

# People

People are the foundation of Huntsman Corporation.

Maintaining a safe and ethical work environment for our people and for the communities where we live and work is paramount to our business. Our talented and diverse teams around the world are our greatest strength. Our energized and passionate professionals bring fresh perspectives and create new solutions to enable Huntsman to continue enriching lives through innovation.

# Workforce Health and Safety

## Management of the Topic

| GRI 3-3 |

Work-related hazards that pose a potential risk of high-consequence injury include hazards inherent to nearly all companies across the chemical industry, and they range from major events (such as exposure to toxic releases, fires, and explosions) to routine activities (such as confined space entries, working from height, or lifting heavy objects). When the combination of associates and contractors is considered, the most common types of work-related injuries are abrasions, lacerations, sprains, and strains.

We aim to continually improve our safety performance for all associates and contractors and are committed to eliminating life-impacting injuries and fatalities.

We track our performance, using the U.S. Occupational Safety and Health Administration (OSHA) Total Recordable Incident Rate (TRIR), for both injuries and illnesses, inclusive of our contractors.

Our systems to manage workforce health and safety are described in further detail in the following sections.

**Our Environmental, Health, and Safety (EHS) Policy and Commitment encapsulate our vision to prevent harm through achieving excellence in EHS performance in all aspects of our business.**

**(No. of injuries and illnesses x 200,000) ÷ Total hours worked = OSHA TRIR**

# Occupational Health and Safety Management System

| GRI 403-1 |

Huntsman has implemented an Environmental, Health, and Safety (EHS) Management System to support implementation of the requirements, consisting of 7 standards, 73 procedures, and over 100 guidance documents.

This management system is based on principles of various recognized management system standards, such as **Responsible Care®**, **ANSI/ASSP Z10.0-2019**, and **CFR 1910.119**. Our standards and procedures apply to all Huntsman-owned-and-operated facilities and corporate functions. They do not apply to joint ventures (JVs) in which Huntsman is a minority owner or to third-party warehouses and tollers, unless requested by a member of the EHS leadership team.

For Huntsman facilities located in the United States, Huntsman has implemented its Responsible Care® program to supplement existing EHS management systems to enhance performance and improve the safety and health of our employees, the communities in which we operate, and the environment.

# Hazard Identification, Risk Assessment, and Incident Investigation

| GRI 403-2 | SASB RT-CH-320a.2 |

The EHS Management System outlines the methods used to identify work-related hazards and assess risks. Guidance documents and procedural requirements outline the Hierarchy of Controls. These methods include pre-job safety inspections, job safety analyses, and work permits (including permitting for hot work, confined space entry, and work at height).

The process for a work-related incident investigation is outlined in our EHS Management System. Based on the severity and likelihood of the outcome, a 5-why methodology may be used for “lower-severity” incidents, while those of a higher consequence require the use of Apollo root cause analysis.

Our industrial hygiene (IH) teams continuously identify potential health hazards, assess risks, and implement controls – as outlined in our EHS Management System. All sites complete IH risk assessments, and we have standardized how sites conduct risk assessments that are used to develop annual sampling plans to quantify exposures. Exposure monitoring results are compared to published occupational exposure limits to confirm that existing controls are adequate.

To reduce potential exposure to both acute and chronic health hazards, our sites incorporate the Hierarchy of Controls, starting with elimination (if possible), substitution, engineering controls (enclosing, containing, isolating, automating, and minimizing dispersion or tools to avoid direct contact), administrative controls, and, lastly, personal protective equipment. As new controls are implemented, exposures are reassessed to keep workers safe.

The organization assesses the quality of the processes and the competency of the persons conducting the tasks through site self-audits, corporate EHS and process safety audits, and competent person assessments (for activities related to Process Safety Management). Additional requirements for training and competency are described in the EHS Management System.

Sites use the results of self-audits to make site-based improvements. The results of the corporate EHS and process safety audits are used to make both site-based and companywide improvements. Competent person assessments are used to identify additional training and skill improvement opportunities.

Associates are encouraged to report work-related hazards through **incident reports, near-miss reports, and 60-second checks**, as well as any additional methods that individual sites have implemented. All Huntsman associates have stop-work authority for situations when they feel there is a danger to themselves, their coworkers, or the public. Associates are protected from retaliation by the company’s code of ethics, along with a robust series of Human Resources (HR) policies and procedures.

**All manufacturing sites conduct Process Hazard Analysis (PHA) and Fire Risk Analysis (FRA) of their facilities to identify process- and fire-related hazards and determine where additional layers of protection are needed to help ensure the health and safety of people and protection of the environment.**

# Occupational Health Services

| GRI 403-3 |

Huntsman seeks to ensure that occupational health services are provided for employees under the guidance of the Director of Global Occupational Health, a board-certified medical doctor. Each site contracts with either an on-site medical provider or with a local medical provider to help ensure **prompt access to occupational health and medical services when needed**.

The sites adjust their workload to help ensure that the services are available to associates as required.

