

2025 | Human Rights Report



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Introduction



About dsm-firmenich

We are dsm-firmenich, a leading co-creation and innovation partner to some of the world's most iconic companies in the nutrition, health, and beauty space.

We are a Swiss company listed on Euronext Amsterdam. With dual headquarters in Kaiseraugst (Switzerland) and Maastricht (the Netherlands), we operate in almost 60 countries, field a global team of nearly 30,000 employees, and generate annual revenues of over €12 billion (total Group, including discontinued operations).

Where science thrives

dsm-firmenich is a nutrition, health, and beauty powerhouse. Formed in 2023 through the union of the global leader in health, nutrition, and bioscience and the world's largest privately owned fragrance and taste company, we draw on a long and influential tradition of science-driven innovation.

Today, we serve renowned business-to-business brands all around the world, always keeping the end-consumer's expectations at the forefront of our minds. Seeking to deliver solutions that combine the essential, the desirable, and the sustainable, we enable our customers to create products that shift the dial on consumer appeal, functionality, and environmental and social footprint.

Bringing progress to life

For us, progress is about helping our customers deliver this 'triple win' within their own operations and across the world. We renew that vision every day, using cutting-edge science to generate transformational approaches that combine what is essential for life, desirable for society, and sustainable for our planet.

From algae-based omega-3 oil to upcycled cardamom, from human milk oligosaccharides to menopause-related skin and health care, from fragrances made with 100% biodegradable ingredients to advanced bioceramics for orthopedic applications, our products bring progress to life and positive change to the world.

Our values

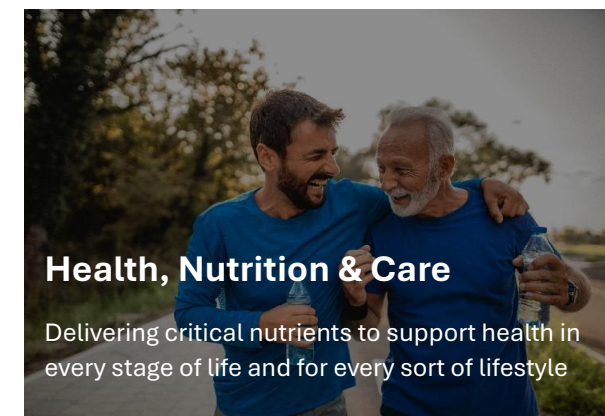
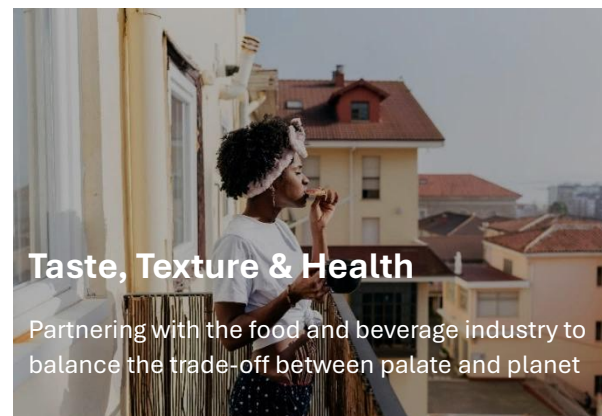
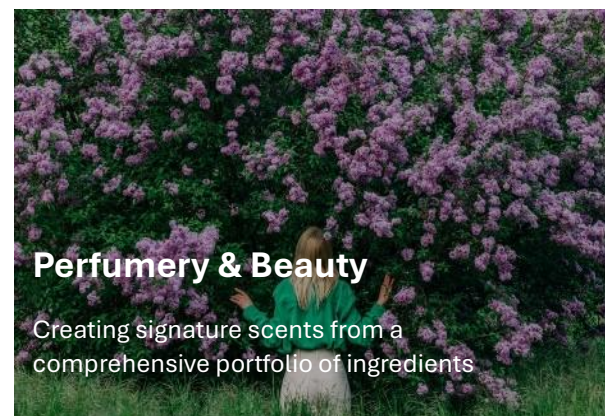
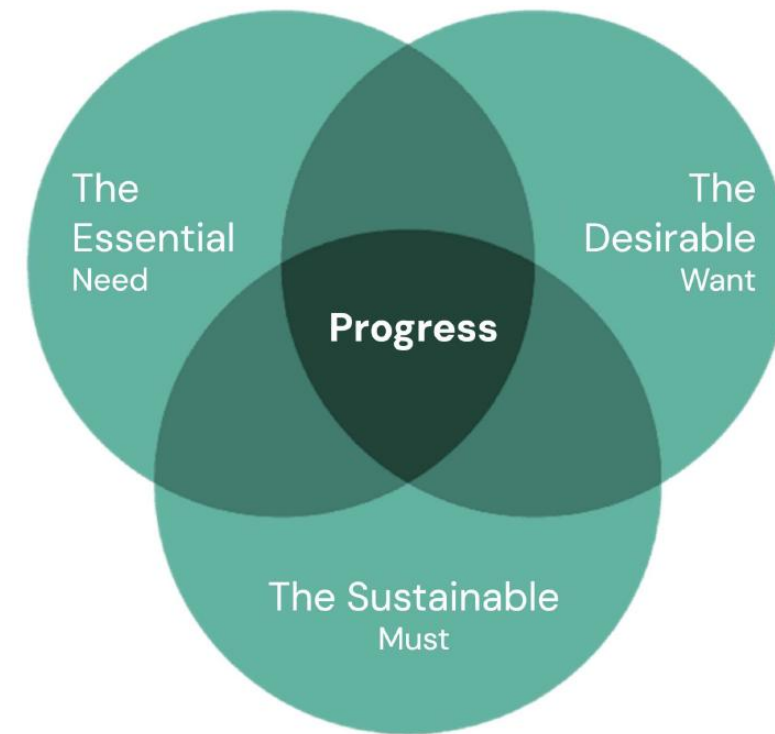
Our three core values are the bedrock upon which we work and operate:

- Shape the future
- Own the outcome
- Be a force for good

Together with our customers, we work to create a more sustainable business, not only for the businesses we serve but also for society and the planet.

Our Business Units

Each of our Business Units strives for market-shaping innovation. Leaders in their respective industries, they all benefit from a common foundation of scientific creativity and technological prowess, a comprehensive portfolio of best-in-class ingredients, and a global operating footprint.



**Following a strategic assessment in 2024, it was recognized that our ANH business would thrive better under different ownership, leading to its divestment. The transaction is expected to be completed by the end of 2026.*

Our Approach to Sustainability

Sustainability is an integral part of dsm-firmenich. It guides everything we do, from how we collaborate with our customers and partners, to the way we design, innovate, source and manufacture, and ultimately how we deliver our solutions. It's about driving the right outcome, making the right decisions, fostering trust, and ensuring accountability toward all our stakeholder groups.

