People and Culture

Angelle Rosata
Chief Human Resources Officer

QUICK READ

- Continued to embed our values into core HR processes
- Ongoing focus on attracting, retaining and developing talent
- High levels of employee engagement, with activities underway to respond to feedback
- Continued to encourage 'near miss' reporting, to help strengthen safety practices

Inspiring, developing and empowering our people to thrive.

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Our success depends on the contribution of our talented and committed colleagues around the world. We share information on the gender diversity of our team in the Governance section on page 49.

Embedding our values

During the year, we continued to embed the company-wide values we refreshed in 2024 by integrating them into a range of processes, including talent attraction, onboarding and performance management. These values – Collaborate as One Team, Create Value for Customers, Innovate with Purpose, and Never Stop Improving – also form part of our global employee handbook, which sets out expectations of all Genus employees. For more information on how the Board monitors our Company culture, please see page 57.

We also launched ValuesFest, a global contest inviting colleagues to explain what the values mean to them though works in four creative categories: art, photography, videography and writing. We received over 100 entries and over 1,000 employee votes, with winning submissions coming from employees across four regions and seven countries. We shared all entries with colleagues across the Company and have used winning submissions to showcase our culture to prospective recruits through LinkedIn. The initiative recently received an award from The Academy of Interactive & Visual Arts.

Recruiting and developing colleagues

We continue to seek and attract talented new colleagues at different career stages. For example, this year we brought in 77 people through our early-stage career programmes around the world, including intern, trainee and graduate schemes.

We also strengthened our range of development opportunities to help colleagues learn, grow and thrive throughout their time with Genus. This included adding further content to our online learning platform, Genus University, and providing targeted development programmes. Examples include change management training for nearly 300 colleagues, plus the piloting of new behavioural-based interview techniques, to strengthen the quality and consistency of hiring decisions.

Our commitment to employee development supports effective succession planning. This enables us to make internal promotions wherever possible, facilitating continuity when vacancies arise and reducing reliance on external searches.

This year we filled 36 senior roles internally, across our businesses and central functions.

Further information regarding the diversity of our workforce is set out in the Nomination Committee report on pages 65 to 68.

During the year, we ran mandatory annual training for employees on our Code of Conduct, Animal Well-Being, Workplace Harassment and Health & Safety. In addition, many employees undertake role-specific training.

77
people brought in through our early-stage career programmes

36
senior roles filled internally across our businesses

People and Culture continued

Improving communication

We continued to strengthen internal communication practices by embracing new technology. This included introducing a new global intranet, named InGenus by our colleagues, to help them better connect and collaborate.

Our other channels for employee dialogue included regular Town Hall meetings, listening sessions and Q&As with executive leaders during site visits. Non-Executive Directors Lesley Knox and Lysanne Gray, who are the Board's Workforce Engagement Directors, held discussion sessions with employees at our sites in DeForest and Stapeley. They were joined by fellow NED Celia Baxter and shared the feedback with Board members and executive leaders.

We also continued to support our employee resource group, AWAKE (Advancing Women's Advocacy, Knowledge and Empowerment), which held several in-person and online discussion and learning events during the year. This included a panel event to celebrate International Women's Day, featuring representatives from the Genus Executive Leadership Team.

Evaluating engagement

In November 2025, we ran the latest edition of Your Voice, our global employee engagement survey, to seek feedback on what is working well at Genus and what could be improved. Nearly 2,500 colleagues took part, equivalent to 78% of our global workforce. They gave us very positive feedback on areas such as alignment with our values, understanding of strategy and our approach to health and safety. The survey also highlighted progress made on priorities identified in 2023, including steps to strengthen our culture and enhance management effectiveness.

We subsequently held a series of listening sessions and cross-functional focus groups to explore themes from the survey. Teams then developed local action plans to build on the strengths and address opportunities for improvement. We consolidated and prioritised plans at global business and functional levels, to identify common themes and the highest-impact actions. These include continuing to improve communication and knowledge sharing, clarifying paths for progression and building skills and capabilities.

These plans are now being put into practice, while across the Company we continue to focus on three enduring global priorities: culture and values, continuing to enhance management effectiveness and further emphasis on talent development. The Genus Executive Leadership Team is monitoring the impact of initiatives introduced, whether these are Company-wide or within business units or functions.

78%

of our workforce took part in our employee engagement survey

5%

increase in proactive reporting of health and safety near-misses and observations

Health and safety

Our global recordable incident rate (based on number of incidents per 100 employees) closed FY26 at 2.49, above our target of 1.91. This was due to some localized issues and low-severity incidents, including slips and trips partly influenced by severe weather conditions. It also reflected a 5% increase in proactive reporting of near-misses and observations following further communication and training to encourage more reporting and greater employee engagement.

ValuesFest: How Employees Brought Our Values to Life

See how employees around the world brought our Genus Values to life through creativity, storytelling and personal expression. View winning entries on our website.

Scan QR code to watch the full video

Routes for raising concerns

Colleagues in any part of our company can raise any concerns or suspicions about illegal or unethical behaviour through several channels. These include their manager, HR Business Partner, Legal contact or the Compliance team. Alternatively, we offer an independent, confidential and anonymous hotline (Speak Up), supporting our whistleblowing policy, which is accessible by both telephone and web portal, and is available in multiple languages.

Any reports are reviewed by the Chief Counsel Compliance, who then notifies the Group General Counsel and Company Secretary. Depending on the nature of the report, the issues raised may be investigated and discussed with the Chief Human Resources Officer, Head of Risk Management, Internal Audit and the Company's Audit & Risk Committee. This process is regularly reviewed as part of our annual Audit & Risk Committee activity. You can read more about this Committee on pages 69 to 73.

Human rights

Genus is committed to respecting the human rights of workers throughout our value chain and the communities in which we operate and which are affected by our activities. We are also committed to ensuring that anyone who might be affected by Genus can enjoy the human rights described in the International Bill of Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work.

We monitor this through our established risk management and internal audit processes, including periodic risk assessments. No material issues were identified during the year.