

# Governance

## (Our performance)

Board of Directors data (12/07/2021)

**27%**

executive  
members

**33%**

independent  
non-executive  
members

**40%**

non-executive  
members

**20%**

women on  
Board

**69**

average age

**5**

years of service,  
on average

### Vision

To be a benchmark for the global market, with products and solutions that are recognised for quality, reliability, competitiveness and innovation. Our overarching goal is to operate sustainably and responsibly, acting as a reliable business partner and **creating shared value for all stakeholders.**

Sustainable  
Development Goal

16 PEACE, JUSTICE  
AND STRONG  
INSTITUTIONS



We are committed to **maintaining systematic**, two-way engagement with our **stakeholders**.

We are monitoring the **material issues** related to our **activity**.



material issues

## Governance KPIs

Indicator	Unit of measurement	31/12/2018	31/12/2019	12/07/2021
Board of Directors members (BoD)	#	14	16	15
Board members' term of office	years	1	1	1
Executive members on the Board	#	7	8	4
Non-executive members on the Board	#	5	3	6
Independent non-executive members on the Board	#	2	4	5
Average age of Board members	years	71	70	69
Nationalities on the Board (Greek, US)	#	2	2	2
Percentage women on the Board	%	0	7	20
Number of Board meetings	#	107	95	64 <sup>(5)</sup>
Audit Committee members	#	3	3	3
Percentage of non-executive members (of BoD) on Audit Committee	%	100	100	100
Independent non-executive members (of BoD) on Audit Committee	%	2	2	2
Number of Audit Committee meetings	#	2	8	26
Remuneration and Nomination Committee members	#	-	3	3
Percentage of non-executive members (of BoD) on Remuneration and Nomination Committee	%	-	100	100
Independent non-executive members (of BoD) on Remuneration and Nomination Committee	#	-	2	2
Confirmed incidents of non-compliance with laws and regulations (regarding ESG matters)	#	0	0	0
Fine value for the non-compliance with the legislation and the regulations (regarding ESG matters)	years	0	0	0
Confirmed incidents of corruption and bribery	#	0	0	0

## Diversity of the Board and Committees (12/07/2021)

Board of Directors Unit	Unit of measurement	<30 (18 - 30)	31 - 50	50+
Men	# (%)	0 (0%)	0 (0%)	12 (80%)
Women	# (%)	0 (0%)	0 (0%)	3 (20%)
Total	# (%)	0 (0%)	0 (0%)	15 (100%)
<b>Audit Committee</b>				
Men	# (%)	0 (0%)	0 (0%)	3 (100%)
Women	# (%)	0 (0%)	0 (0%)	0 (0%)
Total	# (%)	0 (0%)	0 (0%)	3 (100%)
<b>Remuneration and Nomination Committee</b>				
Men	# (%)	0 (0%)	0 (0%)	1 (30%)
Women	# (%)	0 (0%)	0 (0%)	2 (70%)
Total	# (%)	0 (0%)	0 (0%)	3 (100%)

(1) LTIR: Lost time incident rate (number of LTI incidents per 10<sup>6</sup> working hours)

(2) SR: Severity rate (number of lost work days per 10<sup>6</sup> working hours)

Note: To calculate lost days, counting begins from the next day of the accident. Lost days are considered working days. The above health and safety KPIs refers to ElvalHalcor's employees and contractors employees who maintain continuous work within ElvalHalcor's plants.

(3) Training hours on health and safety issues (in total training hours).

(4) The expenditure on suppliers concerns the invoiced costs.

(5) Related to number of meetings for the year 2020 in order to be comparative.