The company has processes to protect worker privacy under U.S. Health Insurance Portability and Accountability Act (HIPAA) and EU General Data Protection Regulation (GDPR) practices.

## Worker Participation, Consultation, and Communication on Occupational Health and Safety

| GRI 403-4 |

Huntsman includes worker participation in the development, implementation, and evaluation of the EHS Management System by having site-based personnel involved and consulted with on the development of new corporate requirements and on the updating of existing requirements, including additions and changes to industry standards.

Certain individual site-based personnel are directly involved in the rollout of new and updated requirements via webinars, face-to-face training offers, and other communication packages, contingent on the extent of the update.

Sites are expected to **have frontline associates directly involved in the development of EHS practices and programs** (for example, developing formal job safety analyses).

Where formal joint management-worker health and safety committees exist, the responsibilities, decision-making authority, worker representation, and frequency of meetings are based on local laws and negotiated contracts.

The hazards in the workplace are communicated by making safety data sheets (SDSs) that are readily available for all raw materials, products, and intermediates. Workers have access to process hazard information through readily available Process Hazard Analyses.

Huntsman values input from sites to continue to improve EHS practices as a corporation.

# Worker Training on Occupational Health and Safety

| GRI 403-5 |

Training requirements for associates are outlined in the EHS Management System. Several corporate-level training programs exist to provide a high-level overview, including a requirement for everyone to complete a training course called “Why EHS Matters,” which prominently features Chairman, President, and CEO Peter Huntsman discussing the importance of EHS to the company and all associates. Our sites are required to develop training matrices for their operations to help ensure competencies and safe work practices. The effectiveness of these programs is assessed through corporate EHS and process safety audits.

Huntsman has a corporate EHS Center of Excellence that assists our sites in providing training to help ensure safe work practices and compliance with local regulatory requirements. Tasks identified as “EHS critical” require routine operator training and drills to help ensure our capabilities for proper and timely responses.

# Promotion of Worker Health

| GRI 403-6 |

Huntsman provides benefits to employees, including healthcare coverage. The type of coverage is dependent on the plan available to associates in the area where they live.

Huntsman provides benefits to employees, such as employee assistance programs and voluntary health promotional programs. Certain individual sites have developed comprehensive health and wellness promotional programs to encourage health and well-being.

# Prevention and Mitigation of Occupational Health and Safety Impacts Directly Linked by Business Relationships

| GRI 403-7 |

Huntsman has developed an EHS Management System that incorporates aspects of occupational health, occupational safety, environmental safety, product EHS, and process safety management.

Huntsman’s Product Safety and Regulatory Compliance (PSRC) team has developed procedures for product hazard identification, hazard communication, risk assessment, and risk management.

The goal of these programs is to prevent (or mitigate) the safety impacts that are directly linked to our operations, products, and services.

## Workers Covered by an Occupational Health and Safety Management System

| GRI 403-8 |

Table OHS-1 OHS Coverage | GRI 403-8 |

OHS Coverage	Associates and contractors	OHS Coverage
Covered by OHS	7,594	100%
Covered by OHS internally audited	7,594	100%
Covered by OHS externally audited	1,792	24%

All sites are subject to internal audits. External audits are conducted as part of our Responsible Care® commitment.

All our associates and contingency workers are covered by these systems, as are contractors, with limited exceptions that consist primarily of contractors at our independent worksites, as determined by our guidance, and those individuals who are on our sites temporarily who do not significantly interface with our operations and/or over whom we do not exert material control for their working conditions or determine their work process.

# Work-Related Injuries and Illnesses

| GRI 403-9 | GRI 403-10 | SASB RT-CH-320a.1 |

Injuries					
	Hours Worked <sup>1</sup>	Fatalities		Recordable <sup>2</sup>	
		Count	Rate	Count	Rate
Associates	11,627,318	0	-	15	0.26
Contractors	4,639,139	0	-	8	0.35
<b>Combined</b>	<b>16,266,457</b>	<b>0</b>	<b>-</b>	<b>23</b>	<b>0.29</b>

Illnesses					
	Hours Worked <sup>1</sup>	Fatalities		Recordable <sup>2</sup>	
		Count	Rate	Count	Rate
Associates	11,627,318	0	-	0	-
Contractors	4,639,139	0	-	1	0.04
<b>Combined</b>	<b>16,266,457</b>	<b>0</b>	<b>-</b>	<b>1</b>	<b>0.01</b>

Injuries and Illnesses					
	Hours Worked <sup>1</sup>	Fatalities		Recordable <sup>2</sup>	
		Count	Rate	Count	Rate
Associates	11,627,318	0	-	15	0.26
Contractors	4,639,139	0	-	9	0.39
<b>Combined</b>	<b>16,266,457</b>	<b>0</b>	<b>-</b>	<b>24</b>	<b>0.30</b>

<sup>1</sup> Full-time, part-time, contract, and temporary workers are included

<sup>2</sup> "Recordable" is defined as an incident that meets the United States Occupational Safety and Health Administration (OSHA) definition of a "recordable incident"