Our Sustainability Leadership Team brings together sustainability experts and representatives from across our businesses and partner functions to ensure a holistic approach along the entire value chain. Committed to driving progress for People and Planet we recognize that achieving a sustainable future requires a willingness to approach things differently – an opportunity we embrace through our defined focus areas, as outlined in the graphic opposite.

Key enablers of this progress include:

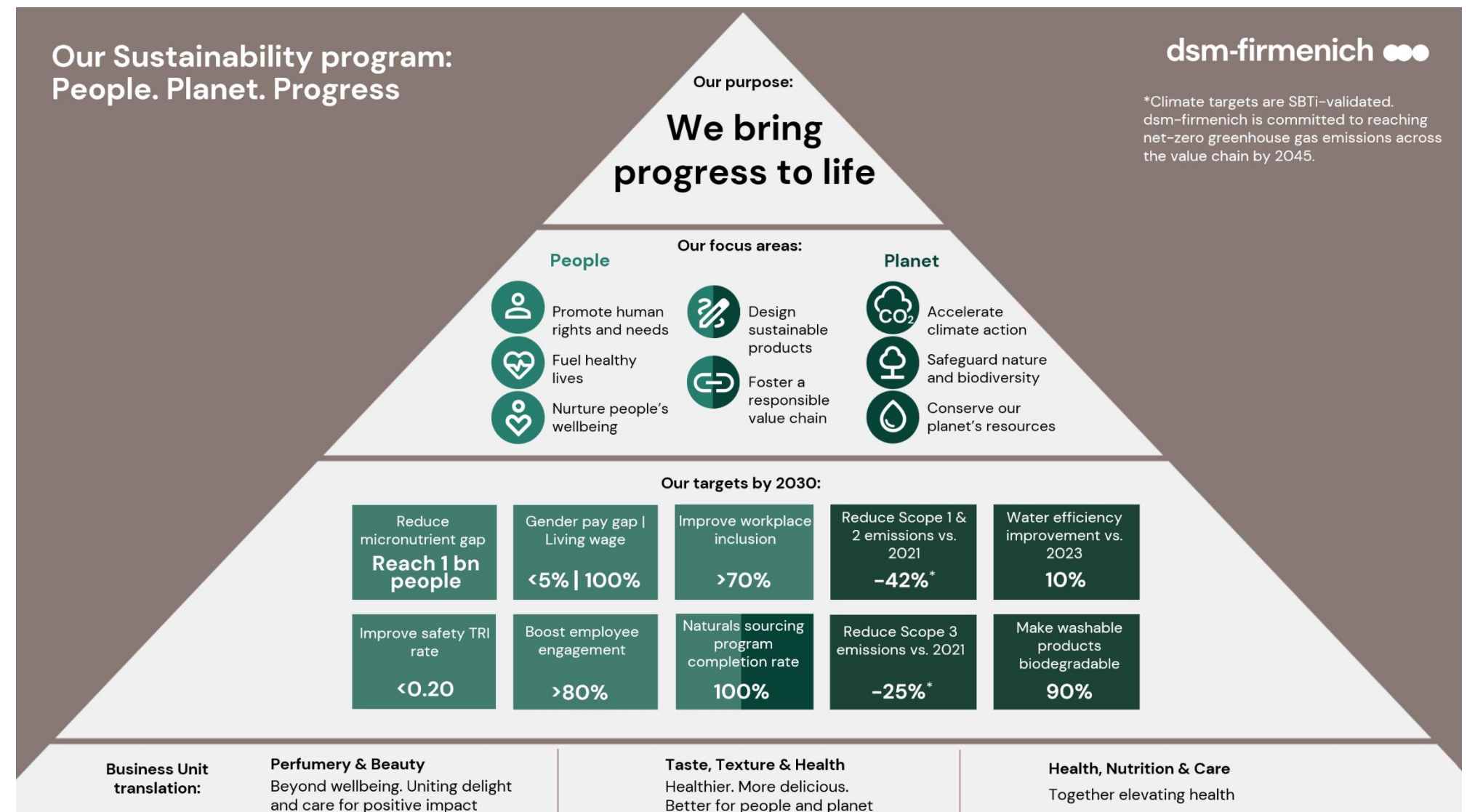
- Broad engagement of employees in our sustainability work and strong collaboration with our customers, suppliers, and other partners
- Embedding sustainability into key business decision-making processes
- Leveraging data and technology for insights, transparency, and automation

Our Sustainability Program 'People. Planet. Progress'

Our sustainability program is designed to drive progress for People and Planet, in support of a thriving business that can deliver sustainable returns to its stakeholders and help future-proof our company against potential risks. Given the diverse nature of our business, the focus areas cover an extensive set of activities, along with metrics and KPIs that we monitor internally to track progress. We deliberately chose to amplify a handful of targets that represent key aspects of our sustainability program. These targets all have a terminal date of 2030, and we commit to reporting transparently on progress on an annual basis.

Our program aims to deliver:

- **Sustainable performance:** Our sustainability work is designed to reduce risks and increase resilience. It helps future-proof our business and position us as the employer, supplier, and investment of choice.
- **Value for customers:** By offering sustainable solutions focused on areas based on materiality and commercial relevance, we drive progress with and for our customers.
- **Impact at scale:** We have the size, reach, and innovation capability to drive positive impact at scale. As our business grows, our positive societal impact grows too.



The figures in this section are reported on the basis of total dsm-firmenich. ANH is material to our performance and targets. The impact of this is being investigated and will be reported at a later stage.

Our Commitment to Human Rights

As a responsible company, we strive to protect people and reduce inequality. Respecting people's dignity contributes to a fair and equal society and is a non-negotiable for dsm-firmenich. When people are treated equally and without discrimination, they have better access to opportunities in education, employment, healthcare, and other aspects of life. They are thereby empowered to make a greater contribution within their communities, helping to build stronger and more resilient societies.

We are committed to safeguarding human rights in our own operations and throughout our value chains by means of extensive due diligence and responsible sourcing practices, maximizing our potential to make a positive impact and bring progress to life.

Human Rights reporting

dsm-firmenich's company values embody the essence of doing business in a responsible way. Respecting human rights is not just a question of compliance or meeting legal or regulatory obligations. We understand it as our fundamental duty.

In the context of existing legislation (see Annex), this report outlines our due diligence efforts to identify, assess, and manage human rights risks, such as the occurrence of child labor and/or forced labor within our business and supply chains. We also closely monitor upcoming related legislation, such as the [Corporate Sustainability Due Diligence Directive \(CSDDD\)](#) and the [European Forced Labour Regulation](#). Broader reporting on social topics can be found in our 2025 Annual Integrated Report, in which reporting is done in accordance with the [Corporate Sustainability Reporting Directive \(CSRD\)](#) and the [European Sustainability Reporting Standards \(ESRS\)](#).

