

WE Soda's Sustainability Approach

The Sustainability Plan, Evidence Book & Case for Change | January 2026



Our Approach to Sustainability

Sustainability is at the core of our business. We already have products with lower water and carbon footprints than others on the market. But we intend to go further and faster.

For WE Soda, sustainability is not simply a challenge to overcome, but an opportunity for competitive advantage. Our sustainability approach – and hence the three sustainability documents discussed here – are founded on three key principles, which we have substantiated with scientific evidence, verified with experts and now shared with the public:

Principle 1

Soda ash makes an important contribution to sustainable development, particularly through the products it helps to make.

Principle 2

Primary solution mined natural soda ash has better sustainability credentials than synthetic soda ash.

Principle 3

Global trends require a proactive response – “business as usual” is no longer viable, creating both opportunities and risks for WE Soda.

These principles guide our long-term vision for ‘Sustainability as a Service’, meaning we aim to maintain and improve our sustainability credentials, by working together with our customers (and, in some cases, their customers and stakeholders) to ensure we meet our collective sustainability requirements.

We believe that this approach to sustainability – one that is backed by science and is transparent and collaborative – will help to differentiate our business.

Sustainability as a Service

Sustainability is not just a “nice to have”, nor a way to achieve compliance, nor a moral imperative to do better out of a concern for our planet. It presents a business opportunity that will (and has to) deliver a positive financial contribution.

A recent escalation in sustainability expectations means that what is considered a leading sustainable product today may no longer meet that standard tomorrow. At the same time, our customers (and their customers) across the construction, FMCG and automotive sectors are dealing with their own sustainability-related challenges, increasingly focusing on how they can deliver on their targets in the context of multiple complex inputs to their products. If WE Soda can make it just that bit easier to be sure that one of those inputs – soda ash – is unquestionably a positive contributor to their own sustainability criteria, then we have done what we set out to do: make sustainability a service.

Our natural soda ash, which delivers greater sustainability benefits compared to synthetic alternatives, means we are arguably already well-placed to deliver Sustainability as a Service. History has, however, repeatedly shown that companies that “rest on their laurels” and fail to evolve are ultimately overtaken by the rising tide of progress. We are therefore increasing our ambition to further embed sustainability across our business by setting commitments and targets that reflect the science.

Sustainability as a Service means making sustainability a clear and measurable asset for our customers. But we also know that we can achieve more collectively than would be possible individually. We see our customers not only as buyers but as partners, and seek to jointly develop products and solutions that will allow them to fulfil their own sustainability goals while also achieving ours.



Our Headline Targets

The Sustainability Plan sets out in detail how WE Soda aims to achieve operational improvements, with targets, milestones and actions that work towards lower carbon, water neutrality and nature positivity, making its business safe and progressive for employees and ensuring communities feel supported by our business.

To showcase our commitment, the Sustainability Plan starts with six headline targets:

Safety

Zero high consequence accidents by 2028.

Lowest carbon products

To always produce, at scale, soda ash with the world's lowest carbon and water footprint.

Water and nature

To be water neutral and nature positive by 2040.

Net Zero

Achieve Net Zero across our business by 2050 (with exemption of product use).

Diversity

50% of middle and senior management to be female by 2035.

Sustainability standards

Each mine to achieve IRMA 75 by 2030, and IRMA 100 by 2040.



The Five Ps

Our Sustainability Plan is founded on and organised around five pillars – the Five Ps:



Planet

Grounding our Sustainability Plan in the science and an evidence-based understanding of long-term trends, rather than shorter-term customer expectations, politics and regulations. We want our Plan to be shaped by the trends that inform future regulations and customer asks, rather than wait for those asks.



Product

Providing a product offer and related services that help our customers (and their customers) deliver their sustainability ambitions.



Process

Continuously reducing the carbon, water and waste footprint of our manufacturing processes and distribution systems while looking for new and better ways to produce soda ash or to serve our customers.



Place

Being a good neighbour to the communities and ecosystems surrounding our manufacturing sites and our growing network of distribution hubs. We want to support them wherever we can, protect the nature and watersheds, and procure goods and services responsibly and, where possible, locally. We will leave these regions in a healthy state when we decommission our assets. We will be open and transparent, and work to independently agreed sustainability standards.



People

Like all companies, we are only as strong as the commitment from our employees and contractors. Maintaining and improving a safe and inclusive workplace where our colleagues are and feel valued, is essential.





Embedding our Sustainability Plan into our Business

The Sustainability Plan will be implemented through a series of more thematically and geographically specific plans. To ensure that we hold ourselves accountable at multiple corporate and site-specific levels, each part of our Plan has a clear executive – or senior level leader acting as the principal sponsor.

Three of our Five Ps – Planet, Product and People – have dedicated corporate-level plans and sponsors:

Planet

Alan Knight
Chief Sustainability Officer



Product

Bob Katsioularis
Chief Commercial Officer



Cem Yurdum
VP Global Supply Chain & Planning



People

Angela Macke Hudgins
Chief Human Resources Officer



WE Soda recognises that our last two Ps – Process and Place – tend to be more dependent on local implementation; therefore, these are managed via site-specific plans:

Türkiye – Eti

Nazif Akay
General Manager



Türkiye – Kazan

Mehmet Ünver
General Manager



USA – Westvaco, Granger & Project West

Oğuz Erkan
President, US operations





Grounding our Plan in the Evidence

To differentiate from other generic corporate sustainability plans, our Sustainability Plan is grounded in science and long-term thinking.