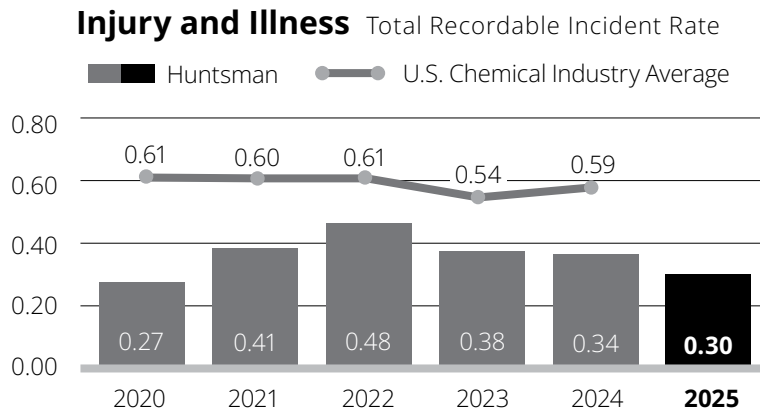
Huntsman has issued detailed guidance on reporting metrics and definitions in EHS-1109A: EHS Metrics Reporting Methodology. All Huntsman-owned and -operated sites report associate and contractor exposure hours through an electronic EHS database. Any incidents that meet corporate reporting requirements are reported by the sites through an electronic EHS database, with corporate support and oversight. Data collected in the EHS database is reported and distributed companywide monthly through the Global EHS Scorecard. Injuries and illnesses are categorized according to internal guidance documents, based on U.S. OSHA standard 29 CFR 1904.7. Additionally, injuries and illnesses are documented as required by the laws in the areas where we operate.

Actions taken to address work-related hazards are addressed in section GRI 403-2.

**In 2025, we had no fatalities.**

From 2024 to 2025, our Total Recordable Incident Rate (TRIR) decreased from 0.34 to 0.30. Leading contributors to work-related illness include noise, manual handling/ergonomics, and mental health (work-related stress, depression, or anxiety).

The chart below shows our TRIR trend from 2020 to 2025. From 2020 through 2024, Huntsman's TRIR has been below the American Chemistry Council's Responsible Care® benchmark for Medium-Sized Companies and based on the U.S. Bureau of Labor Statistics, NAICS 325000 – Chemical Manufacturing. At the time of publication, the benchmark figure for 2025 was not yet available.



# Process Safety

| GRI 3-3 |

## Management of the Topic

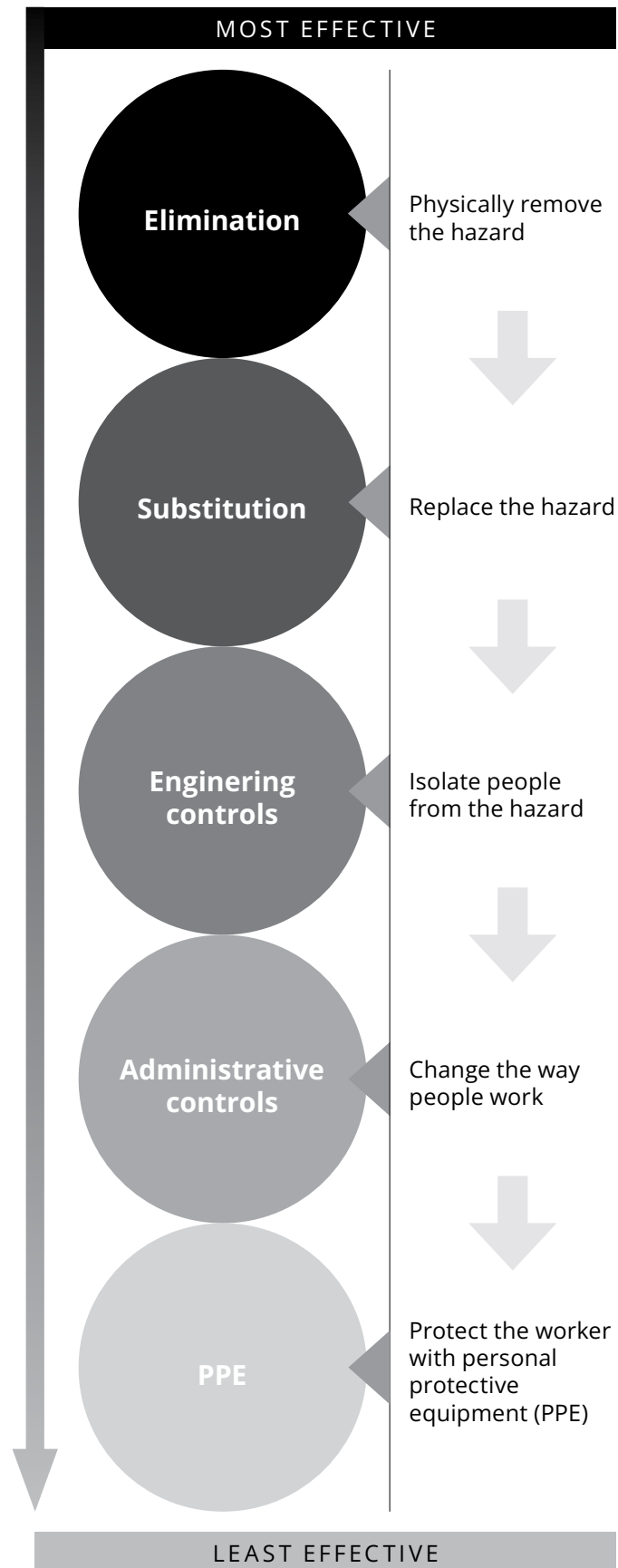
Technical failures, human errors, or external factors can lead to loss of primary containment at our manufacturing facilities or during transportation of our products. Failures and errors, in addition to loss of primary containment, could lead to fires and explosions, given the nature of our manufacturing operations.

