



**Zotefoams plc (the “Company”)**  
**Modern Slavery statement for the year ended 31 December 2024**  
**Prepared in accordance with s54(1) of the Modern Slavery Act 2015**

**Introduction from Ronan Cox, Group CEO**

The Company and its worldwide subsidiaries (collectively ‘**Zotefoams**’) recognise that businesses can play an important role in protecting human rights and have a responsibility to respect and promote them within their sphere of influence.

We are proud of the steps that we have taken so far on preventing slavery and human trafficking in our supply chains and operations in accordance with the provisions of the Modern Slavery Act 2015 (the “**Act**”).

We respect the human rights of all employees, including ensuring that employees have the freedom to join a union, associate, or bargain collectively without fear of discrimination against the exercise of such freedoms. We have declared our commitment against the use of forced labour and child labour and became a signatory to the Employer Pays Principle during 2023, formalising our long-standing Group-wide commitment to recruitment costs being borne by the employer, not the employee.

Zotefoams plc’s partners and suppliers are also required to confirm that they adhere to the principles laid out in our below policies in their own business dealings:

Anti-Bribery and Corruption

Anti-Fraud

Ethics

<https://www.zotefoams.com/downloads/policy-statements/>

**OUR POLICY ON SLAVERY AND HUMAN TRAFFICKING**

Modern slavery in all its forms, including human trafficking, forced labour and servitude, are crimes against people and is responsible for untold misery and suffering.

We strive to ensure that there is no modern slavery or human trafficking in our supply chain or in any part of our business. We are committed to acting ethically and with integrity in all our business relationships and to implementing and enforcing effective systems and controls to ensure slavery and human trafficking are not taking place anywhere in our supply chain.

**ORGANISATION'S STRUCTURE AND ITS BUSINESSES**

Zotefoams is a world leader in supercritical fluid foam technology, delivering optimal material solutions for the benefit of society. Utilising a variety of unique manufacturing processes, including environmentally friendly nitrogen expansion for lightweight AZOTE® and ZOTEK® high-performance foams, Zotefoams sells to diverse markets worldwide across three market verticals, Consumer & Lifestyle, Transport & Smart Technologies, and Construction & Other



## ZOTEFOAMS

Industrial. Zotefoams uses its own materials to manufacture T-FIT® advanced insulation for demanding industrial markets<sup>1</sup>.

Zotefoams is headquartered in Croydon, UK, with additional manufacturing sites in Kentucky, USA and Brzeg, Poland (foam manufacture), and foam products conversion in Oklahoma, USA and Jiangsu Province, China (T-FIT).

Zotefoams' revenue for the year ended 31 December 2024 was £147.8m.

Zotefoams plc is a public company registered in the UK and has a premium listing on the London Stock Exchange. Our main manufacturing operations are based in Croydon, UK, which serves markets throughout the world.

Zotefoams plc's largest subsidiary company, Zotefoams Inc., is based in Kentucky, USA and, together with its subsidiary company Zotefoams MidWest LLC, manufactures foam materials and products for the North American market. These businesses operate separately from the Company, however Zotefoams Inc is at times a supplier to it for semi-finished products. The Company also operates out of a third foam-manufacturing site, in Brzeg, Poland, through its subsidiary company Zotefoams Poland Sp. Z.o.o. Selling foam materials supplied by the Company into Asia, Azote Asia Limited, based in Hong Kong, is a 50% owned joint-venture of Zotefoams plc.

The Company also has wholly owned subsidiary companies in Hong Kong (KZ Trading and Investment Limited - KZTI) and in China (Zotefoams T-FIT Material Technology (Kunshan) Limited). With KZTI as the holding company, foam is supplied by the Company to the China subsidiary, which then converts the foam into T-FIT® insulation products, after which these products are either sold to customers within China by the China subsidiary, or to other Zotefoams subsidiaries, for sales outside of China. T-FIT products are also distributed within India, from product sourced from the Company or through another wholly owned subsidiary, T-FIT Insulation Solutions India Private Limited, based in Ahmedabad.

Zotefoams neither tolerates nor condones modern slavery in its operations and supply chains in any part of the world.

### **ZOTEFOAMS EMPLOYEES**

Subject to any local practices and business operational requirements, Zotefoams aims to offer unambiguous and fair terms of employment and provide employees with appropriate opportunities to learn, develop their skills and progress in their careers. Zotefoams honours all applicable terms and conditions of employment. Zotefoams respects employees' rights of privacy and the access and use of their personal information is strictly governed.

Where it is legal to do so, employees have the freedom to join a union, associate or bargain collectively without fear of discrimination against the exercise of such freedoms.

Employees are paid a fair salary according to the work they perform. In the UK, the Company remains committed to paying all employees at or above the National Living Wage and

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<sup>1</sup> AZOTE®, ZOTEK® and T-FIT® are registered trademarks of Zotefoams plc.



## ZOTEFOAMS

employees receive paid holiday in excess of the statutory minimum (a full-time employee receives 25 days paid holiday as well as the public holidays). Outside the UK, Zotefoams employees are paid more than the minimum legal wage in all jurisdictions in which Zotefoams operates and receive paid holidays in line with prevailing national requirements.

