplier’ process rolled out with a 100% completion rate for to 15 suppliers. Vita’s first Life Cycle Analysis (LCA) model was built and will be validated in 2023. Scope 3 mapping of suppliers ‘Global Warming Potential’ continued in 2022 with supplier specific data being built in to our LCA model. 	<ul style="list-style-type: none"> Switch additional product ranges away from non-renewable-based raw materials. Scale up use of recycled and renewable attributed feed stocks to continue to drive down Scope 3 GHG emissions. Expand partnerships and request current suppliers to deliver more renewable and recycled raw materials.



Driving circularity (continued)

In this section

- Staying in trim
- Renewable and recycled feed stocks
- Product Stewardship
- Sustainable innovation
- Life Cycle Analysis
- Sustainable procurement

Sustainable product range

Our three sustainable brands are Origin, Orbis and Novus. The technology used within these brands are at different levels of maturity but they all have a long technology runway in front of them.



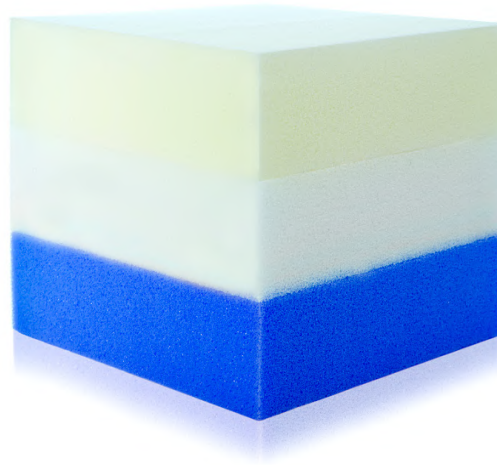
“At Vita, we are realising the huge opportunities for end of life foam and it’s critical role as an enabler to the circular economy. Vita is committed to being at the forefront of sustainable innovation.”

DR MIKE MURRAY
CHIEF TECHNOLOGY OFFICER

origin

Origin™ – bio polyol derived foam, launched in 2007. Bio polyols can be sourced from castor, pine and soy, and must have no harmful environmental impact when we source them.

Renewable



novus

Novus™ – reconstituted foam blocks constructed through a process of bonding granulated post-industrial foam off cuts (trim). We are also piloting the use of end-of-life foam. We process our offcuts into rebonded foam and reintroduce it into the production cycle.

Mechanical Recycling



orbis

Orbis™ – made with polyols extracted from post-consumer foam, launched in 2020. Orbis™ materials are manufactured using repolyol raw materials.

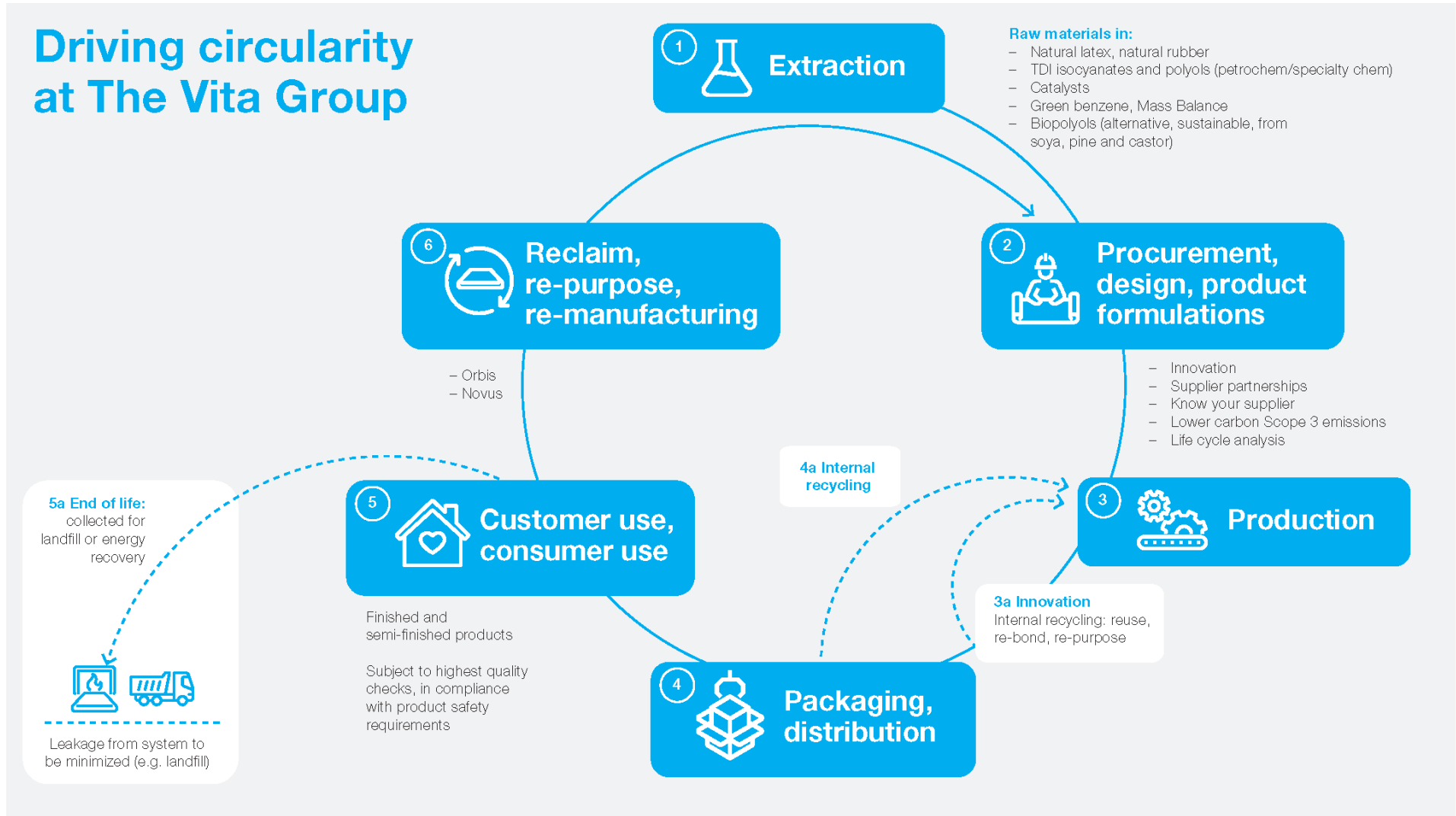
We are building partnerships from across our supply chain to collect EOL mattresses.

Chemical Recycling





Driving circularity (continued)





Driving circularity (continued)

Staying in trim

'Trim' is defined principally as offcuts of foam created during the production process.

By re purposing every piece of trim we create, and partnering with our customers to return their trim to us, we recycled over 25,422 tonnes in 2022.

Products that incorporate trim include the Cloud 9™ range of carpet underlays from Ball & Young, and our Revosport certified artificial turf underlay. With our repurposing expertise, we are able to take a wide variety of foam materials and densities and convert them into high-performing products, including 'rebonded' foams which are also used in our high-density bedding products.

Since 2000, by reusing by-products to create recyclable materials, we have diverted ~275,000 tonnes of trim from landfill, while providing our customers with award-winning and superior performance materials – a true win-win.



Reusing valuable materials

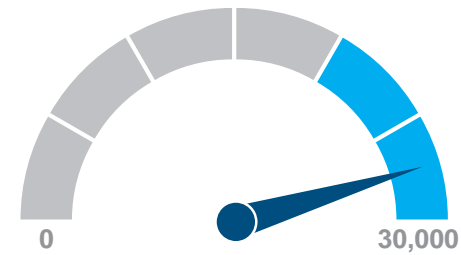
For several years we have used an innovative technology at specific foaming sites in Germany and Lithuania to produce a material we call Mobius™ comprising pulverised foam by-products.

The process creates a raw material with a precisely defined grain size, meaning it can be added to flexible polyurethane foam without modifying its structure: the quality of the final product is thus unaffected.

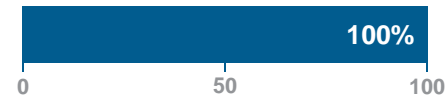
It is also the potential feed material for many new repolyol processes, providing more solutions to drive the circular economy.

Key activities in 2022 included:

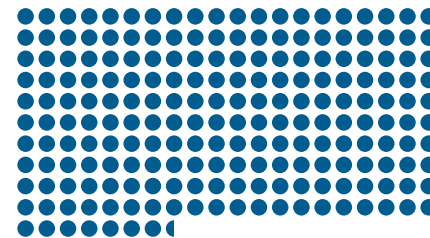
- Reusing 25,422 tonnes of trim, and avoiding landfill.
- Utilising 8,254 tonnes of foam from customer by-products.
- 2.3% of Group sales contain regrind materials.



25,422t
of trim prevented going to landfill



100%
of our trim is repurposed



~275,000t
of trim prevented going to landfill since the year 2000

● = 1,000 tonnes



Driving circularity (continued)

Trim foam becomes new products

Our rectangular and round reconstituted foam block is a high-quality product made from offcuts of PU foams. The offcuts or 'trim' is sourced from controlled and known sources from within The Vita Group and our customers. During production, trim is reduced to flakes and a binding system based on polyurethane chemistry is applied with high-pressure steam curing the blocks.

Ball & Young and Revosport, both part of the group, and lead their industry in high-quality flooring underlays and shockpads respectively. Both companies growth has come from creating highly resilient and durable rebonded products.

A sophisticated logistical operation ensures that these divisions are well-supplied with trim from Vita sites and from our customers. This enables us to supply a wide range of underlays and shockpads that meet customers' exacting standards.



1 Trim collection

Trim foam is collected from all Vita Group plants and shipped to the Ball & Young facility in Corby, UK.



2 Material breakdown

The trim is mechanically broken down into different crumb sizes. The materials are steamed and then mixed with an isocyanate pre-polymer, provided from within The Vita Group.

The mix is moulded, pressed and bonded together with a pre-polymer and injected with additional steam to create a round or rectangular foam block.



3 Conversion

These blocks can be converted by a number of processes and joined to other material through innovative technologies.

Over the next three years...

- We will continue to work with customers to develop more sustainable rebond products, that lower their carbon footprint and drives a more circular economy.
- We continue to enhance our Ball & Young and Revosport product ranges. We continue to work with customers to ensure they maximise their use of trim.
- Our long-term strategy is to remain a net consumer of trim, divert waste from landfill, and help enable the circular economy.
- Continue to provide customers with an enhanced range of products, as a result.



Cloud 9 underlay

Driving circularity (continued)

Renewable feedstocks

Addressing climate change and moving towards a circular economy is a priority. Flexible PU foam is versatile, we are continually innovating to introduce more renewable feedstock to our manufacturing process to reduce virgin hydrocarbons use.

Our internal R&D projects are working to increase the dosage of these feedstocks to reduce our GHG emission impact. Over time, we expect to see demand for bio polyol and repolyol materials increase

Cradle-to-Cradle

Our Radium Foam plant, based in the Netherlands, has held the Cradle-to-Cradle (C2C) Gold certification since 2013.

The C2C Gold certificate is the global standard for products that are safe, circular and responsibly made. The certificate is awarded based on five key indicators: material health, ensuring materials are safe for humans and the environment, product circularity, clean air and climate protection, water and soil stewardship and social fairness.

The rigorous assessment indicates that the company's products have been designed in a responsible manner. All products are checked by the chemists from EPEA (Environmental Protection Encouragement Agency) and all the materials used in the manufacturing process are confirmed not to be harmful to health or the environment.

Radium Foam have also recently renewed their FSC (Forest Sustainability Council) certification. This ensures that the origin of all manufactured products is known, and confirms that the company stands for safe and sustainable forest and plantation management, including boycotting the use of harmful pesticides and fertilisers.



Expanding our footprint

The acquisition of Naples-based Italian foam manufacturer I.M.P.E. S.p.A in January 2021 saw the group expand its reach in to the second largest furniture-producing country in Europe and one of the largest furniture exporters in the world. With this came the opportunity to invest in the upgrade of their plant capabilities to manufacture with sustainable polyols. Vita Italy now produce Origin. ([link to Origin page](#))

Tomas Stachura, Regional Director, Southern Europe: "Two years on from the acquisition of I.M.P.E. S.p.A and the creation of Vita Italy, we are thrilled with how the business has integrated into the Vita family. Our investment and training programme has resulted in enhanced facilities and better jobs for more people throughout Naples. The Vita Group now has an established foothold in one of the most prestigious furniture markets in the world, supporting our entry into new demographics and helping us bring our sustainable products to more customers globally."

Vita Italy - I.M.P.E.



Driving circularity (continued)



Expert partnerships in recycled feedstocks



Our ambition is to continue to broaden our raw material base and transition to more renewable and recycled feedstock. Covestro, one of our tier 1 suppliers have ambitious plans to reach net zero by 2035 in their Scope 1 and 2 emissions. By working together we can aid that transition by bringing their sustainable technologies to market and in the process reduce our own Scope 3. emissions. A true win-win partnership.

Certified circular products

Preservation of fossil resources and reducing the climate impact are fundamental principles for a sustainable future. These principles are exemplified by Covestro's range of more sustainable products, namely polyether and toluene diisocyanate (TDI) for flexible foam. Thereby, fossil-based materials are replaced with renewable resources in the production process by implementing the ISCC PLUS certification scheme. Vita can seamlessly integrate these sustainable products into their existing formulations and processes without modification.

Evolution of recycling

The Evocycle® CQ Mattress program by Covestro transforms end-of-life polyurethane (PUR) mattress foam directly into its main building blocks (polyether & toluene diisocyanate (TDI)), giving old foam new life within a streamlined circular ecosystem reducing end of life impacts and retaining material value. The Vita Group aims to bring the recycled raw materials to the market by manufacturing flexible foam combining recovered and core raw materials.

We believe it will be advancements in material science that will drive us towards a net zero future. Our innovation partnership with Evonik focuses on tomorrow's sustainability and resource efficiency issues. Our latest concept foams use up to 100% recycled polyol made in partnership with Evonik and can enable a significant carbon reduction.

A partnership built on trust

End-of-life flexible PU foam has tremendous value to be utilised and our partnership with Evonik is unlocking this potential. For years, Vita have manufactured using Evonik's speciality additives to meet the highest standards for the mattress industry and ensure customer health and safety. Their compression additives enable our Comfort division to achieve maximum foam recovery after being rolled for resource-efficient transportation.

Mattress recycling goals

Evonik has developed a new hydrolysis process that allows the polyols contained in PU foam to be completely recovered as a recycled repolyol with comparable quality to polyols made from mineral oil. Utilising our four innovation centres, Vita have worked with Evonik to test the product with competitive results as a concept foam. During 2023, the work continues to test the process on a large scale to bring this innovative solution to market.

Dow is taking a leading role in driving a more circular economy by building new business models for circular materials, including recycling post-consumer PU foam into new raw materials for use in the manufacturing processes to produce high quality foam. Our partnership combines Dow's material science expertise with our production know-how.

Production scale

Our ICOA facility in France, in partnership with Dow, is transforming Dow's end-of-life mattress repolyol materials through the RENUVA™ Program, into new products. This circular innovation relies on Dow's innovation in combination with Vita's ability to turn complex chemistry into advanced products, and our production know-how to create reliable, high-quality Orbis™ foams.