**We see process safety as critical to assuring our facilities are safe and working as intended, and that our products are properly stored and transported.**

Process safety risks are managed through several means, including:

- **Applying inherent safety principles in all processes and in our equipment**
- **Design process**
- **Designing and installing engineered independent protection layers**
- **Using procedures and training to assure operating competency**
- **Utilizing proper personal protective equipment**

As the figure on the right illustrates, we start with the most effective risk mitigation strategy, which is to eliminate the hazard, and then we work through subsequent mitigation strategies to continually improve the safety of our operations.



Our Process Safety Standard EHS-400 outlines global requirements to identify and manage risks associated with process safety incidents and how they may impact the environment.

Process Hazard Assessment (PHA) procedures identify process safety hazards and the appropriate safeguards to prevent or mitigate impacts to the environment from loss-of-containment events.

As we strive for continual improvement in process safety, we have placed considerable focus on improving process safety culture. The chemical industry has recognized the importance that culture plays in determining the overall success of a process safety management program. In an organization with a positive process safety culture, there exists a high degree of trust and transparency at all levels, coupled with highly effective management systems. Huntsman has developed a series of process safety cultural leadership workshops to align process safety core values and behaviors from the executive level to the frontline worker level. Workshop participants develop a personal action plan that drives sound process safety principles and practices, provides clear leadership actions and behaviors required to move the culture toward operational excellence, and instills an understanding and passion for their role in process safety management systems.

Process safety performance is based on API RP 754: Process Safety Performance Indicators for the Refining and Petrochemical Industries. The API RP 754 standard provides a consistent means of evaluating process safety performance across the industry.

A **Tier 1** event is defined as a loss of primary containment (LOPC) with the greatest consequence.

A **Tier 2** event is defined as a loss of primary containment (LOPC) with lesser consequence.

## **Huntsman initiated the API-754 methodology beginning in 2016.**

### **(Tier 1 + Tier 2) x 200,000 ÷ Total Associates and Contractor Hours Worked**

Our 2025 Horizon goals include the aim for no Tier 1 Process Safety Incident Counts and a Tier 2 Process Safety Incident Rate of less than 0.15. We also track the Process Safety Incidents Count (PSIC) and calculate a Process Safety Incident Severity Rate (PSISR), which is defined as the cumulative (annual) severity-weighted rate of process safety incidents and is calculated as:

$$\text{Total Severity Score for all PS Incidents} \times 200,000 \div \text{Total Associates and Contractor Hours Worked} = \text{PSISR}$$

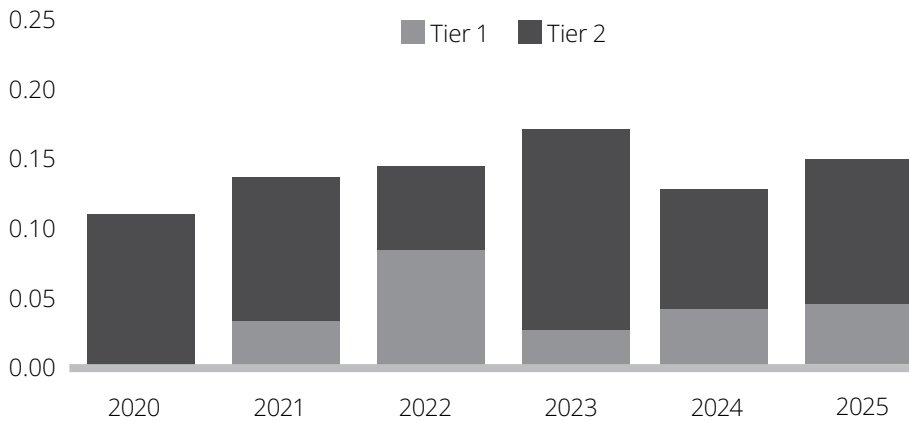
We began collecting the PSISR for Tier 1 events in 2019. In previous years, this data was not tracked. Information around the root cause and corrective actions implemented is maintained at the local site level and is not currently tracked for corporate reporting. We track chemical releases and spills at a corporate level across all Huntsman-owned and -operated facilities.