Our Global Human Rights Policy

Our [Code of Business Ethics](#) sets out our company's foundational principles: we are committed to the highest standards in Human Rights. We take a clear stance on individual Human Rights topics such as [Modern Slavery](#) and [Conflict Minerals](#), about which we have published specific position statements.

Our Human Rights principles, as stipulated in our [Global Human Rights Policy](#), are inspired by our company values: 'Shape the future', 'Be a force for good', and 'Own the outcome.' In specific policies and standards, our ambitions and expectations regarding human rights are detailed further.

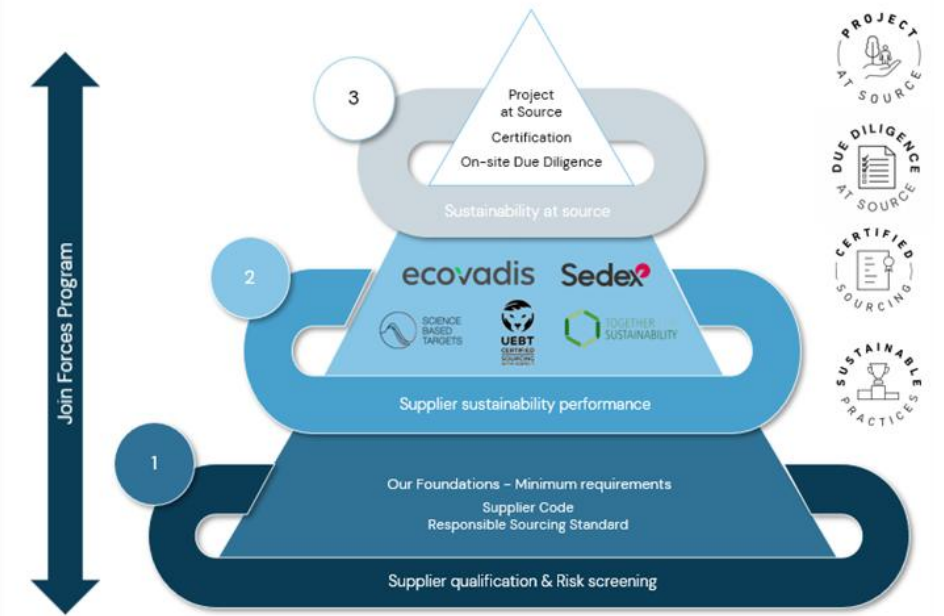
All our employees are required to undergo training in our mandatory Code of Business Ethics, which includes a section on human rights and on our Speak UP platform. This training explains our values and commitments to each other, our communities, and our planet. It clearly explains that we expect everyone at dsm-firmenich to act with integrity in their daily work, operating along the dimensions of People, Planet, and Business.

Our Responsible Sourcing Standard & Due Diligence framework

Our Responsible Sourcing framework embeds commitments to respect human rights through our own processes (Due Diligence framework) along with our clear expectations regarding suppliers (Supplier code, Responsible Sourcing standard). This framework is supported by several programs underpinning a firm ambition to respect and promote human rights in our value chains. This framework, together with our Code and Responsible Sourcing Standard, is aligned with leading international guidelines, including the OECD Due Diligence Guidance for Responsible Business Conduct and the UN Guiding Principles on Business and Human Rights.

With our approach to Responsible Sourcing, we establish the basis: in our Supplier Code and Responsible Sourcing Standard, we have set out our expectations toward our suppliers, engaging them as partners on our sustainability journey with an integrated approach to human rights. Both the Code and the Standard reflect our Human Rights Policy and are connected to our commercial practices with business partners.

Through our Responsible Sourcing Standard, we engage with our suppliers in adopting responsible sourcing practices, embedding human rights into their operations, and strengthening performance across their own supply chains. The Standard provides clear priorities for the implementation of our Human Rights Due Diligence approach and captures our principles for



Our Responsible Sourcing Framework

achieving an ethical, traceable, and sustainable value chain. Our goal is to onboard our suppliers on our journey to protect people, promote fair remuneration and living wages, respect land rights, and prevent discrimination, harassment, and bullying. We encourage appropriate monitoring, disclosure, and management of human rights risks within our supply chain. We rely on all our partners to fully engage with us to achieve the commitments outlined in this Standard, which applies to our global value chain and any current or potential business partners. At the same time, we commit ourselves to a high level of performance against due diligence regulations, both on the environment and on human rights, across all categories of the materials and services we procure.

With layer 2 and 3, we define our internal due diligence approach, structured through our supply chain due diligence framework, which comprises Standard Operating Procedures (SOPs), tools, and dedicated operational resources.

Supported by our Join Forces program, we ensure the alignment of our approach and priorities with those of our stakeholders, and we reach out to our business partners to help them rise to the expected requirements and to progressively develop better practices.

Our Join Forces program is designed to build capacity, share best practices, and accelerate progress in human rights, environmental stewardship, and transparency. This program fosters open dialogue and joint action plans, supporting all the layers of our framework.

Together, we ensure that we buy better and that we buy from a fairer supply chain, contributing to long-term changes via our procurement leverage.

Governance and accountability

We hold ourselves accountable for our commitments through allocation of appropriate responsibilities both at Leadership and Management levels, across our Business Units and Business Partners (operations, supply chain).

- Our Board of Directors and Executive Committee provide oversight and are directly involved in critical discussions and decisions around human rights risks and action plans in our own operations as well as our supply chains
- Our Sustainability Leadership Team and Procurement Leadership Team are responsible for strategic monitoring, learning, and advocacy

Our CPO sets the ambition for our Responsible Sourcing Standard and Due Diligence Framework. The Responsible Sourcing team translates this vision into action, working closely with our sourcing and procurement excellence teams, implementing and managing the associated systems. Together with key functions, they help anchor a culture in which responsible decisions guide how we operate every day. Within Group Sustainability and Responsible Sourcing, we have dedicated people in roles with human rights responsibilities.

Finally, an appropriate training plan is being rolled out to progressively educate employees as well as suppliers on how to implement the Policies and Standards and properly address human rights risks.

Collaboration

dsm-firmenich is committed to ensuring that the people and communities with which it interacts are treated with dignity and respect. With operations and supply chains spanning the globe, we focus significant effort on collaborating with our customers, NGOs, suppliers, industry peers, and other stakeholders to maximize our capacity to address any human rights risks that may arise in the context of our business activities and to ensure that we leverage best-in-class methodologies and resources.



Sustainability guides our procurement actions, from how we collaborate with our suppliers and partners to the way we design and implement our sourcing activities. As a company, it is our responsibility to campaign for the upholding of human rights throughout every part of our value chains. This is not a short-term initiative: it is a shared journey grounded in transparency, continuous improvement, and respect for the people behind the ingredients, materials, and services we source.”