Breaking new ground

In 2022, we made a significant breakthrough with the development of our highest sustainable content foam to date, made from up to 100% recycled and renewable attributed feedstock. This R&D project has been driven by our continuing partnerships with our suppliers where together, we are breaking new ground for our industry.



Driving circularity (continued)

Collaboration at the heart of change

Our multi stakeholder approach

Lightweight, durable, resilient and flexible PU foam provides high comfort levels, can be impregnated for additional properties, and has a relatively low GHG profile in the manufacturing process. Flexible PU can be used to support light-weighting and other GHG-saving initiatives, and it carries significant end-of-life value for reuse, re purposing or, increasingly, full chemical recycling.

We are excited to work with such a material to move our business and industry forward, we build expert partnerships with suppliers, academia and industry bodies, we foster a culture of openness to new ideas, and we invest heavily in flexible PU foam innovation.



“Effective, two-way communication helps Vita build a strong employee culture and, by extension, an efficient, profitable and innovative organisation.”

SARAH PROBERT-HILL
GROUP MARKETING AND PR MANAGER



An example of our multi-stakeholder approach to sustainability

Driving circularity (continued)



Carena Bell, Caligen, UK

Key activities in 2022 included:

- The introduction of our next generation of Orbis™ foam that incorporates both recycled and renewable attributed feedstock to reduce environmental impact.
- Partnering with Evonik to introduce their repolyol materials into our Orbis™ range.
- Close collaboration with Covestro to introduce mass balance TDI into our manufacturing process from 2023.
- Work is on going with Repsol, developing products with their Reciclex® end of life mattress technology.

Over the next three years...

- We aim to increase the number of sites that can manufacture with a sustainable polyol.
- We will procure more bio polyol and repolyol materials and increase the number of products that contain more sustainable materials.
- We will continue working with key suppliers as their commercialisation partner of choice for new sustainable technologies.

Driving circularity (continued)

Research and development

Flexible PU foam is the material of choice for so many applications and has the ability to become an enabler to drive towards net zero. It's lightweight, cost effective and scalable against competing technologies.

Our expanded R&D capabilities have enabled us to tune the chemistry and cell structure for different applications, making it one of the most versatile advanced materials around.

Its also long lasting and more durable than many of the competing materials and best of all at end of life it can now be recycled into materials to make new products. As an industry this fact is something we must keep communicating by utilising science based data.

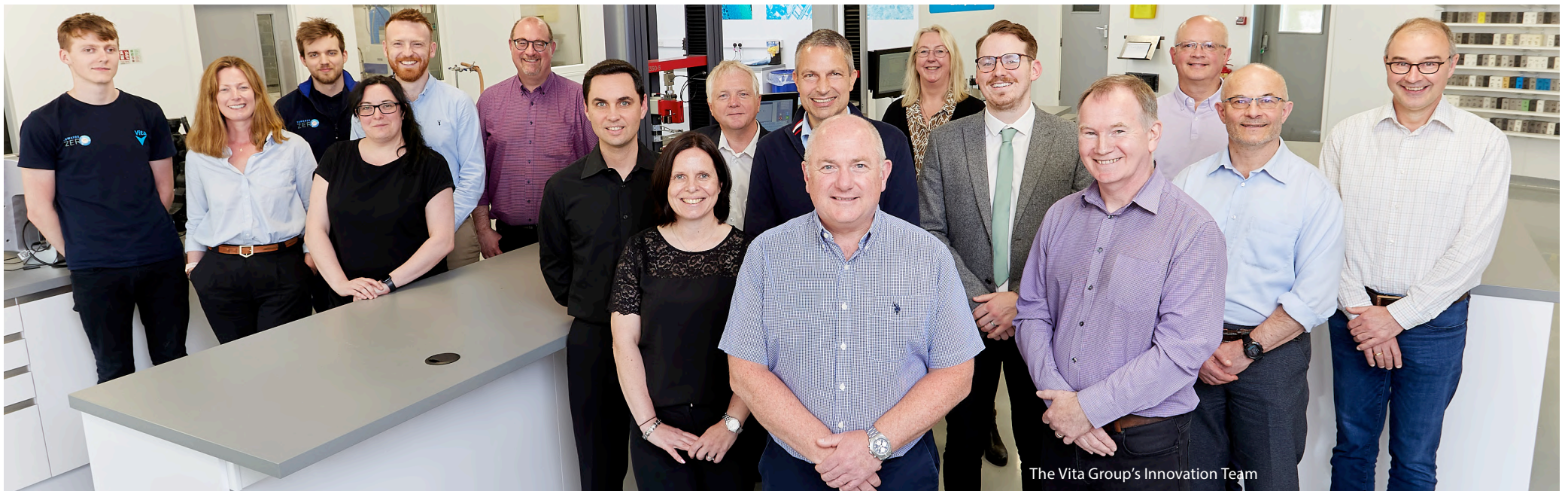
Product stewardship

Our commitment to product stewardship means substituting materials, improving their environmental performance, and lowering the need for virgin, petrochemical-derived raw materials. We work relentlessly to reduce the amount of raw materials from non-sustainable sources. Product stewardship to Vita is an environmental management strategy that places sustainable innovation at the heart of product design.

We invest in innovation which embraces product stewardship and discovering materials and technologies with reduced environmental impacts. Additionally, a fundamental part of our innovation journey is finding ways to make products that can help solve existing problems in society, for example extending the life of foam, diverting waste from landfill, unlocking the value of waste as a raw material. As we decarbonise our product range we also continue to innovate to reduce odour, to use low emission additives, and to cut Volatile Organic Compounds (VOCs) in our manufacturing. In addition, in the UK, our comfort foams are tested to the CertiPUR™ standard.

The transition to renewable and recycled feedstock at scale is a high impact area for our industry. Vita continues to invest in R&D in this specific area and as a result, we are at the vanguard of multi-layered sustainability breakthroughs. A key challenge is understanding the true environmental impact of the raw materials used to manufacture our products. In 2022, we have made advancements in our products' life cycle analysis (LCA) meaning we now have, at our disposal a science based allocation of the environmental impact of each of our products, that goes beyond CO₂, but also includes ozone depletion, water usage, eutrophication and more. This means we can make more informed decisions going forwards, clearly identifying the raw materials that offer the biggest reduction to environmental impact both for us and our customers.

An important part of our product stewardship programme is leading on legislative change in product safety and environmental toxicity. To do this, we work with bodies such as Europur, and we partner with numerous universities and academic institutions, which help us accelerate our product stewardship development.



The Vita Group's Innovation Team

Driving circularity (continued)

Our Sustainability Policy and our Code of Conduct commits us to ensuring that all communications regarding product properties, components and ingredients are honest, ethical and responsible. Customers and end-users are informed about any risk of negative impacts of products, and no false claims about product benefits are permissible. Where required, material safety data sheets are sent with products and product properties are communicated on part of the sales process.

Vita has a watching brief of all legislation changes that comes through Europur and from regular reviews with our suppliers.

The benefits of forging industrial and academic alliances are clear. They help us accelerate investments in both pure innovation and those focused on enhancing product safety.



“The science, technology and deep product understanding is what is driving Vita towards being a future fit business through impactful innovation.”

JULIE WALKER,
TECHNICAL MANAGER



Pushing boundaries at our new pilot plant

At our Accrington site, we continue to push the boundaries of material science and accelerate our learning in our state-of-the-art ‘pilot’ plant. The pilot plant enables us to improve our understanding of fundamental chemistry formulations and processing parameters. This means we’re able to design products that are more sustainable and ensure our processes are optimised and efficient.

The work being done in Accrington gives us the capability to further push the performance and quality boundaries of sustainable polyols and ensure they are optimised to maximise use and product performance properties.

We believe much of the technology required to achieve net zero and full circularity has not been invented or not available at scale yet. However, Vita are exploring all available technologies to break new ground in sustainable foam.

[Click here to find out more](#)

[Click here to watch the Pilot plant video](#)

Pilot Plant - Accrington. UK



Driving circularity (continued)

Life cycle analysis

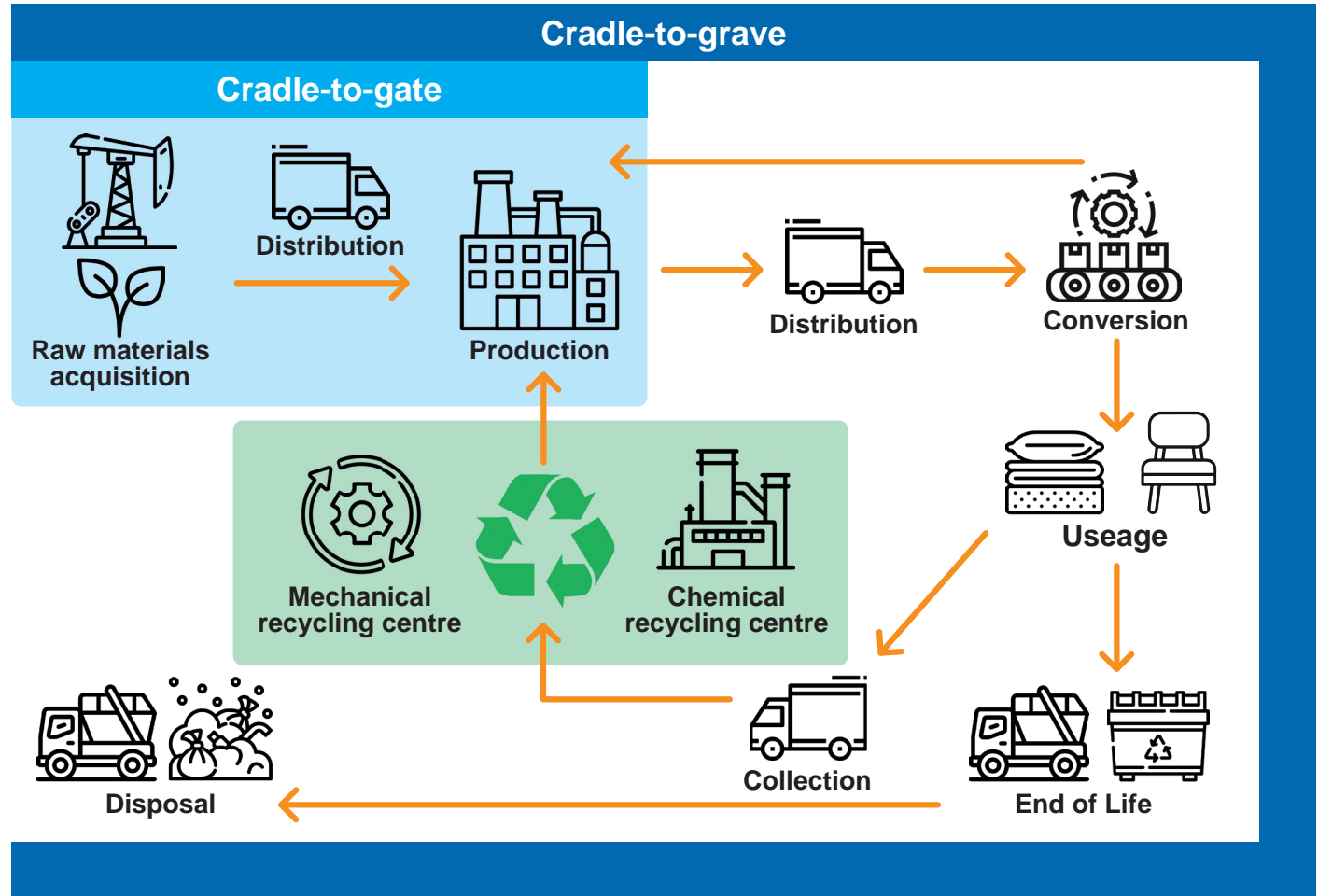
We understand that all products and services have an impact on the planet. At Vita, we are determined to fully evaluate that impact and explore ways to continue to reduce it. We believe that transparency on key measures such as GHGs, water use, ozone depletion can be a driver for change and can inform our purchasing decisions in the future. Life Cycle Analysis (LCA) is a normalised and scientific method which validate how sustainable a product or process is.

During 2022, we continued to make progress in examining the environmental impact of products and to quantify the environmental savings of our sustainable brands. To transition to a quantification approach, we worked closely with a consultant to build a science-based, life cycle analysis model. The model is based on sound, attributed data using standardised and regulated techniques in accordance with ISO 14040 and 14044. The LCA tool reflects the full environmental impact through a products life cycle.

Vita has taken a science based approach to building an LCA model from the bottom up. This allows us to enter real world validated process data from suppliers, as well as tailor our model for different formulations and site based efficiencies through our new product configurator.

This allows Vita, our supply chain and our customers to make rational, defensible and transparent decisions backed by data and driven by science. During 2023, we will have our model verified by a third party and aim to bring this validated data to our customers to assist in their own purchasing decisions and formulate GHG reduction plans.

The life cycle of Vita products



Driving circularity (continued)

Key activities in 2022 included:

- Building sustainability into our new product development processes.
- Operationalising our four innovation centres, helping to accelerate sustainable development projects.
- Employing more than 60 people working in R&D across our business.
- Commercialising our Orbis™ range of repolyol products.
- Working with EUROPUR, where we contribute to four working groups: Product Stewardship & Impurities, Plant & Workers Issues, Circular Economy and Communication.
- Innovating extensively on product stewardship matters, partnering with several universities to accelerate research timelines and scale new technologies for future opportunities

Over the next three years...

- We will continue to ensure that every new product developed in our Innovation Pipeline will have a sustainable option built in.
- We will accelerate the pace of new product development, so that by 2030 we can meet our target of providing sustainable alternatives for 50% of our product range.
- We will continue to innovate in extending the life of PU foam, recycled and renewable feedstocks and product stewardship.
- We will continue to form relationships with universities and suppliers, where their expertise can help accelerate product development.





Driving circularity (continued)

Sustainable procurement

We have 4 pillars to our sustainable procurement
 1. Sustainable materials e.g. Bio-polyols, recycled Polyols, 2. Product stewardship e.g. reducing chemical impact / legislation change 3. Energy management – e.g. promoting use of renewable energy. 4 Resource Management – e.g. yield improvements, recycling and re-using waste and bi-products. As part of our Science Based Targets we are committed to 13.5% Scope 3 emissions reduction by 2030 vs 2019 Baseline. Scope 3 emissions are ~ 97% of all our emissions, therefore it is essential that Vita maintains and develops its strategic supplier partnerships. To achieve these goals by promoting sustainable practices and aligning with suppliers who have made similar commitments to reducing their overall carbon footprint.

At Vita we pride ourselves on our Commitment to upholding the highest levels of ethical and sustainable sourcing, to ensure that we protect our shareholders, employees and the communities that we serve. We have therefore signed up to the UN Global Compact and align our UN Sustainable Development Goals with our suppliers.