# Incident Data

| SASB RT-CH-540a.1 | SASB RT-CH-540a.2 |

	2020	2021	2022	2023	2024	2025
<b>Tier 1</b>	<b>0.00</b>	<b>0.03</b>	<b>0.08</b>	<b>0.03</b>	<b>0.04</b>	<b>0.04</b>
<b>Tier 2</b>	<b>0.11</b>	<b>0.10</b>	<b>0.06</b>	<b>0.14</b>	<b>0.08</b>	<b>0.10</b>
PSIC	0	3	7	2	3	3
PSTIR	0.11	0.14	0.14	0.17	0.13	0.15
PSISR	0.00	0.07	0.17	0.06	0.11	0.10

## Process Safety Incident Rate | SASB RT-CH-540a.1 |



As indicated by the table above, from 2024 to 2025, our Tier 1 count remained steady at 3, and our Tier 1 incident rate remained steady at 0.04. Our Tier 2 count increased from 6 to 7, and our Tier 2 incident rate increased from 0.08 to 0.10.

From 2024 to 2025, our Process Safety Incidents Count remained steady at 3, and our Process Safety Total Incident Rate increased from 0.13 to 0.15 while our Process Safety Incident Severity Rate decreased from 0.11 to 0.10.

The following tables show our transport incidents and significant distribution incidents for 2025.

## Transport Incidents

Incidents reported according to the U.S. Department of Transportation 5800 report	<b>10</b>
Incidents reported based on the European Agreement concerning the International Carriage of Dangerous Goods by Road (ADR) criteria	<b>0</b>
Other transport incidents, based on nationally recognized definitions, or consistent with the International Council of Chemical Association's (ICCA) Guidance for Reporting Performance	<b>1</b>

## Significant Distribution Incidents

A fatality or injury leading to intensive medical treatment, a stay in hospital of at least one day, or an absence from work of more than three days	<b>0</b>
Any release of more than 200 kg/L of dangerous goods or more than 1,000 kg/L of nondangerous goods	<b>1</b>
Any damage of more than 50,000 USD (including environmental cleanup) resulting from a transport incident	<b>0</b>
An incident leading to direct involvement of authorities and/or emergency services, evacuation of people, or closure of public traffic routes for at least three hours	<b>2</b>

# Loss of Primary Containment

| GRI 306-3 |

The table below presents incidents that resulted in chemical spills or loss of material from primary containment that Huntsman has classified as significant. A spill is defined by GRI as “an accidental release of a hazardous substance that can affect human health, land, vegetation, water bodies, and ground water.” We designate a spill as “significant” when the spill is not specifically allowed by a government-issued authorization such as a permit, license, or consent, and when the spill is not contained on site. Air emission incidents and volumes are tracked under Air Emissions.

We had two incidents in 2025 that released 231 pounds of material.

## Releases and Spills

Region	Number of incidents	Amount released (lbs.)
Americas	1	231
Asia Pacific	1	0
Europe, Africa, Middle East	0	0
<b>Total</b>	<b>2</b>	<b>231</b>

# Product Stewardship

## Management of the Topic

| GRI 3-3 | SASB RT-CH-410b.2 |

Product stewardship demonstrates our commitment to the safe handling of potentially hazardous chemicals at every stage of their lifecycles, from the sourcing of raw materials, through manufacture and use, to eventual disposal.

At Huntsman, product stewardship is an integrated process for identifying, managing, and minimizing the environmental, health, and safety impacts at every stage of a product's lifecycle. Our commitment to safer and more sustainable products enhances public confidence, keeps our customers and consumers safe, and helps ensure our reputation as a responsible and sustainable company.

Huntsman regularly evaluates its products for substances of concern throughout the lifecycle to help with future portfolio planning and prioritization of R&D efforts to support the development of alternative chemicals as required to meet regulatory and market demands.

### The Huntsman Portfolio

The Substances of Very High Concern (SVHC) list under the European Union's Registration, Evaluation, Authorization and Restriction of Chemicals (REACH) is one of the widely recognized lists specifying substances of concern that presents current and future potential risk of regulatory action.

We implement strong product stewardship programs to help ensure that all products we make can be safely transported, stored, and used by our customers.

To this end, we have several active programs addressing the use of SVHCs across our businesses.

Products are considered on a case-by-case basis, including assessing the use of the substance, along with existing and potential risk management options, ease of substitution, and product benefits. We work with regulators, customers, suppliers, and value chain partners to make these assessments and to develop suitable risk mitigation plans that could include phase out, reformulation, or development of alternatives.

