

	CORPORATE POLICY	EFFECTIVE DATE: Sept. 30, 2025
		POLICY No. 1.14
Subject: Sustainability		

Related Policies:

CP 1.1 - Code of Business Conduct

CP 1.6 – Anti-Bribery and Anti-Corruption Policy

CP 1.11 - Human Rights Policy

CP 1.12 - Prohibition of Abusive Conduct, Discrimination, Harassment, and Retaliation

CP 1.13 - Career Management, Learning & Development Policy

CP 1.15 - Sustainable Procurement Policy

Corporate EHS Policy

Forms:

N/A

Scope/Applicability

This policy on sustainability (the “Policy”) applies to all Hexcel operations and subsidiaries worldwide (the “Company”). Hexcel also requires suppliers to uphold sustainability criteria as stated in our Supplier Code of Conduct.

1.0 Purpose

This Sustainability Policy sets out how the Company will ensure it maintains respectable sustainability performance and compliance with applicable laws and regulations to identify, prevent and mitigate potential adverse impacts on our people and the planet. At Hexcel, we strive to be a sustainability solution for our customers and a responsible business for our stakeholders. We are committed to conducting our business in a financially, socially, and environmentally responsible manner, guided by our Hexcel Values of One Hexcel, Innovation, Accountability, and Responsibility. We embrace the challenge to continuously improve our products and processes to help create a more sustainable future, and we will uphold the commitments outlined in this Policy to continue to drive sustainability throughout Hexcel.

For purposes of this Policy, “Sustainability” is defined as:

Meeting the needs of the present without compromising the ability of future generations to meet their own needs. This is a globally accepted definition created by the United Nations in 1987.

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2.0 Sustainability Governance

As a responsible business, we monitor and manage all sustainability topics identified as significant to Hexcel. Our sustainability governance consists of multiple levels of oversight, with reporting that escalates from our technical experts to our Board of Directors. Key components of our sustainability oversight include:

- Our Board oversees the integration of sustainability into Hexcel’s business strategy, and our committees of the Board support this oversight within their areas of responsibility.
- The Nominating, Governance and Sustainability Committee supports the Board in its oversight of sustainability by regularly reviewing the company’s sustainability strategy, including initiatives, goals, policies, and disclosures, as reported by management.
- Our Sustainability Strategy Team consists of a cross-functional team of Hexcel leaders, led by our Executive Vice President, General Counsel and Secretary and overseen by senior executive leadership. This team is responsible for leading our sustainability strategy and executing our sustainability initiatives, goals, policies and disclosures. Within this team, there are sub-teams led by technical experts that provide insights and recommendations to ensure we are maximizing our impact and optimizing our resources.

3.0 Sustainability Topic Assessment

The contents of this Policy are aligned to the results of our sustainability materiality assessment conducted in 2022 as well as the subsequent double materiality assessment update in 2024. Our double materiality assessment was completed in alignment with upcoming regulations and the evolving landscape of sustainability disclosures. Topics were evaluated and prioritized by stakeholders based on both potential impact to the environment and society and potential financial impact to Hexcel. We plan to leverage the findings of these assessments and the collected stakeholder feedback to guide our sustainability strategy and priorities moving forward.

4.0 Commitments

Hexcel recognizes the importance of maintaining and promoting sustainability by operating under programs and policies that uphold the following commitments:

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4.1 GHG Emissions & Energy Management

Our Commitment: We are committed to minimizing our carbon footprint and energy consumption as demonstrated by our target to *reduce our GHG emissions intensity by 30% between 2019 and 2030.*

Our Strategy:

- We have a robust environmental management system that is compliant with the requirements of ISO 14001:2015. This is a corporate umbrella certificate, with each site assessed regularly.
- We strive to reduce our GHG emissions and energy consumption through continuous improvement of our processes and technologies.
- We complete periodic, site-specific energy assessments to identify projects that will optimize processes, improve yields, and reduce energy use.
- We collect Scope 1 and 2 GHG emissions data for all manufacturing sites in alignment with GHG Protocol recommendations.
- We are committed to collecting Scope 3 data and holding our supply chain accountable to the same expectation.
- We will continue to increase our sourcing of renewable electricity and, where feasible, increase our on-site renewable energy generation.