Supply chain traceability

Sustainable Procurement needs to be under pinned by sound governance and supplier risk assessment. During FY22 a number of improvements were made in regards to Sustainable Procurement to promote best practice across the supply chain. Digital scorecards were introduced during FY22 into our Procurement analytics tool, so we can get a holistic view of our Suppliers Operational and Environmental performance as well as monitor compliance and governance. These scorecards are welcomed by our supply base and used for supplier development purposes, so that we are all working to common sustainable goals and objectives, whilst following best practice and promoting more sustainable operations. Vita promotes the use of renewable energy across the supply chain wherever possible. Vita's sourcing and development teams are working closely with the supply base on new products, which utilise renewable

or recycled feedstocks, with a lower carbon footprint, to assist in achieving our 2030 goals

Vita undertook 'road shows' with many of our suppliers during FY22 where we explained our ESG strategy, our expectations of them, and how we plan to monitor their progress in the future and informed them that from 2025, volume, allocations or business awards will not only be dependent on price, quality and delivery, but also environmental criteria.

We shared with them the areas that we see as being material to our – and their – performance, such as GHG emissions, human rights in the supply chain and other areas covered by our Sustainable Procurement Policy.

During FY22 we invited suppliers representing over 71% of Group spend to complete 2 sets of questionnaires / assessments to ascertain Corporate and social responsibility risk. The Know your supplier (KYS) and Vita Environmental survey assess suppliers

current environmental / sustainability maturity and has led to the development of joint improvement plans, by measuring and ranking suppliers versus their peers.

Training has been completed with Scope 1,2 and 3 for 75 people across the organisation including all of the Procurement team. All of the Procurement team are also trained on our resource advisor tool, which holds all of our Gas & Electricity contracts, our Renewable Energy policy, our half hourly meter readings, efficiency projects as well as the Carbon maps for all of our sites. The carbon maps include all Scope 1 & 2 process emissions as well as our waste and bi-product data.

As part of the Procurement teams personal goals and objectives 10% of their bonus is attributable to Sustainable procurement objectives including the risk mitigation plans from the Know Your supplier and Environmental survey responses.



Richard Shalders and Catherine Seville, Group Procurement

Sustainable Procurement System

- 1 Sustainable Procurement and Sustainability Policy framework in place
- 2 Strategic communications with suppliers
- 3 Monitoring of conduct through self-certification, supplier review meetings and exceptions reporting
- 4 Data reviewed by the ESG Steering Committee sub-groups to inform additional actions/ policies/etc. required



Driving circularity (continued)

Supplier auditing

Know your supplier

Know your supplier (KYS) – This questionnaire covers 42 Questions across 6 Groups. General, Financial, Quality, Health & Safety, Environmental, Ethics and Governance. The questionnaire also includes questions on diversity within the supply chain, for example % of women in the workforce and % of Women in senior management positions. Responses are measured versus our corporate risk weighted scoring methodology, to give an overall risk assessment. All responses are held on our Procurement analytics tool and form part of the overall supplier scorecard, which includes operational metrics such as price, terms, quality and delivery performance. Agreed actions and development plans are logged and followed up through quarterly, half-yearly or annual reviews, using this same system.

Vita does not conduct on-site supplier audits with its major suppliers, due to the size and complexity of their operations, who are in the majority, large multinational, blue chip Chemical companies

The KYS also commits suppliers to comply with the following Vita Policies and Procedures:

- Slavery and Human Trafficking Statement,
- Sustainable Procurement Policy
- Supply Chain Responsibility Policy
- Responsible Minerals Initiative and completion of CMRT where applicable
- EU/UK REACH

Environmental survey

This questionnaire assesses our suppliers commitment to Environmental targets either through SBTi, CDP or other reporting tools. The purpose of the supplier assessment was to:

- Understand the maturity on GHG reductions strategies of the suppliers
- Build an appropriate GHG emissions reduction strategy on Scope 3 in line with our target approved by SBTi.

The assessment focused on the following areas:

1. Ambition level to define emission reduction and renewable energy targets (ideally long-term targets set for >2030, in all scopes)
2. Actions and commitments with: We Mean Business, Science-Based Targets (SBT), EV100, carbon neutrality
3. Renewables – Use of renewable energy e.g Wind / Solar, Low Carbon Options – e.g. Suppliers have alternative materials, with a lower carbon footprint (PCF).
4. Level and maturity of reporting on GHG emissions: Scopes 1,2 and 3; reporting level in Scope 2 (location-based & market-based), relevant categories of Scope 3

The suppliers have now been ranked into 3 groups (Beginner, Advanced, Market Leading) and appropriate plans and targets have now been set with the suppliers who have completed the survey. A training program has been created for the suppliers, ranked as beginners.

Key activities in 2022 included:

- Launching our first annual sustainability report for FY2021 ESG data shared with suppliers.
- Our major suppliers, representing 71% of Group spend, completed 2 sets of questionnaires; know your supplier and environmental survey.
- Each of these suppliers have a digital scorecard available detailing the operational and environmental performance against key ESG benchmarks.
- Working with key suppliers on enabling the circular economy by recycling end-of-life materials (repolyol).
- Commenced work with suppliers to gather specific LCA source data to complete product level emission allocation.
- Continued to train our buyers on sustainability-related matters, including sustainability in their performance review process and future objectives.
- Working with EUROPUR and ISOPA to constantly enhance product safety and to enhance communications on product use within our industry.
- Formally assessing our suppliers' approach to REACH requirements.
- Completing the Conflict Materials Reporting Template to ensure chain of custody with products which we receive containing tin are fully traceable to the original mine.

Over the next three years...

- We will ensure that our suppliers' sustainability performance will be a core component of their annual assessment by 2025.

After 2025...

- We will make sustainability performance a core consideration of our buying decisions.
- We will continue to train more people in our organisation on sustainability-related matters.
- We will continue to work with key suppliers to help innovate the circular economy and act as their commercialisation partner of choice for complex chemistries and sustainability-focused developments.

“We choose to partner with the suppliers who share the same ambitious innovation and sustainability goals as Vita.”

ROB EVANS,
DIRECTOR OF PROCUREMENT



Principle 2



Optimising resources

Climate change and resource stewardship are critical: by taking responsibility for the types and volumes of energy we consume, we seek to reduce our impact on both the climate and on the communities in which we operate.

"I contribute to our future with products that help our environment."

Page Launa
ICOA France





Optimising resources (continued)

Introduction

Vita is a science-led business so aligning our GHG emission reduction goals in line with those supported by climate science was a natural step for us.

Taking climate action, which is one of our material topics, and reducing GHG emissions to reach 'net-zero' carbon is a moral, economic and societal imperative. Setting science-based targets in 2021 offered us a credible and meaningful method of demonstrating our commitment to tackling the climate crisis and taking direct action to limit global warming. Following a rigorous assessment by independent climate scientists within the Science Based Target initiative, our targets were validated in 2022.

As explained in the previous section, we reuse our production by-product. This focus on recycling by-product is ingrained in our culture and management practices. We want to optimise resources to make sure we truly live up to our purpose of enhancing everyday life.

Context

Vita's GHG emissions and climate risk are material topics (see p.60). Part of our response is the formal submission of our data and targets to the SBTi and alignment with the GRI Standards for disclosure and reporting. We also communicate our progress through the UN Global Compact's 'Communication of Progress' questionnaire annually.

We recognise that efforts to reduce environmental impacts create trade-off's: emissions reduction can be costly but more beneficial for the environment. Renewable energy, for instance, is often more costly than conventional energy. We also recognise external resources that offer new approaches to a business model or support to corporate sustainability strategies. Examples are the UN Global Compact, CDP, the Global Reporting Initiative (GRI), the VRF (SASB and IIRC merged to become 'the VRF'), the SBTi and the Future Fit Foundation.

Performance and plans

Key goals	Performance against goals in 2022	Summary of three-year plan
GHG emissions: Continue to measure and map Scopes 1,2 and 3	<ul style="list-style-type: none"> All scopes mapped LCA data gathered from tier one suppliers for product level emission allocation of supplier materials 	<ul style="list-style-type: none"> Ongoing monitoring of GHG emissions including more detailed analysis of global warming potential for materials sat within Scope 3 emissions. Utilisation of supplier LCA data to highlight supplier specific environmental impact
100% target electricity from renewable sources by March 2021 100% renewable electricity by 2030	<ul style="list-style-type: none"> 100% of our electricity in 2022 was from renewable sources. 	<ul style="list-style-type: none"> We will continue to power our facilities with 100% green electricity year on year
Combined Scope 1 and Scope 2 reduction by 46% by 2030 Net-zero carbon (Scope 1 and Scope 2) by 2050	<ul style="list-style-type: none"> Achieved 43% reduction by 2022. 	<ul style="list-style-type: none"> We will continue to invest in energy efficiency programmes that reduce our GHG emissions.
Material use and waste: 100% diversion of all cardboard, metals and plastics by 2030	<ul style="list-style-type: none"> 100% of our own trim was re purposed in our manufacturing. 98% of all waste diverted from landfill. 	<ul style="list-style-type: none"> 100% of our own production by-product is re purposed, and we are developing a pipeline of alternative products so we can consume our additional waste as volumes grow.
Material use and waste: Zero manufacturing waste to landfill by 2040		



Derbak Hamza, Breda, Netherlands



Optimising resources (continued)

In this section

- Greenhouse gas emissions
- Energy management
- Material and waste
- Other environmental impacts



Greenhouse gas emissions

Vita developed a Carbon strategy in 2020. This included the Carbon Target Modelling & Emission Scenarios for Scopes 1, 2 and 3. Collection of Market Based emission factors i.e. direct from our energy suppliers, rather than location based data, which gives a country aggregated value. Science Based Target Readiness Assessment and gap analysis. Scope 3 emissions by category assessment. Science Based Target Modelling, Commitment and Validation.

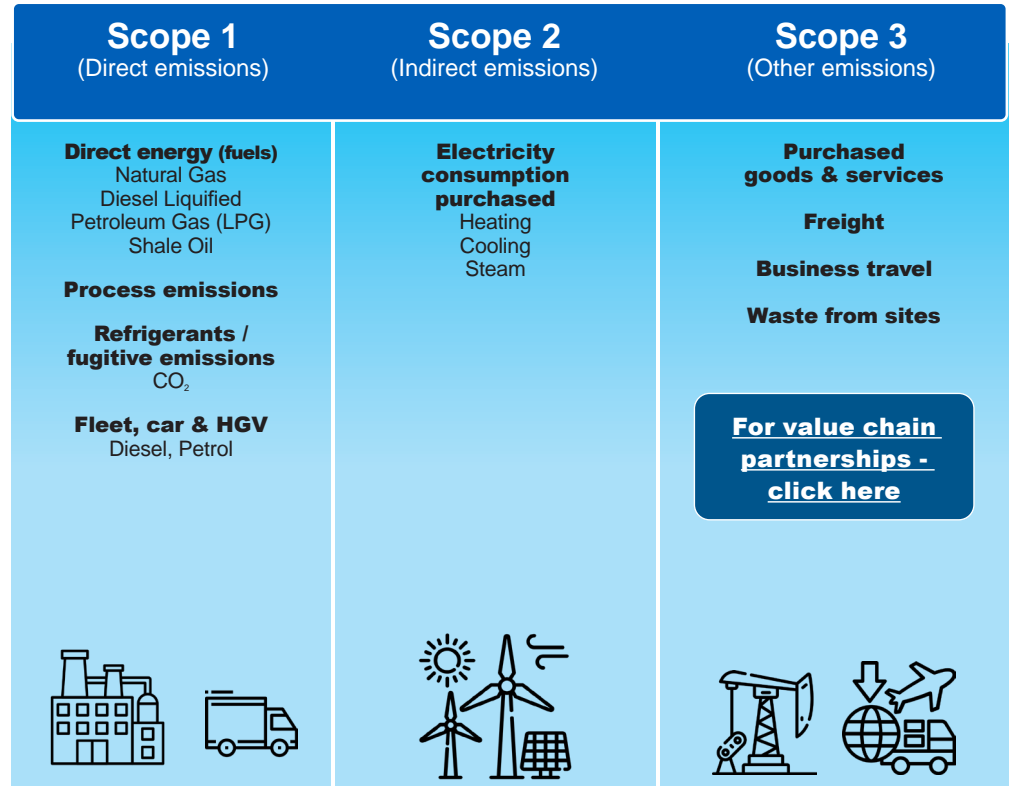
The GHG footprint model covers all green house gases connected to Vita from direct emissions in operations, indirect emissions from the energy we use and the emissions of our supply chain.

Our science based targets

During 2022, our Science Based Targets were validated through the SBTi vs a 2019 baseline, as we believe this to be a more representative Year due to the impacts of Covid restrictions in both 2020 and 2021. As part of the SBTi, we can re-submit baselines and targets in 5 Years (2027) to take into account better reporting methodologies and material changes such as additions or removals of manufacturing plants. We continued to scrutinise our Scope 1, 2 and 3 emissions through a Carbon Audit, post our validation of the Science based targets. We have now established a better reporting methodology for our direct emissions from operations. As we believe that Sustainability is about transparency of reporting we have now adjusted our Scope 1 reporting results from 2019-2022. We continue to use the WRI Scope 3 evaluator tool for all our Scope 3 emissions currently, however

we feel this is not a truly accurate representation of emissions as the tCO₂e is based on cost by category, rather than direct data or volumes. As such we have asked all our major chemical suppliers which represent ~ 80% of all Scope 3 emissions, to provide us with Life cycle Assessment (LCA) data. In future we will be using this LCA data instead of the WRI tool, as we believe this gives transparency of emissions from Primary data, rather than secondary data. The Scope 1 and 3 baselines will therefore be updated at our SBTi re-validation in 2027.

It should be noted that Vita is a low energy usage business. PU flexible foam is produced with a chemical exothermic reaction, which releases heat, as part of the process. We therefore do not need to produce heat in the majority of our production processes, in fact In some manufacturing facilities, we use the heat of the PU blocks to keep warehouses warm. Our main energy consumption units are our 3 rebond centres which are required to generate steam for the process. Outside of these 3 sites, the remainder of energy consumption is mainly office heating and lighting.



“Science based targets represent our commitment to the highest standards of measurement and disclosure.”

NATALIE WATSON
GROUP HEAD OF SUSTAINABILITY

Optimising resources (continued)

GHG intensity

Absolute data from different years provides a useful measure of impact scale, but our GHG intensity is more meaningful, particularly as we optimise our footprint. We express intensity by taking the total GHG emissions from Scopes 1 and 2, and dividing them by the total weight of products produced during the year. We have separated out the GHG intensity by Scope so that we can monitor progress on the emissions we control (Scopes 1 and 2) as we work with our suppliers on Scope 3 reductions. Our GHG intensity figures since the 2019 baseline have reduced by 43%, demonstrating Vita's progress with energy efficiency, renewable electricity transitioning and transportation outsourcing. These figures can be seen in the table below.

GHG Intensity	2019	2020	2021	2022
kgCO ₂ e/kg	0.28	0.27	0.18	0.16

Renewable electricity

In 2022 we achieved our initial target to use 100% renewable electricity by 2030 – 8 years ahead of schedule.

In 2019, we took a policy decision to buy renewable electricity wherever possible, as existing contracts expired. In 2022, 100% of procured electricity was from renewable sources (62% from renewable power and 38% from Energy Attributable Certificates (EACs). These EACs are in compliance with the SBTi. The use of EACs applies to selected ongoing contracts on leased sites (not under Vita's control, such as in Poland).