We believe this will help to sustain our competitive advantage. The Evidence Book and Case for Change create this foundation of evidence.

Using a science-based approach, these documents explain and validate the three key principles of WE Soda's sustainability philosophy, providing a deeper understanding of our product sustainability credentials and the global trends that serve as impetus for action. Our Sustainability Plan subsequently emerges as the natural culmination of these three key principles.

Evidence Book

The Evidence Book brings together recent scientific literature, industry data and WE Soda's own operational data to substantiate our first two key principles:

- 1 Principle 1:** Soda ash makes an important contribution to sustainable development, particularly through the products it helps to make.
- 2 Principle 2:** Primary solution mined natural soda ash has better sustainability credentials than synthetic soda ash.

The Evidence Book shows that soda ash contributes to sustainability both directly (by acting as a more sustainable input to production processes), and indirectly (by serving as a key ingredient in products driving sustainable development). Soda ash lowers the melting point of silica sand in glass production, facilitates the production of transition technologies from solar photovoltaics to EVs, and helps to enhance public and environmental health via detergents and pollution control. The Evidence Book also acknowledges the significant use-phase emissions of soda ash (e.g., CO₂ released from carbonate decomposition in glass furnaces) that contribute to climate change.

The Evidence Book also delves into soda ash production, outlining the processes for primary and secondary solution mining, conventional dry-ore mining, and synthetic processes. The evidence examined here shows that primary solution mined natural soda ash has better sustainability credentials than synthetic alternatives, including lower greenhouse gas emissions, energy intensity and water consumption (while the amount of waste co-products is comparable). The Evidence Book also recognises the current progress being made by synthetic peers to improve their environmental performance, but emphasises that WE Soda can maintain a competitive advantage as long as we continue to pursue our own operational sustainability improvements.

This is the first edition of the Evidence Book – we are committed to providing regular updates to ensure alignment with the latest scientific and regulatory developments.

Case for Change

The Case for Change follows the key global trends shaping the sustainability landscape and our operating context, which are encapsulated by our third key principle:

- 3 Principle 3:** Global trends require a proactive response – “business as usual” is no longer viable, creating both opportunities and risks for WE Soda.

This document serves as the basis for our Double Materiality Assessment, outlining the evidence that sits behind the key issues surfaced. It examines the interconnected and escalating challenges of climate change, water scarcity, biodiversity loss, resource circularity, and social inequality, from the science behind greenhouse gas emissions, to the direction of travel for mitigating levers such as ‘nature positive’ and circular economy policy. It highlights how these global trends relate to WE Soda specifically, and introduces our response to them. We conclude that there is a clear and strong ‘case for change’ – for WE Soda to stay abreast of the latest science and to keep adapting our processes in order to safeguard and extend our competitive advantage through sustainability.

The Case for Change will also be regularly updated with ongoing reviews of the science and global trends.



Importance of these Documents to WE Soda's Business

These three mutually reinforcing documents together ensure that we take a robust, evidence-backed approach to sustainability.

While our Sustainability Plan showcases our ambition and outlines the practical steps we are going to take to improve operational performance and to differentiate our products, our commitment to continuous learning through the publication of the Evidence Book and Case for Change supports our additional ambitions of greater transparency and stakeholder engagement. These are equally important because building trust with the sustainability community that shapes public opinion, regulation and customer demand will help to protect our Plan from the ebb and flow of politics, which is often driven by factors unrelated to the science.

The Significance of the Evidence Book

We pick out the Evidence Book for special attention because we believe it is among the first – if not the first – corporate data collection that provides clear, published, often peer-reviewed evidence for every component of our Sustainability Plan. It has been put together by a team of sustainability experts and WE Soda specialists in every area of our business covered in the Plan. The process involved reviewing around 200 scientific papers and technical analyses in the public domain, with 92 deemed sufficiently verifiable and relevant to finally be used in the Evidence Book.

The data was reviewed by our newly inaugurated Independent Advisory Panel, itself comprised of leaders in corporate sustainability, science and academia, whose input refined our final output.

We are proud that science informs every aspect of our planning. Therefore we are sharing the Evidence Book with all of our stakeholders including investors and leaders, customers and supply chain partners, NGOs, academia, colleagues, and the media.

We believe every sustainability plan should be backed by published evidence. We all know that some are, sadly, more promise than substance. Words do not substitute for science if you are a business wrestling with the dynamics of ever-changing climate data, shrinking nature, and greater than ever demand for finite natural resources. Yet all these resources are essential for a decarbonised world; we need more from less. That is why science is dynamic. So our Evidence Book will not be set in stone. It too will be dynamic, and will be updated regularly as the evidence develops and as science moves forward.

Next Steps

Nothing stands still. And that includes our sustainability research, planning and delivery. We commit to reporting on progress every year, and this will appear on our website and, as we achieve milestones, we will make these public.

We are also interested in the views of our stakeholders and that's why we've included an invitation for feedback at the end of the Sustainability Plan and we hope this will foster both positive and critical dialogue that will support our sustainability progression. Finally, we will report progress in our annual report to show where we are on our overall sustainability journey, every year.



Dr Alan Knight OBE, PhD. HonFSE
Chief Sustainability Officer



Alasdair Warren
CEO