Gianluca Colombo

Chief Procurement Officer and Executive Vice President, Logistics and Customer Experience

Our Salient Human Rights Risks

A photograph of a coffee farmer in a blue shirt and a dark hat, smiling and reaching up to harvest coffee cherries from a branch. The cherries are in various stages of ripeness, from green to red. The background is a dense field of coffee plants with large green leaves. The text "Our Salient Human Rights Risks" is overlaid in white on the upper left portion of the image.

Methodology

As part of our Human Rights Due Diligence efforts, we conducted a global risk assessment in 2025 to identify human rights risks within our own operations and across our value chains. Our approach to this analysis aligns with the UN Guiding Principles on Business and Human Rights (UNGPs), OECD Guidelines, and upcoming CSDDD requirements. The risk assessment was conducted together with an external consultancy, to ensure objectivity.

The goal of the risk assessment was to gain visibility into priority areas of adverse human rights impacts potentially linked to dsm-firmenich’s activities at a more granular level. The scope of the assessment is based on the specific geographical, sectoral, and operational context of our activities. Only continuing operations were considered as part of the scope.

Salient human rights issues are the human rights at risk of the most severe negative impact through the company’s activities and business relationships. When prioritizing human rights risks,

we look at the severity of the impact on rightsholders and the likelihood of a potential impact actually occurring. Severity describes how serious an adverse human rights impact is, based on its scale, scope, and irremediability, assessed from the perspective of people affected rather than the business itself.

We prioritize human rights risks primarily based on their severity. Even if the likelihood of an occurrence is low, companies are expected to have systems in place to manage severe human rights risks.

Our Salient Human Rights Risks

Salient risks	Description		Policies & Commitments in Own Operations / Supply Chain
Working conditions	Right to fair and adequate living wages, safe and healthy working conditions, reasonable working hours, and the provision of basic needs.	Own operations & supply chain	<ul style="list-style-type: none"> Code of Business Ethics Human Rights Policy Safety, Health, & Environment Policy Statement Living Wages Commitment
Discrimination	Unequal treatment in employment, including unequal pay for equal work and discrimination based on national or social origin, race, color, sex, religion, or political opinion.	Own operations & supply chain	<ul style="list-style-type: none"> Code of Business Ethics Inclusion & Belonging Policy Equal Pay Commitment
Freedom of Association & Collective Bargaining	Right to freedom of association, right of assembly, and the rights to organize, to collective bargaining, and to freely form or join unions without interference, discrimination, or retaliation.	Own operations & supply chain	<ul style="list-style-type: none"> Code of Business Ethics Human Rights Policy Speak UP Platform
Environmental degradation impacting human rights	Environmental harm – such as pollution, harmful emissions, excessive water use, land degradation, or deforestation – that negatively impacts health, safety, access to clean water and sanitation, food production, livelihoods, or the normal use of land and ecosystem services.	Own operations & supply chain	<ul style="list-style-type: none"> Code of Business Ethics Responsible Sourcing Standard
Child labor	Work that deprives children of their childhood, their potential, and their dignity, and which is harmful to their physical and mental development. This includes hazardous or exploitative work, or work that interferes with schooling by preventing attendance, causing premature withdrawal from schooling, or requiring children to combine school with excessively long and heavy work.	Supply chain	<ul style="list-style-type: none"> Code of Business Ethics Human Rights Policy Responsible Sourcing Standard
Forced labor	All work or service that is imposed on a person under threat or penalty, without voluntary consent, including situations arising from debt bondage or human trafficking.	Supply chain	<ul style="list-style-type: none"> Code of Business Ethics Human Rights Policy Responsible Sourcing Standard Modern Slavery Position Statement



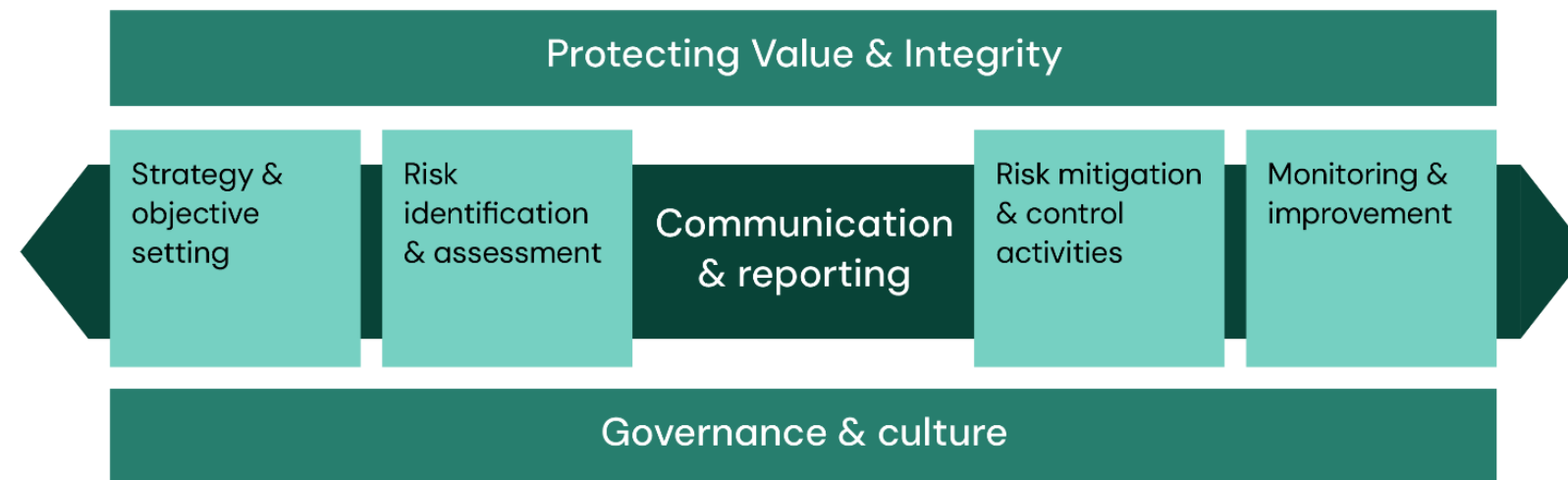
Strengthening Our Approach to Human Rights Due Diligence

Own Operations

At dsm-firmenich, responsible business conduct is embedded in our company values and day-to-day operations. Respect for human rights is integrated across our activities, supported by policies, governance structures, and ongoing monitoring.

In preparation for the upcoming Corporate Sustainability Due Diligence Directive (CSDDD), we assessed our current Human Rights Due Diligence practices, focusing particularly on our own operations, to identify gaps and opportunities for improvement on which we will work in the run-up to the implementation date of the CSDDD. As part of this assessment, our focus for the coming years is to further embed human rights across the organization by developing standard operating procedures for the three lines of defense and integrating nature & environment into our enterprise-wide Due Diligence approach.