Schneider Electric works closely with The Vita Group to help reach its ambitious sustainability goals and ensure compliance with third-party standards.

Schneider's sustainability experts work with The Vita Group to set, measure and achieve science-based targets in a timely, cost-effective manner.

Schneider supports The Vita Group to identify the renewable energy solutions best suited to its portfolio.

Schneider helps The Vita Group work towards recording its emissions data and disclosing it in alignment with credible 3rd-party standards.

Schneider supports The Vita Group with compliance of the Energy Efficiency Directive (EED), utilizing audit reports to drive energy efficiency towards a low-carbon economy.

Action on SDG:



Joan Pontjodikromo, Breda, Netherlands



Optimising resources (continued)

Reduction of emissions since 2019

	Scope 1	Scope 2	Scope 3	Scope 1 + 2
Absolute emissions (T CO₂e)				
Emissions change (T CO₂e)	-8,442	-13,457.00	+305,692	-21,899
Emissions change	-22%	-99.99%	+60.0%	-43.0%

Reduction targets in place



Scope 1 and 2 target

Reduce by 25% against 2019 baseline by 2025



New Scope 1 and 2 target

Reduce by 46% against 2019 baseline by 2030



New Scope 3 target

Reduce by 13% against 2019 baseline by 2030

Vita was the first in our industry to set ambitious Scope 1 and 2 targets aligned with reductions required to meet a 1.5° pathway. These targets were validated in 2022.

Our focus on decarbonising our direct operations in 2022 was solid. Although direct emissions only account for 3% of Vita’s overall emission footprint, it is within our control to reduce these emissions in line with our science-based, net zero targets. In 2022, we reduced Scope 1 emissions by 18% vs 2021. This improvement was the result of our efforts to transition away from cleaning chemistries that have higher global warming potential in favour of those with a reduced GWP, and also down to the roll out of energy efficiency projects across our portfolio that reduced natural gas and diesel consumption. In part the reduction was also driven by a warmer winter than previous years, which reduced our reliance on natural gas for heating.

Our Scope 2 emissions accounted for 0.02% of our emission footprint. During the year we successfully transitioned 100% of Vita sites to renewable electricity. One site within our portfolio purchases steam, which accounted for 199 tCO₂e during the reporting period - this site will have an EAC in place for 2023 to ensure our scope 2 emissions are bought down to 0tCO₂e.

Our reported Scope 3 GHG emissions have increased by 9% from 2021 even though production volumes were down from the previous year. The data reported is based on the ‘WRI Scope 3 Evaluator Tool’ which is recognised by the SBTi and is useful in screening value chain emissions. However, during the course of 2023 we will continue our efforts to gather supplier specific data on global warming potential of raw materials across our supply chain. Our purchased goods and services represents 89% of our Scope 3 emission footprint and as such this represents our biggest opportunity to reduce our impact and meet our 13.5% reduction target by 2030.

Key activities in 2022 included:

- Undertaking detailed Scope 1, 2 and 3 emissions mapping.
- Validated targets with the SBTi.
- Reducing scope 1 emission by 18% from 2021.
- Reducing Scope 2 emission to 0% with 100% renewable electricity transition.
- Reducing Scope 3 via new, lower-carbon products and lower-carbon supplies.

Over the next three years...

- We will continue to monitor our Scope 1, 2 and 3 emissions.
- We will invest in energy efficiency programmes including electricity, gas and process emissions-focused improvement activities.
- We will continue to work with suppliers to switch products to lower-carbon materials.
- We will attribute greater weight to sustainability performance when assessing suppliers, including actions to reduce their GHG emissions.
- We will continue to decrease our Scope 1 and 2 emissions and work towards our Scope 3 reduction target of 13% by 2030.
- Run water usage reduction projects to minimise waste and leakage from the system.



Optimising resources (continued)

Transport

Our foam products are compressed in preparation for transport. Products are relatively light of course – typical loads weigh two to four tonnes. Our state-of-the-art packaging equipment compresses rolls of foam, thus reducing the amount of space needed – one container of compressed rolls is the equivalent to three containers of uncompressed foam.

We deploy ‘press trucks’, specialised trailers that compress foam in transit, thus increasing the capacity by at least a factor of three. We also work with our major chemicals suppliers to increase the payloads delivered, with an annual review of performance and targets. We recorded a clear reduction of inbound TDI and polyol delivery payloads since 2016.

Average payload	2017	2018	2019	2020	2021	2022
TDI	23.3	23.7	23.8	23.7	23.9	23.9
Polyols	23.8	23.8	24.0	24.0	24.1	24.2

In late 2020, we outsourced the majority of our UK fleet to an external service provider (their GHG impacts are now measured in our Scope 3 emission disclosures). This has resulted in the removal of 16 old ‘tractor’ units, which were replaced with seven new, fuel-efficient vehicles. Route optimisation and network efficiency has also helped reduce GHG emissions.

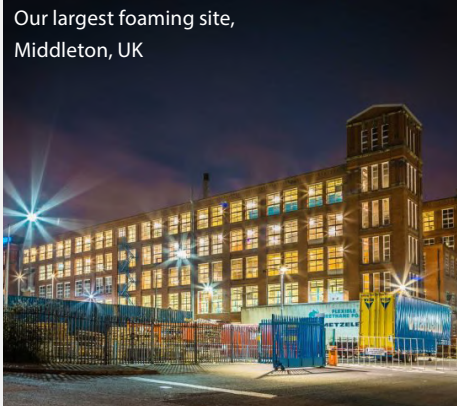
Our increased use of bio polyol and repolyol materials (with their lower carbon characteristics) has positively impacted our Scope 3 emissions. As we have introduced sustainability requirements to suppliers, many have invested in sourcing their own renewable energy, which typically accounts for a significant component of their emissions.

Environmental management

Understanding the true environmental impact of our business is paramount. To achieve this we need order, processes and procedures with assigned responsibilities and allocated resources that are continually evaluated. An environmental management system is the most effective way to achieve this.

The entire Vita environmental management system approach is guided by the principles and philosophy of ISO 14001. At the close of 2022, 29% of our foaming centres had a certified ISO 14001 environmental management system in place. Vita had a total of 38 sites in 2022, 14 of which were foaming centres.

Our foam producing sites accounts for Vita’s most impactful environmental footprint as well as representing 50% of employee headcount. Ensuring 100% of all foaming centres are certified in ISO 14001 is a key focus area for the next three years.



Our largest foaming site, Middleton, UK



Vita Liquid Polymers, Brzeg Dolny, Poland

Optimising resources (continued)

Energy management

In 2022, further disruption across Europe from the coronavirus pandemic was exacerbated by the Russian invasion of Ukraine, an energy crisis and cost of living crisis. The events of 2022 highlighted again the significance of our transition to a lower carbon future through 100% renewable electricity, increased electrification and boosting energy efficiency across the Group. This will continue to reduce our reliance on imported fossil fuels and enable us to achieve our science based targets.

Energy efficiency

All Vita sites in the scope of the European Commission's Energy Efficiency Directive (EED) have been shown via independent audit to be compliant with the Directive. In the UK, all of our relevant sites are Energy Savings Opportunity Scheme (ESOS) compliant and are again independently audited. Currently, we have 42 energy efficiency projects in place across Vita, with a further 415 possible projects identified, all of which would help reduce our emissions whilst also reducing costs.

Operational excellence driving energy efficiency

2022 saw a reduction of more than 12% in energy consumption from 2021. A mild winter across Europe was a small contributing factor, as well as demand driven production output. There were however a drive to increase specific energy saving programmes across the group. Alongside our use of renewable electricity, we are continuing our efforts to optimise our operations and improve efficiency in production through divisional operational excellence programmes. Increasing process efficiency at site level, upgrading machinery and lighting, introducing employee engagement campaigns, and introducing digital process technologies to help identify hotspots in site level operations so that targeted reduction projects can be established. Examples of savings from Technical and Flooring and Comfort are highlighted below:

Technical and Flooring

Vita's Technical and Flooring division's electricity usage was down by two percent and gas usage was down by 21 percent from 2021 across 8 plants, this is testament to the energy efficiency projects and employee engagement initiatives.

Comfort

Efforts in 2022 continued to drive down consumption through energy efficiency and employee awareness campaigns.

Collectively our two business divisions helped reduce our natural gas impact by 2,631.65 tCO₂e, representing a 7% reduction of scope 1 emissions.



"Our operational excellence initiatives result in a competitive advantage by optimising the use of resources."

GILBERT DAVIDS
MANAGING DIRECTOR, COMFORT DIVISION



Mattress packing, ICOA, France

Optimising resources (continued)

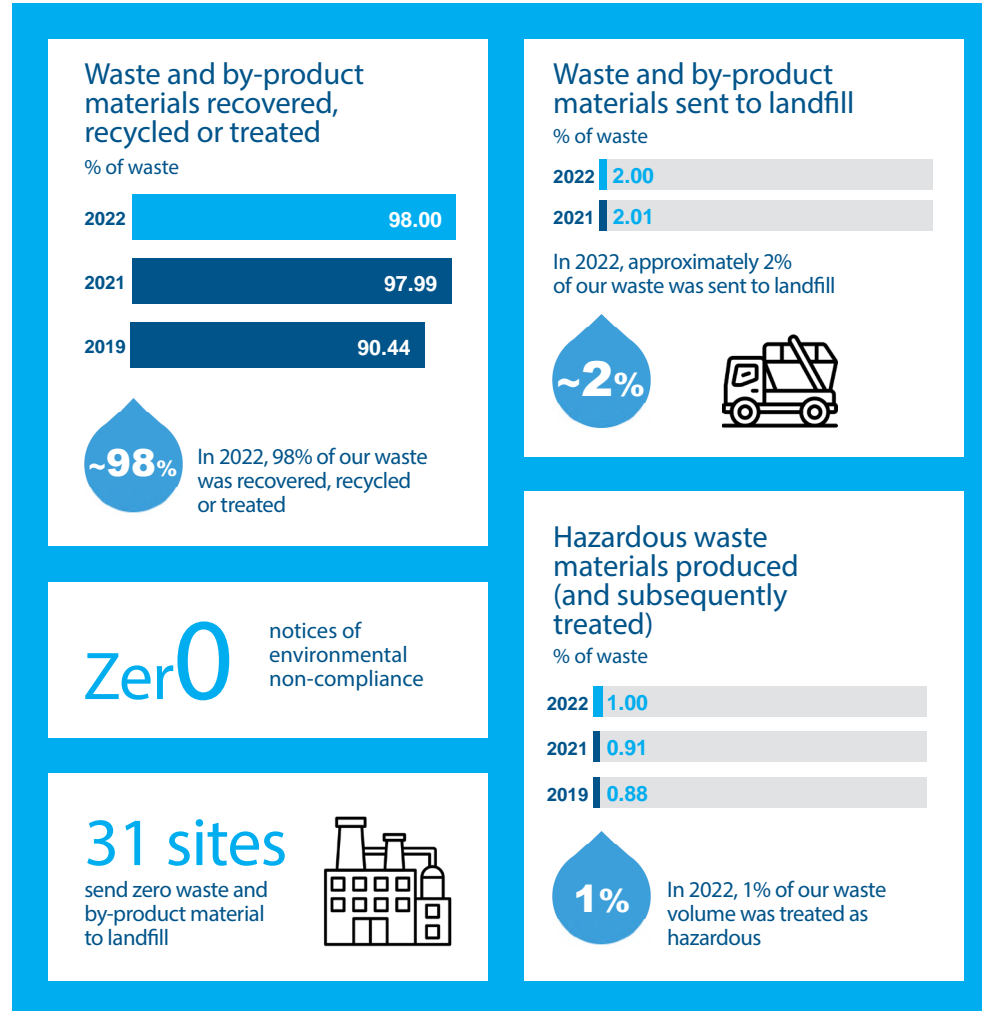
Material use, waste and by-product materials

In 2022, we produced 17,168 tonnes of trim, bought back 8,254 tonnes of trim from our customers and generated 2,635 tonnes of general waste. Of the combined total we consumed 100% of trim both from our own sites and that brought back from customers. From the general waste total 2% was sent to landfill, 6% was converted to energy, 2% was incinerated and 1% was treated hazardous waste. During 2022, 31 of our sites sent zero waste to landfill.

Significant progress has also been made on segregating cardboard, metals and plastics across our facilities, and we are on track to reach our 2030 target of complete separation of cardboard, metals and plastics. Furthermore, we have reduced the amount of packaging we use; currently, over 60% of our products are sold without any packaging. Where packaging is required, it is for customer safety, product protection or aesthetic reasons. We make every attempt to collect packaging for reuse.



Packaging foam



Key activities in 2022 included:

- Reusing 25,422 tonnes of trim foam, re purposing it to high-quality products and avoiding landfill.
- 31 sites sent zero waste to landfill.
- Reduction of Group waste to landfill to 2%.
- All hazardous waste (1% of total) treated in line with local laws.

Over the next three years...

- We will continue to re purpose 100% of our trim foam and collect customers' trim too.
- We will increase the number of sites that do not send waste to landfill, and work with local authorities to improve disposal of waste.
- We will continue to train our employees on the importance of waste segregation.
- We will continue to reduce the amount of hazardous waste we produce.

Optimising resources (continued)

Other environmental impacts

Biodiversity

Biodiversity loss is as detrimental as climate change and the two are intrinsically connected. The planet has three natural carbon sinks; forests, oceans and soils, that help absorb carbon emissions and reduce global warming. Keeping these natural ecosystems – and the biodiversity they contain – healthy contributes to the solutions to climate change. However, global temperature rises make forests, oceans, and soils vulnerable to degradation. That is why our validated science-based emission reduction targets are so important to adapt our activities to help the global economy limit global warming to well below 2 degrees. Biodiversity is included as part of our commitment to complying with relevant country-level sustainability commitments and, where possible, exceeding them in both the speed of our adoption and the scale of our ambitions.

Although our manufacturing activities within our flexible polyurethane businesses have a low material impact on biodiversity, we do 'closely monitor' our impact and capture any material changes. Our Vita Talalay business supports the 'CO2OL Tropical Mix' afforestation and reforestation project in Panama and is certified with a reforestation area. The project is dedicated to the safety and protection of the Panama forests, climate, biodiversity, as well as the social living conditions of the communities surrounded in this region.

Air Pollution

As part of our operational activity assessments, we have established our own rigorous testing procedure which ensure we go beyond compliance of statutory requirements to monitor pollutants. We have a commitment to pursue low odour / low emission additives and reduction in VOCs in manufacturing. As burning of fossil fuels is accompanied by emission of NOx, Sox, PM, etc we use natural gas – our plants do not use any coal.

Water

During 2022, the rising impacts of climate change, pollution and consumption highlighted the depletion of water resources globally.

The production of flexible PU foam uses a small amount of water, therefore water consumption currently falls outside of Vita's high materiality threshold.

Similarly, any water used in the flexible PU foam production process is consumed within the formulation: there is no waste water. Nevertheless, since water risks vary by region and by type of business, we carry out respective risk assessments regionally and ensure the implementation of countermeasures are tailored to the specific risks identified.