### Proactive Screening and Development of Alternatives

We evaluate new product developments against defined Substances of Concern (SoC) lists at various stages in the development process, including at stage gate reviews. Our Product Safety and Regulatory Compliance (PSRC) team has developed an SoC risk evaluation tool specifically for this purpose. Our R&D teams look for SoC issues at all stages of the development process as part of the selection of the preferred technical solution and when screening new raw materials from suppliers. Our PSRC teams complete a formal hazard assessment during the new product introduction process. Where a significant SoC impact may exist, we may eliminate the product or terminate new product development projects based on an SoC assessment or if the business case for further development is not viable. In some cases, if there are no viable or sustainable alternatives, we may still choose to launch a product that contains SoCs, which may require regulatory approval and be either manufactured or used under strictly controlled conditions. Huntsman SDSs are available in multiple languages and accessible to all registered Huntsman customers on our online service portal. Customers can access product safety information through multiple channels, including:

- **Sales contacts**
- **Division-specific online service portals**
- **Contact links at our website: [Huntsman Contacts](#)**

Huntsman associates are trained in product safety, relevant to their roles and responsibilities. Designated product stewards are equipped to train associates, customers, distributors, and transporters.

We offer our customers training on Huntsman's product stewardship, along with in-depth training on SDSs, regulatory compliance, and safe use of products in customer applications.

The safety of our associates, business partners,  
customers, and consumers is our top priority.

# Product Stewardship Data and Compliance

| GRI 416-1 | GRI 416-2 | GRI 417-1 | GRI 417-2 | GRI 417-3 | RT-CH-410b.1.(1) | RT-CH-410b.1.(2) |

We evaluate our products using our New Product Introduction process or our Hazard Communication processes.

One example of how Huntsman continually reviews and evaluates our substances for improvement is through our REACH review process. We are required to update REACH dossiers for certain substances in our portfolio, due to reviews conducted by the European Chemicals Agency (ECHA), based on new evaluations or new health science data.

In 2025, we updated 83 dossiers, of which 15 were part of this ECHA mandatory process. Updates included adding use case and exposure scenarios and incorporating advances in science and descriptions for read-across data applicability. In total, Huntsman submitted 212 global substance registration dossiers in 2025.

## 2025 Huntsman global substance registrations

**New submissions (global): 129; REACH-like updates (EU and Korea): 83; Total: 212**

In 2025, we authored or revised approximately 95,000 SDSs. Approximately 69% of our products contain Globally Harmonized System of Classification and Labeling of Chemicals (GHS) Category 1 and 2 Health and Environmental Hazardous Substances.

**The publishing of at least 30 product safety summaries is one of the targets of Horizon 2025**, our business strategy for environment, health, and safety (EHS). The product safety summaries are not intended to replace the information included on a SDS, product safety label, and other safe use and handling literature for chemical substances.

As of the end of 2025, we have published 31 product safety summaries. A list of the product safety summaries can be found at: **Product Safety Summaries**.

All our products are assessed for compliance with labeling regulations. In 2025, we did not identify any incidents of non-compliance with regulations and/or voluntary codes concerning our product information and labeling. Additionally, we had zero incidents of non-compliance with regulations and/or voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship in 2025.

# Employee Engagement and Development

## Management of the Topic

| GRI 3-3 |

### People are the foundation of Huntsman.

At Huntsman, we pride ourselves on being a people-oriented organization. Our family-like atmosphere is cultivated by our team members around the world.

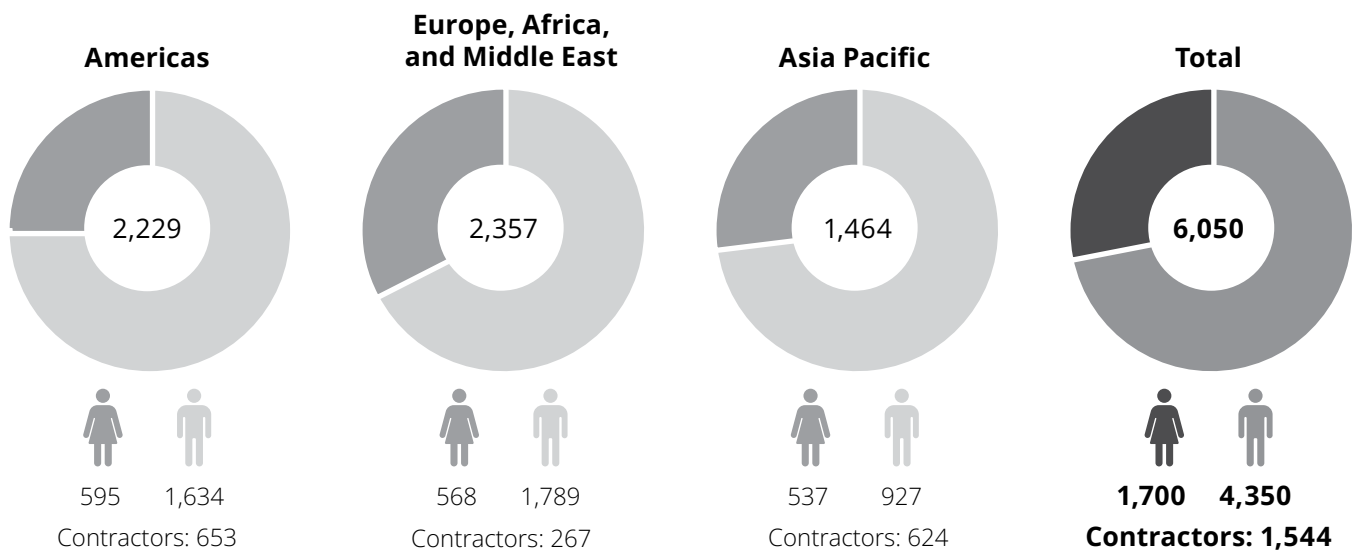
We welcome the talent, experience, and fresh ideas that employees at all stages of their careers, from interns to seasoned professionals, bring to Huntsman.