Ongoing monitoring and mitigation of human rights impacts are key for us to ensure the sustainable, long-term integration of human rights into our business processes. Our Enterprise Risk Management (ERM) framework, which is our structure for managing general risks (including human rights), is based on the [COSO Enterprise Risk Management framework](#):



To implement our ERM Framework, the following roles and responsibilities are assigned, in line with the [Three Lines Model](#):

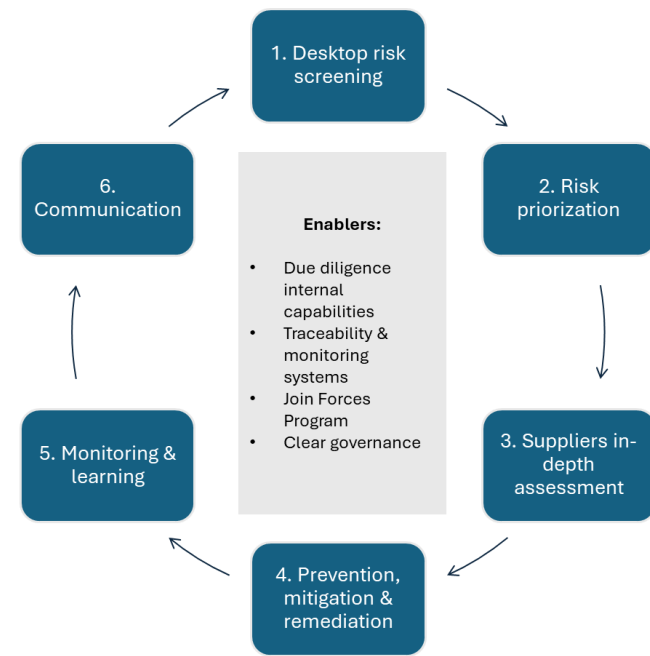
1. **First line** (Business Units/operational management), with support from Business Partners: managers and staff within the Business Units are responsible for identifying, assessing, and managing risks as an integral part of their daily operations. They own the risks and are accountable for implementing appropriate controls and ensuring that objectives are met. This includes compliance with the Code of Business Ethics, the Group Policy Framework, the Global Human Rights Policy, and regional and local regulations. Annual Site Risk Assessments are performed by line management and, when relevant, SMETA audit outcomes and other sources are used as an input for this assessment, including identification of the level of potential human rights risks. In the event of a high risk to certain human rights topics, a site-specific action plan is developed.
2. **Second line**: Functions (including Legal, Compliance, & Risk, and Group Sustainability) that provide expertise, support, and independent monitoring for their areas. They define objectives, Group policies, and standards. They support and challenge the first line, and monitor risk-related and compliance matters, including controls.
3. **Third line** (internal audit): The Group Audit department provides independent, objective assurance and advice regarding the effectiveness of governance, risk management, and control activities. This function is fully independent from operational management and reports directly to the Board of Directors or the Audit & Risk Committee.

In addition, our sites are subject to external human rights audits via the Supplier Ethical Data Exchange (SEDEX) platform, internally coordinated by Group Operational Excellence. This platform is used to monitor and track social and environmental performance as well as to address human rights compliance. Using the SEDEX Members Ethical Trade Audit (SMETA) methodology, sites are audited at least once every three years. Audit findings are closely monitored, and any non-compliance is addressed through timely corrective actions. These audits include internationally recognized labor standards, safe working conditions, and ethical business practices.

Supply Chain

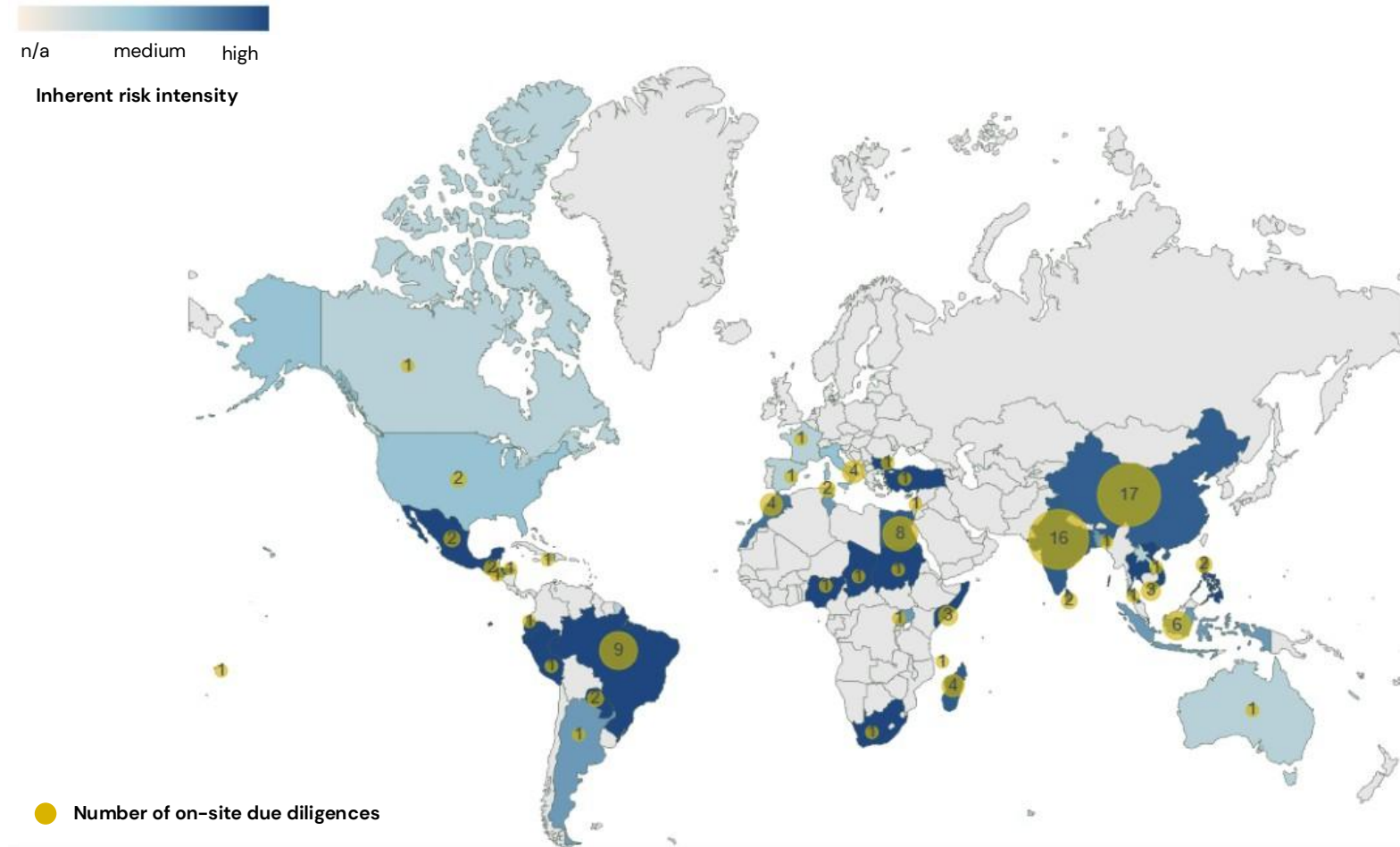
To ensure that we tackle our risks in the supply chain appropriately, we apply a structured and systematic Human Rights Due Diligence approach, complemented by specific programs to develop our teams' and partners' capabilities to secure better practices.