In the reporting period, the Group consumed 139,120m³. 54% of this (74, 774m³) was consumed by a single site – Vita Talalay, which represents c.1.7% of Group sales. Vita Talalay uses water as part of its latex moulding process. This specific site has a water management plan in place with specific countermeasures to control the usage of water.

Optimising resources (continued)

Chemical tracker

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

Much of our business is providing customers with finished or semi-finished products. As such, numerous REACH obligations apply to our production processes (for example, restrictions on using isocyanate's); however, as the vast majority of our products are either finished or semi-finished, they are considered "articles" for the purposes of REACH. Vita launched a chemical tracker, in conjunction with our legal advisers to monitor EU and UK REACH changes and associated time-scales during FY22 to ensure Vita is well aware of all current and future legislation requirements, and is up to date with any divergence between EU and UK REACH requirements.

As a significant consumer of isocyanate's within our industry, we work closely with EUROPUR and the European Diisocyanate & Polyol Producers Association (ISOPA), and we are subject to on-site audits from ISOPA accredited suppliers, which contributes to product safety throughout the supply and manufacturing chain. Our foaming sites are SEVESO-regulated, placing specific requirements on them concerning documentation, production management, disaster and emergency recovery and specific governmental audit requirements.

Of course, upstream conditions in supply chains affect downstream impacts. We only ever supply products that are safe for our customers to use. This requirement is governed by our Group Safety, Health and Environment Policy and includes providing appropriate information on product use to our customers, for example, material data safety sheets where they are required. We take our product stewardship role very seriously, we seek to substitute materials wherever we can to reduce, for

example, volatile organic compounds (VOC) from our production emissions.

Responsible minerals initiative

We procure very small amounts of products which contain tin, mainly catalysts which assist the reaction between TDI and polyols, which accounts for less than 0.25% of Group spend. However, as a conflict material we ensure that all of our suppliers, who are purchasing tin for their products provide us with conflict mineral reporting and comply with the conflict mineral section of our sustainable procurement policy. To ensure the chain of custody, Vita has also completed the CMRT (Conflict Mineral Reporting Template), on behalf of our customers.



Optimising resources (continued)

Sustainable materials

All major chemical suppliers are now required to provide a Life cycle Assessment (LCA) of the environmental impact of the materials that we purchase. This includes the Global Warming Potential (GWP) of their products, so that we have Primary data for our Scope 3 emissions. We have worked closely with all of our major chemical suppliers to develop and source chemicals with a lower carbon footprint, for example the use of Bio-Polyols, Re-Polyols and Mass balance products, where virgin hydrocarbons are replaced with either renewable or recycled feedstocks.

Much of the initial research into sustainable materials is undertaken by large chemical suppliers. Our role in enabling the circular economy is the post-research follow-up: our development know-how, production expertise and ability to commercialise complex chemistries. We are experts at fine-tuning material properties, enabling complex raw materials to be produced at scale, and developing additional product characteristics to make the materials and resulting products more attractive to our customers.

Rob Evans, Director of Procurement, says: "We are proud to work with many chemical suppliers who

value innovation and sustainability as much as we do. We understand that we cannot achieve our ambitious ESG goals without robust supplier relationships in place. We value working with our suppliers, and we are proud to be regularly selected as a partner of choice when introducing new, more sustainable offerings".

Over the next three years...

- We will work with industry bodies such as Europur, to help set high standards for product stewardship and customer safety within our industry.
- We will be investing significantly in our ability to conduct LCAs for our products and develop an engine for reviewing alternative chemistries.

Key activities in 2022 included:

- Ensuring half of the additional development projects in the new product development pipeline have a product stewardship element.
- Ongoing work with EUROPUR, with Vita having significant input to EUROPUR's product stewardship Working Group.
- Switching to raw materials with lower GHG impacts, such as bio polyols (Origin™) and repolyol materials (Orbis™) wherever possible.
- Conducted LCAs on products going into the bedding and mattress market to understand their GHG profile and how this compares against competing products.



Tom Lilly, Vita Liquid Polymers, UK

“Understanding the impact of our emissions and doing everything we can to reduce them is so important to us.”

Iga Mazurek
Brzeg Dolny

Principle 3



Empowering people

The way we manage human resources practices makes Vita a safer, better and more enjoyable place to be, helping us retain the hard-earned trust of our stakeholders.





Empowering people (continued)

Introduction

Vita is a purpose-led business. Our purpose is 'to create comfort, deliver performance and enhance everyday life' and it underpins everything we do, how we behave and the decisions we make. It's our ambition that Vita employees are able to achieve their full potential whilst at work. We work to ensure that each employee is respected, is offered good opportunities for professional development, and belongs to a workplace where their opinions are valued.

Context

Employee safety, wellbeing, non-discrimination, and high levels of employee engagement are seen as fundamentals at work. For example, on safety, the human cost of workplace accidents is often substantial, with a ripple effect on the injured employee's family, friends and colleagues. But also, discrimination is still too common: it violates a fundamental human right and exacerbates inequalities, with broader social and economic consequences; ultimately, non-discrimination and inclusive practices improve business outcomes, and make it easier to attract talent. Recent research supports this, such as a 2019 survey of 13,000 enterprises in 70 countries concluding that almost three-quarters of respondents acknowledge the benefits of gender diversity in management. Further, respect for human rights and non-discrimination demonstrates integrity, and helps manage reputational risks.

1. 'Women in Business and Management: The business case for change' reports respondents claiming profit increases of between 5% and 20% https://www.ilo.org/global/about-the-ilo/newsroom/news/WCMS_701767/lang-en/index.htm

2. Lost Time Incident Frequency Rate = the number of lost time accidents (LTAs) divided by total hours worked, multiplied by 100,000.

3. Two female leaders and two leaders from ethnic minorities within our senior management team.

Performance and plans

Key goals	Performance against goals in 2022	Summary of three-year plan
<p>Safety: Zero occupational accidents every year</p>	<ul style="list-style-type: none"> 0.28 LTIFR (target 0.40) LTA's at record low of 15 for the year (41 in 2018) Y-on-Y improvement in LTIFR and number of LTA's since 2018 LDSR (Severity rate) at record low of 21 days (29 in 2018) Completion of behavioural safety programme. Ongoing deployment of policies and standards Development of Audit tool and Programme New System purchased (Alcumus) to allow for more dynamic reporting and analysis, driving the business forward SHE strategy refreshed 2022-2025 3.74% Mental Health First Aiders trained in 2022 (UK only) 	<ul style="list-style-type: none"> 0.30 LTIFR target for 2023 Sustain behavioural safety programme. Safety Perception Survey across all sites Ongoing deployment of policies and standards. Audit of SHE management system and mandatory standards across all sites 3 targeted safety campaigns per year SQCDP roll out across all sites, integration of VTZ Behavioural Safety and Conditions based safety Full deployment of Alcumus as system of choice
<p>Culture: Nurturing a culture where our purpose and values are exhibited every day in all of our decisions</p> <p>Culture: Encouraging a diverse, inclusive and engaged culture where our people can achieve their full potential</p>	<ul style="list-style-type: none"> 81% of our employees took part in the behavioural safety survey. 95.5% of employees trained in behavioural safety (Feb 2023). 38% of our leadership team has a protected diversity characteristic (as defined by the UK Equality Act). Our 2022 BYBL campaign included Stretch for Safety, Most Miles March, Vita Recipe Book, Vita Game Day, Safety Wellbeing Mascot competition. Launched our Women at Vita everywhere (WaVe) employee resource group to support women in the workplace and help them fulfil their full potential. 	<ul style="list-style-type: none"> Undertake an all-employee survey with a specific focus on diversity, equality and inclusion. 100% of employees to be trained on behavioural safety. Undertake 'Better You, Better Life' focus on wellbeing and mental health. Health and Wellbeing policy and committees to be created on all sites with top level sponsorship Wellbeing rooms being championed on all sites All senior leaders to receive diversity and inclusion training. Launch our 2nd employee resource group to support under-represented groups at Vita.
<p>Development: Offering development opportunities so that our people can flourish at work</p>	<ul style="list-style-type: none"> Continue eleVate and Velocity leadership development programmes for 25 participants 1,750 training hours. Introduce performance management training for people managers. Ran 2 pilots - 'job chat' where all employees in the pilot organisation receive an informal appraisal. 42 employees received job chats, 26 employees were trained, which equates to 13 training hours 	<ul style="list-style-type: none"> Deliver training on coaching techniques for senior and mid-level managers. Change Management training for our top 100 leaders in Vita to help them lead through change. Talent & Succession reviews to be completed with top 3 layers in the organisation to help retain talent and fill critical gaps. Launch new LMS (Vita Academy) to help everyone at Vita continue to develop and grow, whilst encouraging a culture of learning.
<p>Supply Chain safeguarding Increase surveillance of suppliers in labour and human rights assessments</p>	<ul style="list-style-type: none"> In 2022, our top 15 suppliers completed a digital 'Know Your Supplier' audit that included labour and human rights, DE&I and safety questions. A heatmap was then produced to ensure all suppliers were rated according to their performance 	<ul style="list-style-type: none"> Extend roll out Know Your Supplier questionnaire to top 50 suppliers Continue to develop supplier scorecards in relation to labour and human rights that ensure their business activities do not contribute to breaches of human rights and continue to pursue diversity and inclusion in line with Vita's road map.

Empowering people (continued)

In this section

- Safety
- Our culture
- Learning and development

Safety

Our number one priority is making sure that every employee, contractor and visitor to a Vita Group site returns home safe. Furthermore, we have a desire to help our employees return home in a better state than when they arrived with Mental Health and Physical Health campaigns becoming a more prevalent part of our day-to-day practice. We see safe operations as a moral imperative. We also believe that safe operations are synonymous with high quality, productivity and customer focus. We are proud of our achievements to date in creating a safe and high-performance culture within our operations.

Throughout 2022, we continued our safety performance improvement. We ended the year with a lost time injury frequency rate (LTIFR) of 0.28 (2021: 0.39) down from 0.90 in 2018.

When it comes to safety governance and management we operate a multi-layered series of approaches. Our Group Safety, Health and Environment (SHE) Policy and mandatory standards on safety aim to deliver zero harm for all employees, contractors and visitors on our sites. The Vita Group's leadership team advises on SHE risk reduction and strategy, and supports the business in its execution and auditing. The Group Board establishes levels of acceptable risk and makes capital and other resources available as required. Senior management sets Vita's safety performance goals while the Group safety council governs overall safety strategy including policy, standards, and behavioural/culture change activities. Divisional safety councils adopt the Group strategy accounting for divisional priorities and responsibilities.

Regional directors and site managers implement site-

Understanding and improving our safety culture

In 2017, we launched our safety programme 'Vita Towards Zero' which focuses on safety conditions and employee engagement. A critical output was vital safety documentation to guide colleagues on safety at work every day. While this constitutes a strong foundation upon which to build, we know that the only way to make a real step-change in safety performance is through better 'behavioural safety'. Since 2018, we have reduced our LTIFR across the business from 0.9 to 0.28 by focussing on this core value.

Our safety partnership with DuPont Sustainable Solutions (now DSS+) enables us to focus on three critical things:

- A safety perception survey to help us understand the safety culture throughout the business. This will be retaken in 2023 to track progress and further actions as required.
- Manager and supervisor training.
- 'Safety champions' training, who will then go on to train our employees. (We are proud of

specific safety management in line with Group SHE management system policy, site-level procedures and checklists, and other 'zero harm' initiatives. Council meetings are monthly.

Each Vita Group business has a formal written SHE management system in place that details compliance with legislation where we operate, with policy, and with Group mandatory standards.

Vita Towards Zero (VTZ) is our behavioural safety training programme and engagement campaign to help deliver the Group's safety priorities, enable visual safety leadership, and set the tone

our safety champions who, between them, have trained over 3,000 employees in our "Caring for Each other" Programme.)

We also invest heavily in staff wellbeing campaigns. For example, during the first quarter of each year we run our 'Better You, Better Life' campaign. This initiative includes Group-wide and local team activities, all designed to promote the benefits of, and techniques for, staying active both physically and mentally. Alongside the business-wide activities, we have trained designated 'mental health first-aiders' so that our people always have someone to go to for support. By supporting the physical and mental wellbeing of our people, in addition to putting safety first, we will make good on our aspiration of Zero Harm and seek to send our employees home in a better condition than they arrived!

We have further introduced 3 additional monthly safety campaigns during which our sites focus into specific risk areas, decided upon following a review of our historical accident data. Campaigns include Slips Trips and Falls, Manual Handling, Cuts and Abrasions & site specific campaigns.

and culture.

Employees are actively involved in risk reduction activities and contribute to writing risk assessments and safe operating procedures.

Our safety management system aligns with recognised international standard ISO45001, and the DuPont Bradley Curve, a measure of maturity for behavioural safety. Our Policy ensures clarity of responsibilities, including the appointment of a SHE Coordinator for each site.



Monika Zaborowska,
Braça, Netherlands

Empowering people (continued)

Occupational Health Management

Noise management

Vita undertake suitable and sufficient assessments of the risk from noise to the health and safety of employees or stakeholders coming in to contact with Vita on site production activities. The risk assessments identify the measures which need to be taken to meet the requirements of Noise related regulations from each local authority. For Vita, these assessments include undertaking annual factory noise surveys at each production facility to provide useful data with regards to assessing noise exposure of employees working on specific machinery and around the factory.

Chemical management

The use of chemicals is widespread and essential to meet the comfort, well-being, and high living standards of modern society. However, most chemicals have hazardous properties which can harm the environment and human health if not handled responsibly and to the required safety standards. Vita has in place Chemical Safety Mandatory Standards for managing the risk from chemicals and hazardous substances. The Purpose of this Standard is to avoid (or, if not possible, minimise) adverse impacts to human safety and health and the environment from the storage, handling and use of chemicals and hazardous substances.

Customer health and safety

We commit to safeguarding our customers health and safety through the assessment of the health and safety impacts of products and services categories; occupational safety, environment, quality, product safety, business interruption, process safety and financial loss. Our internal management of change process directly deals with any change issues relating to product and customer related health and safety. There were zero product recalls across Vita in 2022.

Employee occupational health checks

The Vita Group, has a responsibility to ensure our employees' health and welfare is not adversely affected by their work and that our employees are medically fit to carry out their work safely. Our Occupational Health service is the area of health care that is concerned with the relationship between our people's health and their work. Its role is in an advisory capacity, and it is not a substitute for a General Practitioner (GP). In addition, these services aim to offer improved general health and wellbeing of our employees, to ensure they remain in work. We consider specific requirements for employees that have health conditions or disabilities, either work-related or not. Including complying with equality legislation when supporting employees both in and returning to work. Health surveillance can detect ill health effects early and show whether you need to review and revise your risk assessment and control measures. Statutory Health surveillance include health risks associated with noise, vibration, and substances hazardous to health. Other issues that can indicate whether health surveillance might be appropriate include:



- Previous cases of work-related ill health in your workplace
- Reliance on personal protective equipment as an exposure control measure
- Evidence of ill health in jobs in your industry information from insurance claims, manufacturer's data, and industry guidance
- Long term illness (non-work related)
- Occupational Health Services

The Vita Group ensures that the Occupational Health Service provides a comprehensive, equitable and confidential service tailored to meet the specific needs of the business in respect to the specific work carried out by its employees, contractors, or visitors. A number of service provisions are mandatory (as per legislation and/or detailed in The Vita Group Policy and Mandatory Standards) and it is these requirements, which form the core Occupational Health services provided.