In return, we offer employees the opportunity to become an integral part of a dynamic, industry-leading company, where safety and ethics always come first.

## Employee Data

| GRI 2-7 | GRI 2-8 |

The table below provides a breakdown of our employees by region and gender and of our contractors by region, based on headcount as of December 31, 2025.



# New Employee Hires and Turnover

| GRI 401-1 |

The table below provides a breakdown of our 2025 new hires and of those associates who left Huntsman by gender, region, and age. The count is presented, along with the percentage of the count within a particular group.

		New Hires		Turnover	
<b>By Region</b>	Americas	13.5%	301	20.7%	461
	Europe, Africa, Middle East	11.5%	271	16.1%	379
	Asia Pacific	8.5%	124	9.7%	142
		New Hires		Turnover	
<b>By Gender</b>	Female	15.3%	260	17.5%	297
	Male	10.0%	436	15.7%	685
		New Hires		Turnover	
<b>By Age</b>	Under 30 years	41.9%	285	30.0%	204
	30 to 50 years	9.5%	339	13.0%	464
	Over 50 years	4.0%	72	17.5%	314
<b>Overall</b>		<b>11.5%</b>	<b>696</b>	<b>16.2%</b>	<b>982</b>

# Benefits

| GRI 401-2 | GRI 202-2 | GRI 401-2 | GRI 405-2 |

**Our policy is to competitively compensate and appropriately motivate our associates to provide value to our shareholders.**

Our compensation philosophy is to align both near-term and long-term incentives with our strategic objectives and to consider market forces, best practices, and the performance of our company and our employees. We offer employees benefits that vary by country and are designed to meet or exceed local laws and to be competitive in the marketplace. Examples of benefits offered in the U.S. include:

- **401(k) plan with employer contributions**
- **Health benefits**
- **Business travel insurance**
- **Supplemental voluntary insurance**
- **Life/disability insurance**
- **Paid time off**

We sponsor several contributory and noncontributory defined benefit plans, covering employees primarily in the **U.S., the U.K., the Netherlands, Belgium, and Switzerland**, but also covering employees in several other countries. We fund the material plans through trust arrangements (or local equivalents) where the assets are held separately from us. We also sponsor unfunded postretirement plans that provide medical and, in some cases, life insurance benefits covering certain employees in the U.S. and Canada.

# Training and Development

| GRI 404-1 |

Huntsman provides associates with training and development to further enhance their professional skills. These training and development courses include topics such as EHS, compliance, soft skills, technical skills, and leadership development.

Huntsman develops associates who are either in or plan to assume supervisory or management positions in the organization to help ensure they feel comfortable dealing with employee-related matters, such as setting objectives, career development plans, coaching, and performance management. This training is made available in local languages.

The table below shows average annual training hours, by employee category and gender.

Employee Category	Female	Male	Total
Officer	8.0	6.5	<b>6.7</b>
VP	14.9	10.3	<b>11.5</b>
Senior Director	24.8	8.8	<b>13.4</b>
Director	10.7	8.5	<b>9.4</b>
Senior Manager	13.2	11.7	<b>12.1</b>
Manager	14.0	13.4	<b>13.6</b>
Manager / IC	14.0	11.9	<b>12.6</b>
Team Lead / Supervisor	14.6	13.3	<b>13.5</b>
Individual Contributor	15.0	16.7	<b>16.2</b>
<b>Average Hours</b>	<b>14.8</b>	<b>15.4</b>	<b>15.2</b>

# Development and Transition Assistance Programs

| GRI 404-2 |

At Huntsman, we aim to build a culture of high performance and continuous learning and development. It is important that our associates continue to develop their skills, knowledge, experience, and behaviors that relate to their current and future job requirements.

Huntsman provides a variety of learning and development resources through its My Learning & Development portal. Resources include career and learning development planning frameworks, competency frameworks, performance and development feedback, e-learning, academies, and global training programs.

Employees who retire or are separated from Huntsman are offered support services including career coaching, résumé reviews, networking assistance, and interview preparation.

**We seek to foster career growth through training, mentoring, and job rotations. Our programs identify and develop employees for future roles by offering courses in language training, personal effectiveness, team management, leadership, and more.**

# Performance Reviews

| GRI 404-3 |

Most eligible associates of Huntsman are, in partnership with their supervisors, required to participate in an annual Performance Development Program (PDP) assessment. In addition, numerous training and development courses are offered to associates, both live and online, with the intention of developing their soft and technical skills.

The table below shows the percentage of employees receiving regular performance and career development reviews by employee category and gender.