Our due diligence process, covering both Human Rights and Environmental Due Diligence (HREDD)



Our Due Diligence Framework

The process begins with structured desktop due diligence, which supports risk prioritization by mapping salient risks according to category and/or supplier and identifying where deeper engagement is required. Once a value chain or supplier is prioritized, we conduct on-site due diligence to identify adverse impacts and we assess severity and scale, as well as root causes. This further enables us to develop strategies to ensure compliance and/or address systemic human-rights issues depending on a specific country's context, as well as market dynamics, the nature of impacts, and local stakeholders and regulations. We create multi-year action plans in collaboration with our partners, and, where needed, seek collaboration and partnerships to increase our leverage.



This process brings:

- **Risk visibility from the start:** Desktop screening with leading tools (such as EcoVadis, SEDEX, and UEBT) provides a structured, data-driven view of how salient risks materialize in our categories
- **Focused deep dives:** We trigger specific procedures when credible risk signals appear beyond Tier 1, and factor in business and customer priorities to ensure relevance
- **Assessment beyond Tier 1:** On-site assessments enable detailed supply chain mapping, validate the reality, scale and severity of salient risks, uncover hidden issues, and build a nuanced understanding of local contexts and barriers to rights as well as opportunities for progress.
- **Targeted corrective action:** When issues emerge, we co-develop tailored prevention, mitigation, and remediation plans together with suppliers and relevant stakeholders

- **Mitigation of scalable risk:** By continuously raising the bar of sustainability performance requirements and integrating this into our business routine and tools, we ensure that all our sourcing decisions and programs contribute to positive impacts for People and Planet
- **Continuous performance improvement:** Regular monitoring and conversations with our partners help sustain progress and strengthen practices over time

In 2025, we reinforced our capabilities to tailor our screening and assessment by category of materials and services, covering both direct and indirect procurement. We improved our systemic reporting format to enable regular progress reports and presentation of the results of the framework implementation to our leadership and Board of Directors.

An example of tailoring: our natural sourcing program

Our risk-screening approach showed that natural raw materials (plant- or animal-based) often originate from regions and communities exposed to heightened human rights and environmental risks – specifically, EMEA, South America, and Southeast Asia. At the same time, customers, investors, and civil-society stakeholders increasingly expect transparency, robust due diligence in line with national legislation, and measurable progress on human rights performance in those supply chains.

Thus, in 2025, we developed a dedicated program to cover the specifics of conducting due diligence on the supply chain for natural raw materials, with priorities identified and planned for in a dedicated roadmap covering our continued operations. This includes a company-wide target to responsibly source 100% of our key natural ingredients by 2030.

The program covers 112 raw-material-country combinations, and in 2025 we completed 54 on-site due-diligence assessments, meeting our annual target. These assessments confirmed recurring salient risks across priority sourcing regions, with child labor, working conditions, and health and safety emerging as the most frequent concerns. The highest concentration of issues was observed in major production hubs such as South and East Asia, with additional cases identified across Africa, Latin America and parts of Europe. Each finding has been followed up on by targeted remediation or improvement plans, ensuring consistent response and accountability across our supply network. Through direct engagement with business partners, rightsholders, local communities and subject-matter experts, we continue to drive meaningful improvements where risks are most acute.

The challenge: tackling systemic barriers to rights

With increased capabilities to identify adverse impact beyond Tier 1, we can also better ascertain where systemic human-rights challenges are sometimes beyond our direct capacity to solve. From reaching out to experts to engaging in collective actions, we deploy tailored strategies, building on the insights gained from our on-site assessments.

Where systemic issues are preventing our business partners from addressing the challenges, we look for solutions by joining forces with others. When facing root causes – such as endemic poverty, lack of access to basic services including education, vulnerable populations, and gaps in the enforcement of labor rights – it becomes evident that we cannot work in isolation but need to engage in the long term to bring about change. In such situations, engaging with CSOs, experts, and local public bodies is a key enabler to address gaps impacting our supply chains. Furthermore, it is critical that our approaches remain rooted in the market while challenging the status quo. Building collective leverage and encouraging sectorial dialogue may therefore be needed.

Finally, while staying engaged long enough to secure actual change is crucial, we support empowerment strategies locally, while ensuring rigorous controls.

Toward increased collaboration and synergies

In 2025, we started working with UNICEF to support the protection of children's rights and strengthen social systems in selected sourcing areas, particularly where seasonal work, access to education, or other vulnerabilities require coordinated action with public stakeholders. We also joined sectorial coalitions, including those convened by the Fair Labor Association (FLA) and UEBT-IFRA, when joint approaches are needed to address structural issues in natural-ingredient supply chains. Through these multi-stakeholder platforms, which combine independent assessments with shared action planning, we contribute to sector-wide remediation efforts, verification practices, and improved community engagement.

Together, these forms of collaboration, activated where needed, and proportionate to the risks identified, increase our ability to address salient human-rights challenges, enhance due diligence, and support fairer, safer, and more resilient value chains.

Improvement of grievance mechanism

We continued strengthening our human rights due-diligence system by reinforcing our grievance mechanisms and expanding worker-voice capabilities. Our independently managed Speak UP channel ensures secure, confidential reporting across our operations and supply chain, and it is available to all employees and all external stakeholders. We further advanced this by means of a new partnership with Ulula, an EcoVadis company created to foster more transparency in global supply chains and provide practical tools to enable workers and communities to improve social, labor and human rights impacts. This approach was applied in practice through a targeted worker-voice survey in Mexico, as described in more detail in Our Impact section.

Our Impact



Own Operations

SEDEX platform including SMETA audits

SMETA is the world's most widely used audit platform for assessing working conditions and environmental performance. We use SMETA audits to understand and make improvements to working conditions and environmental performance in our own business and as well as our supply chain. Participating customers can access our SMETA audits. By this means, we engage, collect, and store data about our sites in a transparent way, permitting our customers to assess our sustainability level. Group Operational Excellence supports the organization of an average of 25 audits per year, of which some 75% are requested by key customers.

We ensure that these SMETA audits are carried out at least every three years. In 2025, 36 audits were performed by external auditors in various regions. Our target is zero critical non-conformity cases, with overall performance measured at year-end. At the end of 2025, we had three open critical non-conformity cases. These cases are being addressed through an internal improvement plan.