"A key principle of Vita is empowering individuals to show leadership that drives forward innovation, improves safety and helps make us a more competitive business."

DAN O'RIORDAN,
COMFORT DIVISION CFO & STRATEGY DIRECTOR

Manufacturing industry leaders and innovators

During 2022 we were proud to have three employees recognised in the 'Manufacturers Top 100', a comprehensive list of the most dynamic leaders and innovators in manufacturing. The winners were selected by an esteemed judging panel featuring leaders of the industry, academic institutions and manufacturing associations.

Stuart Roby – Managing Director, of The Vita Group's Technical division – and Gilbert Davids – Managing Director of Vita Comfort were both recognised in the Inspiring Leader category. Both being honoured for their leadership and strong commitment to the company's key values and principles, and expanding sustainable product ranges and driving innovation for their respective divisions.

Simon Higginbottom – Production Supervisor at the Vita Dukinfield site – was honoured in the Young Pioneer category. Simon has made a significant and tangible impact on how Vita operates and the processes the business employs. His seamless implementation of technological solutions to enhance the day-to-day processes of Vita's Dukinfield site means that the new processes are now second nature to its employees.

Empowering people (continued)

Key activities in 2022 included:

- We continued the roll out of our updated policies and mandatory standards whereby sites perform a self assessment against the standard and develop action plans to ensure full compliance.
- We refreshed our 3 years strategy setting our goals and objectives for the next 3 years, focussed primarily around risk reduction, behavioural safety and all employee engagement, adopting the Dupont safety framework under the pillars of leadership, Processes and Actions & Structure whilst adding our own pillar of Equipment Safety.
- Actively encouraging employees to undertake risk assessments and write safe operating procedures.
- The completion of our behavioural safety programme 'Caring for each other' with 3000+ employees trained by our Safety Champions. All new starters are trained with refresher training for current employees planned for 2023.
- Providing occupational health support and industrial hygiene/health monitoring, e.g. health monitoring for employees working with isocyanates.
- Sharing information about accidents and their causes to prevent any re occurrence.
- Monitoring a set of leading and lagging safety indicators with active monitoring, feedback and engagement, e.g. an average of 4 hazards per employee were raised in 2022, with a 92% closure rate.
- Launching 'Vita Towards Zero' projects to further engage employees, facilitated by a site-level VTZ safety committee, to reduce risk and potential harm.
- Improved recognition of good safety performance both on a site basis (eg celebration of milestones) and individual basis (eg for commitment to safety)
- Auditing all foaming facilities for process safety and spot-auditing a number of our sites for general safety performance.
- The development of an audit programme for our SHE management system and Mandatory Standards, with pilot sites chosen in 2022 pending full programme in 2023.
- Implementation of a new Incident Management reporting system to allow for more Dynamic reporting and analysis of leading and lagging indicators, helping to drive the business further forwards.

Over the next three years...

- We will sustain our behavioural safety programme and continue to build on the improvements already achieved in the last 3 years.
- We will continue to deliver updated policies and mandatory standards on risk reduction and audit our sites against these standards using a network of SHE professionals who in turn will share best practice and their experience and knowledge during and following the audits. Full action plans will be created to ensure future compliance with higher risk sites re-audited on a more frequent basis.
- We will set more demanding 'stretch targets' for performance, measured through leading (pre-emptive) indicators, including an additional 'safety observations per employee' metric, to be added to existing leading indicators. All managers are set a target of undertaking one observation per week, which will be analysed through our new Incident Management System.
- We will retake the Safety Perception Survey in September 2023 in all of our facilities and compare and contrast performance from the original survey and share best practice in the group to allow others to "pinch with pride".
- We appointed a dedicated head of behavioural safety in July 2022 reporting directly to the CEO. This will ensure behavioural safety is firmly embedded in the organisation and to move all of our businesses along the Bradley curve, with the ultimate aim of all employees being in the Interdependent part of the curve whereby they are looking after their own safety and that of their employees (without even thinking about – ie the importance of safety is fully embedded.)



Behavioural safety correction, UK



"You can have policies, processes and safe operating procedures, but we will still have accidents if people choose to take shortcuts. I am proud of the way our people have responded to Behavioural Safety."

JONATHAN FRANKISH,
GROUP HEAD OF BEHAVIOURAL SAFETY



Empowering people (continued)

Our culture

The Vita Group's overall purpose has remained consistent since 1949; to create comfort, deliver performance and enhance everyday life. Living up to our purpose requires a highly engaged, diverse workforce of exceptional people.

Overall, 2022 was a tough year in many ways, competitive business challenges in sourcing, pricing, along with increased competition placed intense pressure on all of us. Let's not forget the long rebound from Covid, followed by the challenges of inflation and subsequent cost of living crisis as well as the war in Europe with the Russian invasion of Ukraine. However, through 2022 we can be proud that our safety performance has once again improved dramatically, with the group experiencing a reduction to 15 lost time accidents versus 20 in the prior year. This meant we finished 2022 with a lost time incident frequency rate of 0.28 versus 0.39 in 2021.

Our employees have proven resilient when faced with these challenges, and the improvements made, in areas such as safety, would be impossible without our talented workforce.



"Equality, Diversity and Inclusion are at the core of our purpose - Enhancing everyday life for our people."

NEIL SIMMONDS
HR DIRECTOR

Supply chain safeguarding

During the course of 2022 we successfully rolled out our first 'Know Your Supplier' questionnaire which included DE&I, Safety and Labour and Human Rights questions to our top 15 suppliers, representing 71% of Group spend. This was a significant step forward for the group as we look to expand due diligence on labour and human rights within our supply chain. Understanding the gender and ethnicity balance of our value chain is a focus area for the next 3 years as we look to work with organisations with the same equitable ambition as ours.



Bridget Groarke and Richard Page,
BYBL Day, Middleton, UK



Empowering people (continued)

Our communities

We are committed to working within the communities we operate and part of this is linking up with charities and community groups. Our teams from across the group have taken part in many charity events, from donating mattresses to the victims of the Turkish earthquake, to the delivery of mattresses to local homelessness charities.

Our site in Lithuania however sets an example to be proud of. The team in Alytus get involved with community projects throughout the year, making the area in which they live and work better for the whole city. 2022 saw a hive of activity including donating with their customers over 1,000 mattresses, 100 pillows and 25 blankets to refugees fleeing the war in Ukraine.

The war in Ukraine had a significant impact on our Lithuanian team, with many people having family and friends directly affected, the proximity of the site to the Ukrainian border also played a big part in this. The team wanted to support the refugees further by organising collections of clothing, hygiene products, medicine, food and children's items, which were all donated to the Red Cross.

The Vita Baltic International (VBI) team also take pride in supporting charities and groups that work with young children, including donating specialist medical mattresses to disabled and sick children, donating school bags to local children and providing soft play toys to charities who work with individuals with physical and educational needs.



Donations for Ukrainian refugees



Easter celebrations in Alytus, Lithuania



Soft play toys donation, Alytus, Lithuania



Soft play toys donation, Alytus, Lithuania

Empowering people (continued)

Better You, Better Life

Striving to always consider and improve the physical and mental wellbeing of our colleagues is a core driver at The Vita Group. This value stems from our belief that everyone should return home from work as healthy (if not healthier) as they were when they left home.

Creating a culture that sincerely strives towards this goal is therefore an important aspect of how we structure the business and how we work. One of the best examples of this is the 'Better You, Better Life' (BYBL) campaign, which we run during the first quarter of every year. This Group-wide initiative is focused on promoting physical and mental wellbeing through a wide variety of activities which delve into areas as diverse as ergonomics, diet and nutrition, stress, noise, sleep, anxiety, exercise, stretching, maintaining mobility and much more.

Mental health is a significant priority for our BYBL campaign. This is a multifaceted topic and one that we tackle from several angles. Much of our work focuses on tackling the stigma surrounding mental health, early intervention and raising awareness of symptoms and highlighting available support. This is not just to help people through any current mental health challenges but also to safeguard against future problems and to do everything possible to prevent worst case scenarios.

BYBL is supplemented by other employee engagement initiatives such as Women at Vita Everywhere (WaVe) and our VTZ (Vita Towards Zero) Caring for Each Other campaigns as well as Mental Health First Aider increasing across the Group. The long-term aim is that the concentrated focus on health and wellbeing throughout BYBL will act as a catalyst to make health and wellbeing a fundamental aspect of every conversation, in much the same way that occupational safety has become.

Embedding it into the structure of the company through the BYBL committees and quarterly campaigns has already made it a core aspect of how we work and is creating a behaviour change that will make sure that wellbeing is considered, supported and protected at all times.



Dog therapy session,
Middleton, UK



Empowering people (continued)

Gender balance progress - UK

In 2022, we saw women entering the workplace increase to its highest level since 2019. We also saw a positive shift in the upper pay quartile within the UK, demonstrating a positive increase of female representation in senior roles Vita currently only reports gender pay information for our UK business.

At Group level our number of senior female leaders increased from 23.7% to 24.3% from 2020.

Our Pay Gap (%) 2022



Equity, diversity and inclusion

Culture depends on active participation by each of us. A positive culture embraces differences and resists discrimination. Of the nine people in our executive senior management team, 44% have a protected diversity characteristic, as do 30% of our senior leaders.

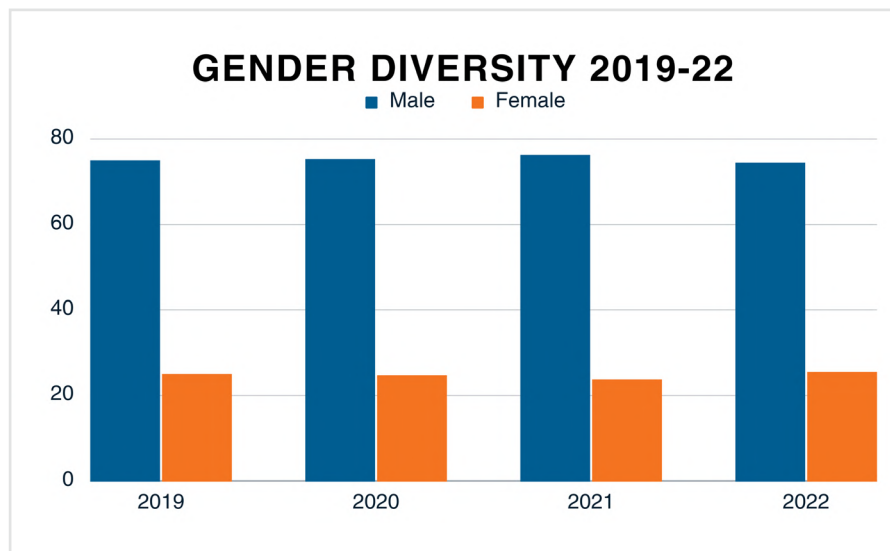
Vita reports gender pay information for our UK business. Family-friendly HR policies are structured to support our employees balance of work and family life. A key driver is to support flexible working models, support carers and to assist with childcare. Vita sites are covered by these policies and they are made available to every employee on the companies Intranet.

Equity, diversity and inclusion (ED&I) is vital to creating and maintaining a successful workplace, one founded on the principle that all people can thrive personally and professionally.

That means we aim to consider more people from diverse backgrounds when we hire and promote, thus ensuring that we have the best chance of finding the very best person for the job.

Maintaining strong employee relations is very important to us and our culture. Strengthening relations means encouraging productive relationships

with our employee representatives. We have representatives with four main types of entity: trade union, Works Council (where required by law), workers' committees (similar to a Works Council, which facilitates employee dialogue even when not required by law) and safety committees. We are pleased that during 2022 we continued to have good relationships with our employee representatives. These entities cover approximately 55% of our sites.



Over the next three years...

- We will continue to embed our values.
- We will launch an all-employee survey with a specific focus on equality, diversity and inclusion (ED&I); this feedback will inform a focused ED&I strategy that will ensure all employees can bring their whole selves to work and perform at their best.
- LMS – Vita Academy Launch (incl. On-boarding Portal)
- 4 Box Change Management Training
- Elevate & Velocity – Cohort 2+
- Launch minimum of 2 more Employee Resource Groups
- Leadership D&I Training
- Re-launch PDR Process for all Indirect Employees
- Launch Job Chat for all Direct Employees
- Launch STAR (Special Thanks And Recognition) Process

Key activities in 2022 included:

- Trained 3.74% of UK workforce in Mental Health First Aid
- Performance Management Training (4 Box)
- Assessed 100% of our top 15 suppliers for labour and human rights performance and risk
- Behavioural Safety Training
- WaVe Launched & Activities
- D&I Awareness Brief for all employees via F2F Compliance Training.
- Elevate & Velocity – Cohort 1 (Overview + Programme Events)
- Job Chat Pilot for DL x2 UK Sites
- Better You Better Life Campaign



Empowering people (continued)



WaVe - Women at Vita Everywhere

In March 2022 Vita launched its first employee resource group. Women at Vita Everywhere is a network that aims to support women and help them reach their full potential, that is open to everyone to enrich and strengthen Vita.

At Vita we believe that attracting and recruiting diverse employees and personalities is extremely important. However, hiring diverse talent is not enough, it's the experience people have in the workplace that shapes them. As an organisation Vita are committed to provide a work environment that champions safety, diversity, engagement and ethical conduct at all levels within our business.

At Vita, we have many talented women working in all types of roles. While it's important to acknowledge the progress and changes that have been made over the company's history, there is still work to do. Across our industry, women continue to be under-represented. This is a concern not just for Vita but the wider industrial, manufacturing and engineering sectors.

There are 4 key areas we intend to provide through the network:

1. Support to employees on key issues and topics that impact women
2. A community for female engagement across the whole of Vita
3. Enable the leadership team to hear how the organisation feels and is impacted by diversity issues
4. Educate all colleagues on the importance of diversity and inclusion

Over the last year we have hosted a series of interactive events that have enabled us to engage with colleagues across the company as well as provide support on really important topics. These topics

include imposter syndrome, the menopause and finding the right work-life balance when you're a parent or carer. Importantly, whilst significant to women, these topics also affect men too and we have been delighted to see the level of engagement and participation from all at Vita, regardless of gender. In addition, the WaVe committee is supporting the business with the continuous development of our family friendly policies and procedures, to ensure we have the right structures in place to enable all people to have fulfilling careers at Vita alongside other priorities.

As we look forward, our big goal is to ensure the network has strong reach within the organisation, to include engagement from top leadership to the shop-floor. Furthermore, the network has already been a catalyst to increasing the level of understanding and engagement across the company around the importance of equity, diversity and inclusion and we plan to ensure this continues, making sure that wellbeing is considered, supported and protected at all times.



"Across our industry women continue to be under-represented. This is a challenge, not just for Vita, but the wider industrial and engineering sectors."