Employee Category	Review in %		
	Female	Male	Total
Officer	100.0	87.5	<b>88.9</b>
VP	55.6	75.0	<b>69.7</b>
Senior Director	70.6	76.2	<b>74.6</b>
Director	86.5	92.7	<b>90.2</b>
Senior Manager	92.2	93.4	<b>93.1</b>
Manager	94.2	92.2	<b>92.8</b>
Manager / IC	96.4	95.0	<b>95.5</b>
Team Lead / Supervisor	93.8	99.3	<b>98.3</b>
Individual Contributor	89.9	90.2	<b>90.1</b>
<b>Average Review Rate</b>	<b>90.5</b>	<b>91.5</b>	<b>91.2</b>

Just over 90% of employees completed Performance Development Program (PDP) assessments.

# Inclusion and Equal Opportunity

| GRI 3-3 |

## Management of the Topic

We believe a workforce with diverse perspectives, skills, and experiences stimulates conversation, innovation, creativity, and problem solving. Huntsman aims to unite people from various cultures and backgrounds who offer unique ideas and perspectives that help to build a stronger company. We value our team environment where people treat each other with integrity and respect.

Treating everyone with respect is a company value that applies to each of us. We are committed to creating an environment reflecting the diversity of the communities in which we do business. We make all employment decisions based on job-related qualifications and without regard to race, color, religion, gender, age, disability, national origin, sexual orientation, and any other protected status in each of the countries in which we operate, in accordance with applicable law.

This value is reinforced in our Business Code of Conduct and in our Human Rights Policy. To achieve the objectives of our policies, we:

- **Provide guidance and training** on compliance with the policy and reporting of any suspected violations
- **Encourage reporting of suspected violations** of this policy through the same channels established for reports made under the Business Conduct Guidelines
- **Investigate suspected violations** by a team established by the Corporate Compliance Manager with appropriate corrective or other actions taken
- **Periodically conduct a policy audit** in accordance with the Corporate Compliance Program audit requirements, and, when necessary, update the policy or its procedures and guidance with respect to its effectiveness. Huntsman may seek an independent audit at any time in any manner that the Board of Directors deems appropriate
- **Report the company's human rights performance** to the Board of Directors on an annual basis (at a minimum)

# Diversity Data<sup>1</sup>

| GRI 405-1 |

Director succession for our Board of Directors is a thoughtful, ongoing process at Huntsman Corporation.

Our Board<sup>1</sup> evaluates desired attributes, considering our strategy and evolving needs. As part of our Board's multiyear director succession and refreshment process that began at the end of 2017, we have added eight new independent directors (including four women, two ethnically diverse directors, and one veteran) to the Board. Board committees are currently chaired by women, and our Lead Independent Director and Non-Executive Vice Chair are female.

Our Board consists of a highly qualified, diverse group of leaders in their respective fields, and is representative of an effective mix of deep company knowledge and fresh perspectives. The following graphic illustrates the diverse and well-rounded range of attributes, viewpoints, and experiences of our 10 directors.

In addition to diversity at the highest levels of the organization, the table below shows demographics in each employee category by gender, age group, and U.S. ethnic minority status:

Employee Category	Gender		Age Group			US Ethnic Minority	
	Female	Male	Under 30 years	30 to 50 years	Over 50 years	Minority	Nonminority
Officer	11.1%	88.9%	0.0%	11.1%	88.9%	0.0%	100.0%
VP	27.3%	72.7%	0.0%	27.3%	72.7%	22.7%	77.3%
Senior Director	28.8%	71.2%	0.0%	39.0%	61.0%	13.3%	86.7%
Director	40.2%	59.8%	0.0%	51.1%	48.9%	31.7%	68.3%
Senior Manager	27.0%	73.0%	0.0%	48.0%	52.0%	28.9%	71.1%
Manager	28.7%	71.3%	0.6%	63.7%	35.7%	31.1%	68.9%
Manager / IC	31.7%	68.3%	1.1%	66.1%	32.8%	36.8%	63.2%
Team Lead / Supervisor	17.8%	82.2%	2.6%	61.6%	35.8%	27.4%	72.6%
Individual Contributor	29.0%	71.0%	15.6%	59.4%	25.0%	34.0%	66.0%
<b>Overall</b>	<b>28.1%</b>	<b>71.9%</b>	<b>11.3%</b>	<b>59.0%</b>	<b>29.7%</b>	<b>32.4%</b>	<b>67.6%</b>

<sup>1</sup>These statements and the data that follow include Director Dr. Mary C. Beckerle, who retired from the Board on April 29, 2026.

# Board Representation<sup>1</sup>

## Gender

50% are female directors

## Race/Ethnicity

20% of all directors are ethnically diverse

## Global Perspectives

7 directors with specialized international expertise

## Range of Tenures

9.1 years is the average tenure

## Mix of Ages

70% are 65 or younger (average age: 64.1)

## Independent Oversight

9 of 10 are independent director nominees

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<sup>1</sup>These statements and the data that follow include Director Dr. Mary C. Beckerle, who retired from the Board on April 29, 2026.