Within the platform, we make use of a self-assessment questionnaire (SAQ). This is a mandatory set of questions about

our business. As of 2025, all our sites are registered in SEDEX, with a complete SAQ.

All human rights risks identified in our own operations, including through social audits, are being assessed and, where relevant, improvement plans will be developed to ensure each risk is being addressed.

Equitable living standards

Providing fair remuneration is a fundamental part of our commitment to respect human rights in our own operations. We believe that paying a living wage is essential to enable decent living standards and to support the wellbeing, security, and dignity of our employees. In our own operations, we already ensure that all employees across our workforce are paid a living wage. Our ambition is to ensure that all employees continue to receive a living wage, in line with our commitment to fair working conditions and responsible business conduct.

We also recognize that closing living wage gaps globally requires collective action beyond the scope of individual companies. In 2025, we continued to use our voice to advocate faster progress on living wages through active participation in multi-stakeholder

initiatives. This included a speaking role at the UN Second World Summit for Social Development in Qatar, where in conjunction with our ongoing advocacy efforts with UNGC, WBCSD, IDH, ILO, and other bodies, living wage was, for the first time, highlighted as a priority topic by governments worldwide through the Doha Political Declaration. The Summit reaffirmed global commitments to eradicate poverty, promote full and productive employment, enable decent work for all, foster social inclusion, and now explicitly prioritize the living wage.

Additionally, throughout 2025, we attended UNGC meetings to help shape the Living Wage Forward Faster Target Two program. As part of the Forward Faster Living wage working group, we collaborated with selected suppliers operating in Sri Lanka, Colombia, and India to advance their living-wage journey. This program, supported by industry leaders, aims to build capabilities and align methodologies to promote living wages across global supply chains. In 2025, together with international experts, sponsors, and suppliers, the initiative developed a comprehensive training framework to enable organizations to make progress on this critical topic using a unified approach.

“Paying a living wage is one of the most direct ways we uphold human rights. It ensures that work provides not only employment, but a decent standard of living for all our employees. While this is an internal commitment, we also advocate for living wages with our strategic suppliers, helping to drive progress across our value chain.”



Chantal de Vaan

Group Sustainability Director, Social Impact

Supply Chain

Building on our risk-based approach and prioritized interventions, the following case studies illustrate how our actions translate into meaningful improvements for workers, communities, and suppliers. Through real examples from desktop to the field, we demonstrate how our programs help address salient human-rights risks, strengthen local resilience, and contribute to long-term, positive change.

Using desktop due diligence to strengthen our suppliers' capabilities on human rights

In 2025, we strengthened our Human Rights Due Diligence by expanding targeted capacity-building across our supplier base. Using insights from our desktop due diligence process, we identified suppliers operating in higher-risk categories and prioritized them for direct engagement and training. Through this effort, we delivered focused human-rights training to more than 350 suppliers, equipping them with the knowledge, tools, and practical guidance needed to prevent violations, strengthen workplace practices, and align with our Responsible Sourcing Standard. These sessions addressed core topics such as working conditions, child-labor risks, fair remuneration, and responsible management systems. This large-scale training initiative not only improved suppliers' understanding of expectations but also reinforced our collective ability to detect risks early, implement improvements, and foster safer, fairer working environments across our value chains.

Mexico: Piloting the Ulula worker Survey to gain insights into working conditions in El Salto and Apodaca

In 2025, following SEDEX-identified non-conformities related to wages and working hours among cleaning and security service providers at our El Salto and Apodaca sites, we conducted a targeted worker-voice survey using the Ulula tool as part of our Human Rights Due Diligence program. The survey aimed to identify root causes, gather direct worker insights, and assess working conditions using a voluntary, anonymous reporting tool. It covered four suppliers across both sites, with strong engagement from site management, agency workers, and supplier representatives.

Key demographic findings showed a predominantly older and female workforce, with 55% over age 45, 55% women, and a majority identifying as migrant workers (61%). Across suppliers, two salient risk areas emerged consistently: freedom of association and working hours and wages. Although risk levels varied by supplier, these themes indicate structural vulnerabilities within outsourced service chains.

The initiative confirmed the value of directly integrating worker perspectives but also highlighted the need to improve awareness and trust in the dsm-firmenich grievance mechanism, particularly among agency workers. It further underscored the importance of ensuring consistent due-diligence practices and only making use of worker-voice surveys in cases of critical or business-critical non-conformities, in line with our framework.

Next steps include a structured remediation process:

- Alignment with Business Partners, Procurement, Business Ethics, and Human Rights leadership on findings and expectations
- Development of remediation plan with suppliers, including requests for further information and meetings to clarify required improvements
- Implementation of Corrective Action Plan (CAP) and monitoring according to agreed timelines
- Reporting, both internally and externally, in line with regulatory and policy requirements

These actions strengthen our oversight of third-party labor conditions and reinforce our commitment to responsible sourcing and worker protection across our operations.

Madagascar: Maintaining steady progress in the pink pepper value chain

Over the past three years, our due-diligence-at-source approach in Madagascar's pink pepper value chain has evolved from an initial on-site assessment and corrective action plan into a robust, multi-stakeholder model driving measurable progress for farmers, workers, and communities. By engaging customers and all tiers of suppliers, along with experts, and leveraging our unique procurement levers on this product, we facilitate progressive

improvements to the lives of farmers and workers in South Madagascar.

In our previous Human Rights Report, we shared the launch of this work and the early foundational steps taken with our partners to tackle the most pressing risks – child labor and income/wage insecurity – while strengthening labor practices, the resilience of farmers, and cooperative autonomy. The 2023–2025 cycle has now generated initial concrete results. These are encouraging.

- Since the launch of the program, the number of farmers included in the due diligence perimeter has increased significantly, from 249 in 2023 to 398 in 2025, organized into 12 cooperatives, with the number of Fair for Life-certified cooperatives increasing from seven in 2023 to 11 in 2025. Access to the Development Fund expanded accordingly, reaching 88% of households and supporting essential needs such as children's schooling, basic equipment, and solar lighting. This expansion reflects both increased engagement and the growing capacity of cooperatives and suppliers to meet responsible-sourcing expectations.
- A core part of the program is the ambition to move toward living income and living wage benchmarks for both farmers and workers. Pink pepper's contribution to household income rose from 10% to 22% between 2023 and 2025, driven by higher prices, better quality-grading, plot rejuvenation (50,000 saplings distributed as of today), and targeted good farming practices. Investments in diversification are ongoing to strengthen long-term resilience, with more than 57,000 plants from five cash crop species having been distributed to farmers. As a result, 14.4% of producers reached the living-income threshold, doubling the 2023 baseline of 7%.
- The child-labor risk mitigation program has become a cornerstone of the initiative. In the course of three years, 1,013 people were sensitized to children's rights, school attendance, and safe work practices, supported by dedicated materials, community animation, and locally produced educational films. In 2025 alone, 575 community members were reached, seven schools participated in awareness-raising, and 169 children and adults attended screenings. Structural barriers such as early marriage,

infrastructure gaps, and financial constraints for families remain to be addressed in the long term.