HAYLEY CROSBY,
TRANSFORMATION DIRECTOR



Women at Vita, Everywhere



Lizzie Bada, Middleton, UK



International Women's Day,
Lithuania

Empowering people (continued)

Learning and development

To ensure our employees realise their full potential, we invest in their development.

Within the Group, inductions and on-the-job training, such as safety, technical and People Management, are completed as standard by all employees. In addition, we selectively offer apprenticeships, sponsorships for specific qualifications such as accounting and engineering, and leadership development training.

We have two leadership development programmes in progress, 'eleVate' and 'Velocity', training a cohort of 26 of our current – and future – leaders. The programmes are being delivered with a third-party provider and are based around helping Vita drive its ESG ambition.

Velocity is a deep-reach potential programme designed to support senior leadership progression. Elevate is our future leaders programme which provides accelerated growth and development opportunities to our next generation of Vita leaders.

Both programmes have been established to strengthen our talent pipelines, embed our purpose, values and leadership expectations and help us accelerate the momentum on our enhancing everyday life' ESG journey.

Vita has also partner with Learning pool to have our own LMS. The LMS provides:

- Vita Employment on-boarding
- Ability to upload and create our own Vita content
- Learning libraries from Learning Pool. We have purchased 4 different content libraries which contain more than 96 e-learning training modules

The content of these libraries focus on:

- Health and Wellness
- Health and Safety
- People Manager
- Tracking on training and development

Leadership development

eleVate and Velocity are vital elements of our talent management strategy. This people focused strategy ensures that we have an established pipeline of talent in place to meet the future demands of the business. It also ensures that the next generation of Vita leaders and managers are fully aligned on the Group's growth ambitions and the importance of placing sustainability at the very heart of it.

eleVate and Velocity represent two levels of leaderships programme, with different levels of stretch. eleVate is a mid-level leader programme designed to build leadership capability, and Velocity is a deep reach, high potential programme designed to help junior talent accelerate their careers. The programmes cover emotional intelligence, coaching, the difference between leading and managing, delegation, strategy, and change management. Both programmes support Vita's drive to place sustainability at the heart of everything we do; for example, participants must research sustainability best practices, make recommendations on how to implement these within Vita and then make change happen.

Continued investment in training and development is critical to safeguard - not only the future success of the company - but also to keep colleagues motivated, engaged, and passionate about what they do. This is especially true when it comes to sustainability, as it is front and centre to our business operating model. Our business obligations to report against Environmental, Social and Governance activities and impact areas are a focus point for all future managers and leaders so naturally it makes perfect sense to place ESG reporting and sustainability at the heart of our management and leadership programmes. Neil Simmonds, Human Resource Director said, "Vita's continued investment in Leadership Development is critical in future proofing our business to help us retain talent, develop critical skills and to navigate the VUCA environment we find ourselves."



"Elevate and Velocity are integral elements of Vita's talent management strategy in developing the next generation of Vita's leaders."

RUTH FILOR
TALENT & ENGAGEMENT MANAGER



eleVate and Velocity team building,
Lake District, UK

Empowering people (continued)

Key activities in 2022 included:

- Providing 18% of our employees with professional development training.
- Running our eleVate and Velocity leadership programmes.
- Increase a number of employees training in 2-day Mental Health First Aid
- Launch of our VTZ Behavioural Safety programme:
- Offering behavioural safety training for over 350 managers and supervisors (34 sessions in 9 different languages).
- Undertaking 'Train-the-trainer' training for our 75 'Safety Champions' (3-day training in 5 different languages).
- 97% of our employees have attended the "Caring for Each Other" training session delivered by our "Safety Champions" in all our languages. More than 3100 employees (Dec 22)

Over the next three years...

- We will continue running our eleVate and Velocity leadership development programmes.
- We will run coaching training for senior and mid-level managers.
- We will train our senior management and mid-level managers in good performance management, to embed the practice of taking appraisals and actively managing performance.
- We will refine and roll out the 'job chat' process that we piloted over 2 sites in 2022 to all employees, regardless of role or seniority, are encouraged to have at least one semi-formal conversation with their manager each year relating to their performance and development needs.



eleVate and Velocity team building,
Lake District, UK

Principle 4



Acting ethically

We hold ourselves to the highest standards of management, and ensure that we operate in an open, accountable and responsible way.

“We work together to achieve our targets.”

Sylwia Rynkowska

Lab, Brzeg Dolny



Acting ethically (continued)

Introduction

One of our core values is behaving with integrity – making the right choices, not just the easy ones. For us, acting ethically means accepting our social, ethical and legal responsibilities, while putting in place a governance structure which monitors risk and compliance.

We are proud of the high standards we set for all Vita employees, and the way we conduct ourselves through our Code of Conduct and associated policies. Bridget Groarke, Group legal counsel says “we have a zero-tolerance approach to corruption, bribery and anti-competitive behaviour”.

Acting ethically at Vita means going above and beyond ‘compliance’. It means operating in the spirit, not just the word, of the law in the countries where we operate. It means being a responsible employer, member of the community and keeping our promises.

Context

According to Transparency International, corruption is “likely to adversely affect long-term economic growth through its impact on investment, taxation, public expenditures and human development”.

In addition to the overwhelming weight of evidence for the detrimental economic impacts of unfair practices, there is a clear legal rationale for behaving ethically, with legislation such as the UK’s Bribery Act making the costs of poor ethical performance extremely high, for the company and individuals.



1. www.transparency.org/files/content/corruptions/Impact_of_corruption_on_growth_and_inequality_2014.pdf

Performance and plans

Key goals	Performance against goals in 2022	Summary of three-year plan
<p>Compliance:</p> <p>We will continue to operate within the law in all countries.</p>	<ul style="list-style-type: none"> Zero fines or sanctions against The Vita Group during 2022. All new suppliers/customers checked via third-party (Dow Jones) as part of third-party due diligence assessments. Code of Conduct refreshed in 2022 to reflect updated core policies. 	<ul style="list-style-type: none"> We will continue to comply with all local laws. We will continue to conduct third party due diligence checks on suppliers and customers.
<p>Training:</p> <p>We will train all relevant employees each year using a holistic compliance programme focused on higher-risk areas involving third-parties.</p>	<ul style="list-style-type: none"> 100% of relevant employees trained on our Code of Conduct and key Anti-bribery and Corruption policies. 	<ul style="list-style-type: none"> Refresh our learning content each year to maintain a focus on core ethics policies. Continue face to face compliance training biannually to supplement online training.
<p>Governance:</p> <p>We will continue to scan our external environment for threats and opportunities, while transparently managing risks and opportunities through our Board and Governance committees.</p>	<ul style="list-style-type: none"> Monthly Management Board meetings took place with minutes, actions and follow-up. Management Board meetings took place across the Group’s entities. New policies launched as part of our Environmental Management System, including sustainability and sustainable procurement policies. Ongoing enforcement of existing core policies. Risk framework refreshed and core risks and opportunities for the Group assessed. 	<ul style="list-style-type: none"> Develop additional policies. Update risk framework and launch/embed risk transparency/management system. Create risk dashboard covering all risks across the Group.



“We have a zero-tolerance approach to corruption, bribery and anti-competitive behaviour.”

BRIDGET GROARKE
GROUP LEGAL COUNSEL

Acting ethically (continued)

In this section

- Compliance
- Training
- Governance
- Tax strategy

Compliance

It is critically important that we comply with the law in the 13 countries where we operate. We have zero reported cases of child labour, human trafficking or modern slavery within our operations. We have a zero-tolerance approach to breaches of our Anti-bribery, Corruption and Anti-competition policies.

We set Group policies which are mandatory minimum standards for the business, and then we work with legal partners in each of the jurisdictions we operate within to set any additional standards that are required to meet local compliance standards.

During 2022, we recorded zero socio-economic sanctions or notices of environmental non-compliance, across all the countries where we operate.

An accessible and engaging Code of Conduct

The Code of Conduct is personally sponsored by Vita's Group CEO, and summarises core policies and requirements that all relevant Vita employees are trained to understand. Sections include Health and Safety, Our People, Sales and Commercial Transactions and Responsible Personal Conduct.

Key activities in 2022 included:

- Training 100% of relevant employees on compliance-related matters.
- Requiring 100% of new suppliers and customers to complete a third-party due diligence testing process, as required by our Code of Conduct.
- Updating our Code of Conduct to reflect new core policy introductions, translating it into all 13 of the languages spoken in the countries where Vita has sites, and communicating these changes to key stakeholders.
- The whistle blowing policy was updated, with one case raised and investigated during 2022.

Over the next three years...

- We will continue to follow the laws in the countries we operate.
- We will continue to train our employees on expectations in relation to compliance.



Leanne Wilkinson, Middleton, UK

Acting ethically (continued)

Training

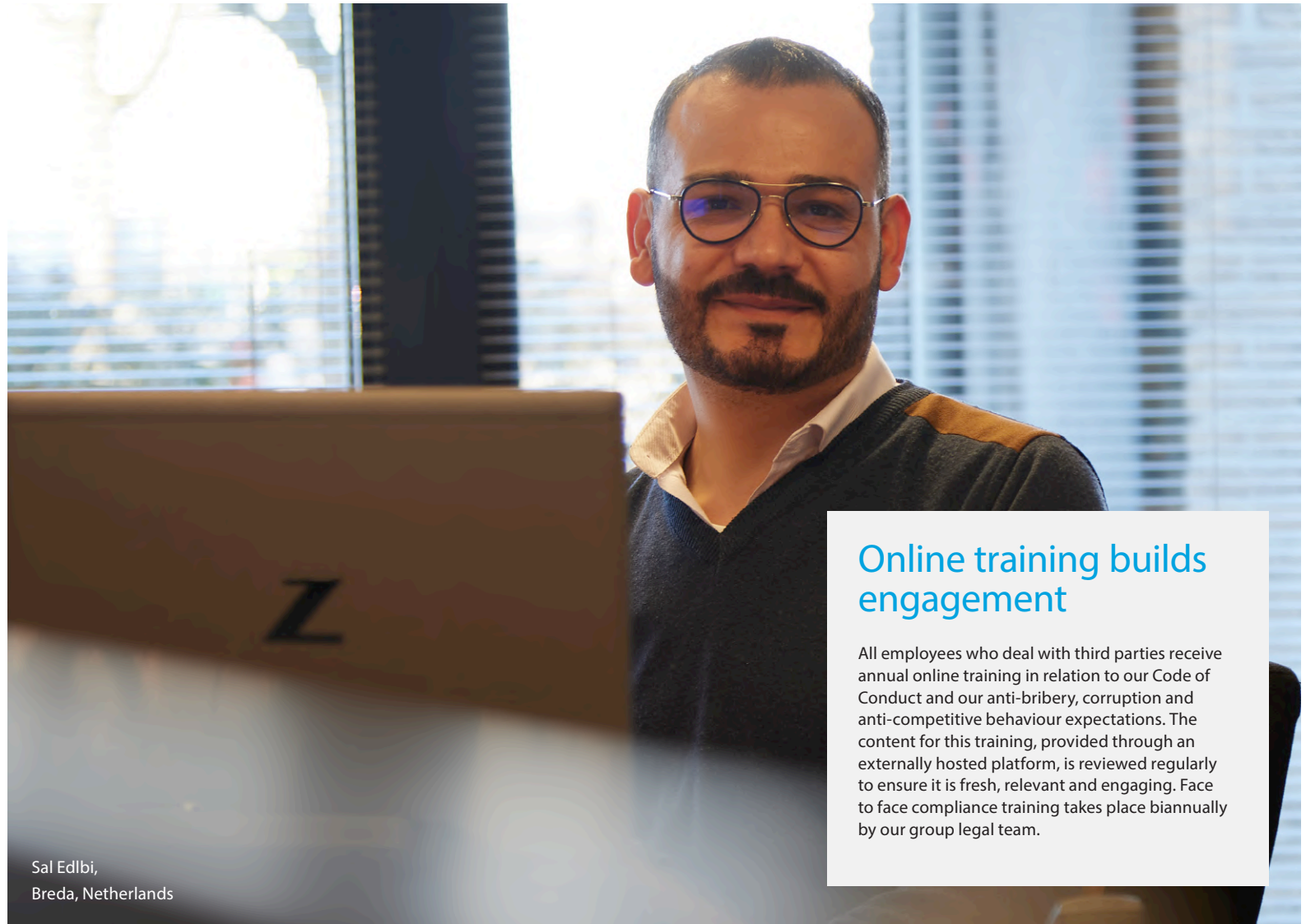
Our Code of Business Conduct sets out our standards in relation to corporate responsibility and expectations for employee behaviour. This Code is available on the company's Intranet in 13 languages. It is widely communicated within the organisation and through our supply chain, including through our Compliance Training Programme for employees who work directly with customers and suppliers, as well as our senior managers, agents and Non-Executive Directors. Our Code of Conduct is the foundation for our compliance training programme.

During 2022, all relevant employees (senior managers and employees with third-party contacts) were trained on a range of compliance-related matters, including our Code of Conduct, anti-bribery and corruption, and competition.

On top of this our managers and leaders took part in performance management training, which saw 570 hours completed. The 3-module course was delivered by external company 4Box.

Over the next three years...

- We will undertake annual online training and biannual face to face training, covering areas beyond compliance, e.g. better risk and prospect management, non-discrimination, anti-bullying and harassment.



Sal Edlbi,
Breda, Netherlands

Online training builds engagement

All employees who deal with third parties receive annual online training in relation to our Code of Conduct and our anti-bribery, corruption and anti-competitive behaviour expectations. The content for this training, provided through an externally hosted platform, is reviewed regularly to ensure it is fresh, relevant and engaging. Face to face compliance training takes place biannually by our group legal team.

Acting ethically (continued)

Governance

Our governance approach is based upon Vita's Board setting the strategy for the Group. Meanwhile, the Vita leadership team is responsible for providing the resources to pursue that strategy, monitoring associated risks and opportunities, and implementing its execution.

The Group Board and leadership team meets monthly and has a number of sub-committees in place which set detailed execution plans and follow the PDCA cycle of healthy management systems. These committees include the Group Safety Council, the ESG Council, the Innovation Council, GDPR Steering Committee and the Commercial Excellence Council.

The Group Board meets monthly with Executive and Non-Executive Directors that provide additional oversight. This Board has a Remuneration Committee, Audit Committee and Risk Committee in place. All entities have been set up in line with the articles of association and have a mix of Executive and Non-Executive Directors on their Boards.

The Vita Group is a privately owned company, set up in 1949 and headquartered in Middleton, UK. The Group has 37 sites across 13 countries. The Group's ultimate shareholder is US-based; this means that Vita must also comply with US sanctions and regulations affecting US incorporated entities and their foreign branches and subsidiaries.

The Vita Group operates and trades in a variety of countries, some of which are part of the European Union. As such, certain entities within the Group are prohibited by law from trading with certain individuals and certain countries. Accordingly, we are compliant with the Economic Sanctions and Trade policy, and review and check each proposed customer and/or supplier in line with these restrictions.

Implementation of these policies occurs via the Vita Management Board, and monthly reporting is in place for policy breaches. Where breaches do occur, thorough investigations take place and remedial action is applied. Such remedial action can range from a refusal to work with suppliers or customers who do not share our values, through to disciplinary action (where relevant) for employees who fall short of the standards required.