Zotefoams is committed to not using forced or child labour and prohibits the use of worker-paid fees or the confiscation of workers' original identification documents by any party acting on its behalf, such as an employment agency. In 2023, Zotefoams also became a signatory to the Employer Pays Principle during the year, formalising our long-standing Group-wide commitment to recruitment costs being borne by the employer, not the employee.

Zotefoams has a Whistleblowing Policy in place, under which all Group employees (as well as contractors, consultants, trainees, casual and agency staff) may raise any concern in relation to suspected wrongdoing or danger at work which is in the public interest. The Policy is publicly available on our website.

Given the measures in place, Zotefoams considers that there is a very low risk of modern slavery in its own operations.

### OUR SUPPLY CHAINS

Our main operational suppliers are large polymer companies that supply polymer resins for our manufacturing processes, utility companies for our energy and water usage, freight forwarders, engineering and maintenance suppliers, providers of consultancy services and temporary staff.

### DUE DILIGENCE PROCESSES FOR SLAVERY AND HUMAN TRAFFICKING

The Company considers that its main exposure to the risk of modern slavery or human trafficking lies in its supply chains. This is because they involve the provision and use of labour.

Our annual risk assessment in 2024 was across our global operations. We engaged with our top 112 suppliers (2023: 105 suppliers) in the UK, China, India, Poland and the USA, taking into account the amount that the Company spends with them, the size of the supplier, the nature of the services or supplies provided and whether their country of operation showed a high prevalence of modern slavery under the Global Slavery Index. The engagement took the form of questionnaires being completed online, by email or via information publicly available and included a review of a wide range of ethical issues, including pay, working hours, sick leave, holiday pay and the employment of minors. Where clarification was required, the questionnaire was followed by telephone interviews.

All suppliers were considered to have a low, or very low, risk of slavery in their operations. Some suppliers, whilst their business with Zotefoams plc was considered to be small, were given an elevated risk due to the nature of the services or supplies provided, for example, employment agencies, catering, office cleaning, staff clothing, laundry of staff overalls, etc. All risk was addressed through appropriate mitigation.

In 2024, in order to enhance our understanding of our supply chains' approach to Zotefoams own social priorities including modern slavery matters we also introduced a Supplier Visits questionnaire for completion by our staff on the occasion of their visits to suppliers



We have in place systems to:

- Identify and assess potential risk areas in our supply chains;
- Mitigate the risk of slavery and human trafficking occurring in our supply chains;
- Monitor potential risk areas in our supply chains; and
- Protect whistle blowers.

#### **SUPPLIER ADHERENCE TO OUR VALUES AND ETHICS**

We have zero tolerance of slavery and human trafficking. To ensure all those in our supply chain and contractors comply with our values, we have in place a supply chain compliance programme which includes the questionnaire referred to above. This forms an inherent part of our suppliers' approval process and requires suppliers to explicitly declare that, to the best of their knowledge, their organisation and supply chain are free from slavery. We will repeat the Risk Assessment for our larger suppliers on an annual basis and we will continue to look out for and assess smaller suppliers more likely to be engaged in slavery type practices.

During 2024, we continued to monitor our existing supplier base for significant changes, including new owners, and new production facilities from which they supplied the Company. Our key supplier base is not large and few changes occurred during the year. For every new supplier, due diligence was carried out in the form of a detailed questionnaire and, for UK suppliers exceeding the financial threshold requiring them to publish a Modern Slavery Statement, a copy of their Modern Slavery policy was also obtained. In total, 63 new suppliers were approved with 100% compliance (2023: 61 suppliers were approved with 100% compliance). Supplier information was assessed before any new supplier approval was granted. No new small suppliers operating in higher risk categories were added to our supplier base in 2024. We assessed Company suppliers to have met our standards in this area in 2024 (and none were identified as having been investigated for involvement in Modern Slavery).

We have a dedicated compliance team, comprising procurement staff trained in governance and legal issues.

#### **TRAINING**

To ensure a high level of understanding of the risks of modern slavery and human trafficking in our supply chains and our business, we provide training to staff in procurement, HR and executive functions.

Following a review of training needs, a comprehensive Group-wide training programme was implemented in 2019 for all relevant staff, with refresher courses being issued at 2-year intervals. The training outcomes are measured through an online test, with appropriate re-training taking place, as necessary.

In addition, in the past 12 months, all relevant new joiners have successfully completed modern slavery training.

#### **OUR EFFECTIVENESS IN COMBATING SLAVERY AND HUMAN TRAFFICKING**



## ZOTEFOAMS

We measure how effective we have been to ensure that slavery and human trafficking is not taking place in any part of our business or supply chains.

We measure how many suppliers are required to complete the risk assessment questionnaire and get responses from both new and existing suppliers; and, as a Key Performance Indicator, we measure how many suppliers fail to meet the standard required and are not authorised for use as a percentage of suppliers assessed.

### ***FURTHER STEPS***

We carried out a review of the actions that we have put in place to prevent slavery or human trafficking in our supply chains. We concluded that no material changes to our assessment approach for 2024 were required.

This statement is made pursuant to section 54(1) of the Modern Slavery Act 2015 and constitutes the Company's slavery and human trafficking statement for the financial year ended 31 December 2024. It was approved by the Board on 30 July 2025.

Ronan Cox,  
Group CEO  
Zotefoams plc  
7 August 2025