- Significant progress was achieved in strengthening labor practices and workplace management systems across processing facilities. Improvements were made to Human Resources documentation, safety signage, and internal procedures, supported by six targeted training courses on workers' rights and human rights management. A formal workers' union was established, and grievance mechanisms were reinforced through the installation of complaint boxes and a dedicated logbook, all of which were actively used and resulted in full resolution of all recorded cases.

Building on these foundational results, we will keep engaging to secure long-term impact over the years to come.

Bulgaria: Building synergies to address systemic barriers to human rights in the Rose Valley

Bulgaria's Rose Valley is a globally significant sourcing region for rose oil, but it faces persistent social vulnerabilities that heighten human-rights risks. Despite improvements over the past decade, 35.1% of children in Bulgaria, around 394,000, remain at risk of poverty or social exclusion. This rate is among the highest in the EU and is particularly acute in rural regions such as Kazanlak, Kotel, and Tvarditsa, where many rose-picker families live and work. Children from single-adult households, families with three or more children, Roma communities, and those in remote rural areas are especially affected. Limited access to essential services, education, healthcare, and social protection often leads to inter-generational poverty and increases the risk of child labor, including during the rose-harvest season.

Our human rights approach in the Rose Valley is built around preventing and mitigating child labor, strengthening local protection systems, and enabling responsible business conduct in the rose supply chain. Building on our bilateral work with our suppliers, we started a new collaboration with our longstanding partner, UNICEF, to support us in strengthening protections of children and improving access to social services for seasonal workers and their families. This collaboration is funded by our Progress Foundation.

In 2025, we connected efforts between our UNICEF partnership and a sectorial coalition led by UEBT/IFRA, which we joined to contribute to promoting responsible sourcing practices and identifying sectorial response to human rights and environmental challenges.

Below, we outline the key achievements reached during the year via our UNICEF partnership, which also benefit the members of the UEBT/IFRA initiative:

- UNICEF teams advanced significantly on closer engagement with local authorities, communities, and supply-chain partners. Field visits across the three priority municipalities, Kazanlak, Kotel, and Tvarditsa, helped map social-service capacity, understand efforts to prevent child labor, and establish the basis for detailed situation analyses covering education, health, child protection, and local labor conditions.
- UNICEF also laid down a basis to strengthen local systems by hiring a national consultant dedicated to developing local child-welfare action plans and piloting training programs for social workers in Sofia, Plovdiv, and Kazanlak. These initiatives will aim at cross-sector coordination and the capacity to identify and support at-risk children.
- UNICEF engaged with UEBT/IFRA teams, rose-oil suppliers, processors, and farmers to deepen the partners'

understanding of the vulnerabilities affecting picker communities and to support alignment of their approach with the Working Group's expectations regarding human-rights due-diligence.

- Finally, at the sector level, UEBT/IFRA and UNICEF are building a shared approach to support responsible sourcing, strengthen livelihoods, and improve outcomes for children and workers.

Overall, the progress achieved in 2025 is laying a solid foundation for long-term partnership and meaningful change in Bulgaria's Rose Valley. Collaboration between companies, public institutions, and community actors has begun to create a more coordinated and accountable environment – one in which risks are identified earlier, support reaches those who need it most, and responsible sourcing becomes a shared commitment rather than an isolated effort. Building on this momentum, our next steps will focus on advancing local child welfare action plans, expanding training and engagement across the sector, and working with partners to ensure that the Rose Valley continues to move toward a safer, more inclusive, and more sustainable future for children, workers, and communities alike.

Transparency and Reporting

This report should be read in conjunction with our existing [position statements and policies](#), specifically our Code of Business Ethics, Group Human Rights Policy, and Responsible Sourcing Standard. In addition, we report on our commitment to address Human Rights and our associated activities in this area through our [Integrated Annual Report](#).

We value transparency. Reporting on our objectives, plans, and findings is an important part of the due diligence process, demonstrating good faith and helping to foster informed decision-making and build trust. We aim to share information about our actions via various streams and to specific target audiences (e.g., stakeholders, investors, and customers) in a timely and accurate way, taking due account of commercial confidentiality and other factors.

We recognize that upholding human rights throughout our business operations is an ongoing process that requires continuous learning, transformation, and collaboration. We therefore regularly review and update our salient human rights issues and take any necessary actions resulting from these reviews.

dsm-firmenich complies with the due diligence obligations regarding child labor and forced labor.

Signed,
May 2026, Switzerland

Katharina Stenholm

Katharina Stenholm
Chief Sustainability Officer

Gianluca Colombo

Gianluca Colombo
Chief Procurement Officer and Executive Vice President,
Logistics and Customer Experience

This report was approved by our Board of Directors.

Relevant Acts and Legislation

This report has been prepared in accordance with the following Acts and legislation:

- [UK Modern Slavery Act 2015](#)
- [Australian Modern Slavery Act 2018](#)
- [California Transparency in Supply Chains Act, 2012](#)
- [Swiss Code of Obligations including the Swiss "Ordinance on Due Diligence and Transparency in Relation to Minerals and Metals from Conflict-Affected Areas and Child Labour"](#)
- [Norway Transparency Act 2022](#)

Grievance Mechanism

At dsm-firmenich and in our broader supply chain, we promote honest and transparent communication. We all have the responsibility to speak up if we have concerns regarding compliance with our Code of Business Ethics.

The Speak UP platform is operated by an external provider, accessible 24/7, and offers the option to submit reports anonymously. External stakeholders can also raise concerns via Speak UP, which is available on our [website](#) together with our Code of Business Ethics and our Supplier Code. dsm-firmenich treats all disclosures of suspected wrongdoing in a confidential and sensitive manner and safeguards the anonymity of the reporter. We do not tolerate any form of retaliation against individuals who, in good faith, seek guidance, raise concerns regarding potential misconduct, or cooperate in an investigation.

We have a dedicated team of experts who document, assess, and follow up on all cases in a timely manner, in line with our Code of Business Ethics Investigation Standard, to ensure consistent handling across the organization. In addition to our Speak UP platform, we conduct an annual Employee Engagement Survey, through which employees can provide anonymous feedback. In 2025, we received three complaints related to human rights topics (including child labor and forced labor) in our own operations or within our supply chains. Two of the complaints were unsubstantiated. The third is still in progress.

The image features three overlapping circles of a light teal color against a dark teal background. The circles are arranged horizontally, with the middle one overlapping the other two. The text 'We bring progress to life' is centered across the circles in a white, bold, sans-serif font.

We bring progress to life