During 2022, Management Board meetings took place at multiple levels within the Group. Core steering committees met and put in place execution plans and monitored their inclusion, including on matters relating to ESG. New policies were developed to enhance the Group's management system, including specific ESG policies. Reporting, including on GHG emissions, was enhanced too, to enable frequent monitoring of key ESG performance indicators.

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

Certified Management Systems Coverage across Sites*		
Certified Management System	Group Coverage	Foaming Centres
Quality ISO 9001	30%	36%
Occupational H&S ISO 45001	8%	14%
Environment ISO 14001	25%	29%
Energy ISO 50001	3%	7%

*During 2022, we increased our overall group coverage of certified management systems. The above table represents this group coverage and how it is spread specifically across our foaming sites.



Roundtable launching 2021 sustainability report, Middleton, UK



Visitors having a site tour, Middleton, UK

Acting ethically (continued)

Key activities in 2022 included:

- Maintaining the leadership team and Group Board oversight of The Vita Group.
- Holding meetings of core management committees (e.g. Safety, Innovation, ESG).
- Training the Group Board on key matters, such as compliance.
- Reviewing and updating core policies.

Over the next three years...

- We will develop additional policies, including on Human Rights, to supplement our existing strong practices.
- We will launch an IT-enabled risk platform to better monitor, measure and manage key risks across the Group.
- We will uphold the standards of governance required by the UK Companies Act and similar legislation in the countries in which we operate.



Ursula Wong and
Abdel Fadhel,
Breda, Netherlands

Tax strategy

Our Tax Strategy is published on the Group's website. The strategy helps create value for the Group through the use of robust tax controls and eligible tax relief, while ensuring that we pay the correct amount of tax at the right time and comply with all laws, regulations, reporting and disclosure requirements.

We seek to meet all of our statutory and regulatory tax obligations. This means acting with reasonable care in relation to all tax filing and payments and disclosing where appropriate all relevant facts and circumstances to the tax authorities when undertaking non-routine transactions and/or claiming relief.

We recognise that our tax obligations are for the most part clearly determined in law and practice, but there will be areas where judgment is required, and choices are available. The uncertainty arising from the interpretation and application of taxation laws and regulations gives rise to tax risk. To manage tax risk, we encourage an environment of openness and transparency throughout the Group, in which risk management is embedded in day-to-day business.

Our Tax Strategy is ultimately overseen by the Group Board. It is reviewed annually and whenever there are material changes to the Group's tax environment. Any proposed changes will be discussed with and approved by the Group Board.

Responsibility for the day-to-day management of the Tax Strategy is delegated to the Chief Financial Officer, who is supported by the Head of Tax and the Group Financial Controller.

Our Tax Strategy applies alongside the Anti-bribery and Corruption Policy, Code of Business Conduct Policy and Transfer Pricing Policy. All employees are expected to adhere to the Code of Business Conduct Policy, which states that Vita does not tolerate tax

evasion or the assisting taxpayers in the evasion of tax under any circumstances in any country.



"Vita encourages an environment of openness and transparency throughout the Group."

STUART ROBY,
MANAGING DIRECTOR
TECHNICAL & FLOORING DIVISION

About this report

We are pleased to share with you our 2022 sustainability report on management's approach and performance relating to ESG/sustainability topics and impacts. This report represents our active commitment to transparency with our stakeholders.

In this report, a material sustainability, or ESG, topic is one that reflects Vita's most significant environmental, social and governance impacts, or one that could substantively influence the assessments and decisions of our stakeholders. Regarding topic impact boundaries, all material topic impacts are relevant to our operations, our suppliers and our products unless otherwise stated, for example human, resources impacts that reside predominantly within our site boundaries.

The content of this report is shaped by a materiality assessment, which identifies and evaluates the most material sustainability topics for our business and our stakeholders during the previous year and on a five-year time horizon into the future. We provide information on our materiality assessment and GRI alignment below.

Scope of report

Information provided in this report relates to all assets and sites in The Vita Group. Where possible we provide historic data for comparisons. The reporting period is the calendar year 2022. Unless otherwise stated, we report data for our operations on a 100% ownership basis. Data is reported using the metric system and EUR. Unless otherwise stated, all workforce data is limited to permanent full-time and part-time equivalents. We declare no material restatements, since this is our first report.

Our data scope is as follows:

- Environmental data: 37 sites.
- Gender and ethnicity data based on UK sites only.
- Economic and governance data.

Management approach

Information about how we manage our material topics is indicated in the report, with detailed supporting policy documentation available on our website. Supporting information on site certifications, risk management and audits are also available.

The Vita Group conducts audit and review processes for all management approaches (policy, programmes, accountabilities, training etc.) periodically using our established internal audit protocol, including reports to our owner on the outcomes.

Readers can find additional supporting publications on our website including our explanation videos, documents and articles as well as mandatory statements such as our Gender Pay Gap report and Modern Slavery Statement.



About this report (continued)

Materiality assessment

In 2021, we conducted a materiality assessment. By doing so, we hoped to ensure that this report covers topics that (i) reflect The Vita Group’s significant economic, environmental and social impacts, or (ii) substantively influence the assessments and decisions of our stakeholders. We wanted to assess the relevance and significance of a range of topics, to ensure our ESG Vision ‘Enhancing Everyday Life’ remains fit for purpose.

The assessment took the form of a senior-level workshop, run with the support of an external agency. It was designed to meet the materiality principle at the heart of reporting frameworks such as GRI Standards, SASB and the VRF. It meets the requirements of GRI Disclosure 102-46 and clause 6.1 in GRI 102: General Disclosures.

The senior management team mapped the Vita Group (business model, operations, existing topics identified) to the Future Fit Business Benchmark (FFBB), an open-source framework which translates over 30 years of sustainability research, codes and guidance into a resource to support strategy-making. The aim of the assessment was to generate a list of material topics.



Peter Boyen and Nik De Ruyscher
Breda, Netherlands



Desiree Pruijsten,
Breda, Netherlands

The team assigned scores to the relative importance of a set of impacts expressed by the FFBB ‘break-even goals’, which align with system conditions and global challenges. The scores represented the internal perspectives on relevance and significance. Assumptions based on Vita’s knowledge of external stakeholder opinion were then used to generate an external perspective on the relevance and significance of the FFBB break-even goals. No external stakeholder engagement was sought on this occasion.

This assessment embraces the ‘double materiality’ concept in that it considers impact on society and environment as well as financial materiality. Such outward-looking materiality is best practice, and, by way of reference, will be a condition of the EU’s Corporate Sustainability Reporting Directive (CSRD) coming into force in 2023 for reports produced in 2024.

The topics were validated by the senior executive team at The Vita Group. Notable changes included some expansion of definitions of existing material topics, some subsequent rewording of topics, and some merging of topics. Water management was assessed to be less material although its importance is seen to be increasing. No new material topics were identified. Some additional topics were recorded on which to keep a watching brief, e.g. biodiversity, social exclusion/cohesion and tax reporting.

The validated material topics

Material topic	Alignment with Enhancing Everyday Life roadmap
Responsible procurement in pursuit of sustainable outcomes	Driving circularity Optimising resources
Product stewardship, product circularity, repurposing, packaging	Driving circularity
Operational greenhouse gas emissions, renewable energy use	Optimising resources
Products emit no greenhouse gas emissions	Optimising resources
Operational waste is eliminated	Driving circularity Optimising resources
Employee health & safety	Empowering people – skills, opportunities
Employee wellbeing, satisfaction	Empowering people – skills, opportunities
Inclusion, diversity, anti-discrimination	Empowering people – skills, opportunities
Employee engagement	Empowering people – skills, opportunities
Responsible marketing: product communications	Acting ethically
Ethical behaviour, business governance	Acting ethically

Topics close to being material

Topic	Alignment with Enhancing Everyday Life roadmap
Water use is environmentally responsible and socially equitable	Optimising resources
Operational emissions do not harm people or the environment	Optimising resources Empowering people – skills, opportunities
Natural resources are managed to respect the welfare of ecosystems, people and animals	Optimising resources Empowering people – skills, opportunities
Employees are paid at least a living wage	Empowering people – skills, opportunities
Tax integrity	Acting ethically

See Appendix on p.61 for details.



About this report (continued)

GRI standards content index summary

We provide here a summary of our GRI Standards Content Index. Please also refer to our separate full Index, available on our website. This report has been prepared in accordance with the GRI Standards: Core option.

GRI Standard	Disclosure codes	Principal page references	Comment
General disclosures			
Organisation profile	102-1 to 102-13	Pages 1-4, 8-9, 21, 23, 25,35, 44, 49, 58-62	Average of 2,963 permanent employees; with 38 main sites under our control and net sales (for private sector organisations) approximately €1 billion. Total capitalization (for private organisations) broken down in terms of debt and equity is not publicly available from The Vita Group. Quantity of products or services: exact numbers are not meaningful owing to the vast number of items of varying shapes and sizes, and modular configuration.
Strategy, ethics, governance, stakeholder engagement	102-14 to 102-18, 102-40 to 102-44	Pages 3, 6, 8-10, 12, 23, 25, 29-30, 33, 44-45, 52, 55-61	Our vision and strategy 'Enhancing Everyday Life' was developed using interactions and engagement with a variety of stakeholders including investors, customers, industry bodies, and employees (mainly senior management). This process is the basis for the identification and selection of stakeholders with whom we engage in our delivery of the strategy, and informed the materiality assessment in 2021, for example.
Reporting practice	102-45 to 102-46	Pages 8, 12, 60-61	All Vita Group assets are in scope of the report. In terms of topic boundaries (GRI Completeness Principle, and clause 2.4 (2020)), boundaries are identified in line with the terms of our Sustainability Policy and other relevant policies and with due regard for our relationship to positive/negative impacts (location, reversibility, severity, for example). Most impacts are within our operational control except for those upstream in our supply chains, and downstream with customers. Our management approaches account for this relationship. No material impacts occur at the level of consumer.
Reporting practice	102-47 to 102-56	Pages 8, 12, 60-61	This is our 2022 sustainability report, it covers the period 01 Jan to 31 Dec 2022, we do not have a policy on external assurance; we are reviewing this for future reporting. Please send us your feedback at info@thevitagroup.com .
Management approach	103-1 to 103-3	Pages 8-10, 12, 54-61	Our overall management approach generally applies to all material and additional topics. Some topics require specific management approaches, as described in the report and referenced in the full GRI Content Index. See our core policies: https://www.thevitagroup.com/legal-csr/ .
Specific disclosures			
Tax, Anti-corruption	207, 205	Pages 54-61	
Materials	301	Pages 17, 19-20, 32, 35, 39, 40, 41, 45	
Energy, Emissions	302, 305	Pages 12, 29-39	
Waste	306	Pages 5, 8, 10, 12, 16, 20, 25, 29, 32, 39, 61	
Environmental & Socioeconomic compliance	307, 419	Pages 55-58	
Supplier Environmental & Social Assessment	308, 414	Pages 12, 16, 22-26, 30, 33-35, 40-41, 43, 47	
Employment	401	Pages 9-10, 12, 43-50, 56-59	
Occupational Health and Safety	403	Pages 45-46, 49, 58	
Training and Education	404	Pages 12, 21, 29-30, 43-44, 46, 50, 52-53, 55-59	
Diversity and Equal Opportunity, Non-discrimination	405, 406	Pages 10-12, 30, 43, 47, 50-51, 58, 61	



About this report (continued)

Appendices

Material topic	Description	Alignment with Enhancing Everyday Life roadmap
Responsible procurement in pursuit of sustainable outcomes	Policies and processes must enable Vita to anticipate where negative supply chain impacts are likely to occur (energy, water, natural resources, GHG emissions, pollution, waste, physical presence, people), avoid them where possible, and take measurable steps to address concerns that arise.	Driving Circularity Optimising resources
Product stewardship, product circularity, re purposing, packaging	Products do not harm people or the environment, are benign to people and nature in use, and at end-of-life, whatever remains can be separated to maximise post-use recovery value. Customers must have access to recovery services capable of extracting such value.	Driving Circularity
Operational greenhouse gas emissions, renewable energy use	All energy consumed – as electricity, heat or fuel – is derived from renewable energy sources. We must aim for net zero GHG emissions across all operations; includes emissions from stationary and mobile sources owned or controlled by us (Scope 1 emissions), and emissions from the generation of purchased or acquired energy (Scope 2 emissions).	Optimising resources
Products emit no greenhouse gas emissions	Vita must verify that its goods and services do not cause emissions of GHGs, and – until it reaches this point – it must estimate the extent of any such emissions caused as a result of its sales.	Optimising resources
Operational waste is eliminated	Eliminate all avoidable waste generation, and re purpose all remaining forms of waste (in ways that minimise quality loss and prolong the life of the materials).	Driving Circularity Optimising resources
Employee health & safety	Vita must ensure the safety of all workers, foster physical health (e.g. nutrition, smoking), and mental wellbeing (e.g. bullying and harassment).	Empowering people – skills, opportunities
Employee wellbeing, satisfaction	Employees are subject to fair employment terms, e.g. relating to human rights, freedom of association, fair working hours, leave from work.	Empowering people – skills, opportunities
Inclusion, diversity, anti-discrimination	Each employee is working under conditions and supported by systems that protect them from discrimination.	Empowering people – skills, opportunities
Employee engagement	Employee concerns are actively solicited, impartially judged and transparently addressed; minimise employee concerns and implement internal controls to identify and deal fairly with issues that do arise.	Empowering people – skills, opportunities
Responsible marketing: product communications	Communications are honest, ethical, and promote responsible use; users are informed about any negative impacts of products, no false claims about product benefits arise.	Acting ethically
Ethical behaviour, business governance	Corporate integrity governance processes that identify high-risk areas for ethical issues within the business, commit publicly to ethical conduct; establish internal controls to ensure Vita lives up to the commitment.	Acting ethically

Additional, non-material topics identified

Topic	Description	Alignment with Enhancing Everyday Life roadmap
Water use is environmentally responsible and socially equitable	Responsible water management: consumption is sustainable, notably with respect to any water-stressed source; responsible water discharge (effluent, wastewater) must be verifiably treated before it is emitted back into nature.	Optimising resources
Operational emissions do not harm people or the environment	All harmful or pollutive emissions must be eliminated: <ul style="list-style-type: none"> Gaseous, solid, liquid (e.g. air pollutants, toxic fumes scarce metals; spills, toxic waste, chemical fluids). 	Optimising resources Empowering people – skills, opportunities
Natural resources are managed to respect the welfare of ecosystems, people and animals	To be Future-Fit, a company must: <ul style="list-style-type: none"> Preserve the health of all natural resources it owns or manages. Protect the health of any ecosystems and communities impacted by harvesting and extraction activities. 	Optimising resources Empowering people – skills, opportunities
Employees are paid at least a living wage	To be Future-Fit a company must pay all its employees at least a living wage.	Empowering people – skills, opportunities
Tax integrity	The right tax is paid in the right place at the right time: governance processes that commit publicly to responsible tax policy and reporting, and not deliberately seek ways to obey the letter but not the spirit of regional tax laws.	Acting ethically

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