4.2 Waste Management

Our Commitment: We are committed to minimizing the waste generated and sent to landfill by our facilities as demonstrated by our target to *reduce waste to landfill by 30% between 2019 and 2030.*

Our Strategy:

- We will minimize our waste generation by optimizing our processes and implementing innovative technologies that reduce waste at the source.
- We maximize the amount of waste diverted from landfill by sorting our waste into separate streams that isolate materials that can be recovered, reused, and repurposed.
- We collect waste data (hazardous and non-hazardous), based on a company-wide management standard, and leverage this information to track progress against our target.
- We work with our value chain – upstream and downstream – to identify continuous improvement opportunities to eliminate waste entering our operations and reduce waste to our customers and downstream users.
- We partner with strategic third-party recyclers to divert waste from landfill.

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4.3 Water Management

Our Commitment: We are committed to minimizing the water consumption at the select manufacturing sites with water intensive processes.

Our Strategy:

- We conduct water management assessments at our manufacturing facilities to identify opportunities to improve our operational efficiency.
- We reduce our water consumption by implementing processes and technologies that capitalize on the identified opportunities, with a focus on our largest consuming sites.
- We collect water consumption data based on a company-wide management standard, and we leverage this information to track progress against our target.

4.4 Recycling & Circular Economy

Our Commitment: We are committed to integrating the principles of circular economy into our sustainability strategy, with a focus on increasing the recyclability of our products and reducing our resource consumption.

Our Strategy:

- We leverage our technical expertise to support our customers and industry in the exploration of end-of-life solutions for composite materials.
- We pursue opportunities to contribute to a circular economy through strategic partnerships, including industry trade associations.
- We evaluate opportunities to increase the sustainability of our products through the use of bio-sourced feedstocks and increased use of renewable energy.

4.5 Pollution

Our Commitment: We are committed to preventing air, water and soil quality degradation and pollution beyond permitted levels.

Our Strategy:

- We are committed to preventing adverse impacts to our people and planet by monitoring and managing the chemicals emitted by our manufacturing processes.
- We implement systems and technologies to manage our emissions, and we collect data to ensure we remain compliant with our permits.

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- We monitor emerging regulations to ensure our operations are prepared to comply with future requirements.

4.6 Chemical Usage

Our Commitment: We are committed to the responsible management of chemicals and raw materials throughout our supply chain to ensure our products and intermediates are safe for their intended use. This commitment also includes the proper management of chemical obsolescence and regulatory compliance.

Our Strategy:

- We maintain a strong product stewardship program to ensure our products can be transported, stored, and handled safely by our customers.
- We proactively monitor the chemical regulations and restrictions applicable to our products and identify alternatives, as necessary, to mitigate risk to our company and customers.
- We collaborate with peers through industry and customer working groups to identify solutions for chemical obsolescence that proactively eliminate potential supply chain disruptions.

4.7 Health & Safety

Our Commitment: We are committed to protecting the health and safety of our employees, contractors, and visitors in alignment with our goal of zero injuries in the workplace. To ensure continuous progress against this goal, we established a target to *improve our total recordable incident rate by 50% between 2019 and 2030*, based on criteria established by the U.S. Occupational Safety and Health Administration (OSHA).

Our Strategy:

- We prevent workplace injuries by proactively identifying and addressing hazards and risks, raising awareness of best practices, promoting incident reporting, and instilling a culture of safety and compliance.
- We have a robust health and safety management system that is compliant with the requirements of ISO 45001:2018.
 - As part of this comprehensive, integrated health and safety management system, we conduct regular training, complete internal risk assessments, and leverage external auditing to verify of our processes.
- We are committed to continuously improving our management system and our operating conditions, and we use worker inputs, incident data and trends, and leading indicators to create systemic improvement plans.

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4.8 Employee Inclusion & Belonging

Our Commitment: We are committed to upholding an inclusive and equitable workplace where our employees feel they belong, and different perspectives are embraced. To support this commitment, we *encourage employee engagement through 100% participation in our ethics, engagement, and compliance survey.*

Our Approach:

- We strive to maintain an inclusive workforce that reflects the communities in which we do business, and we engage in partnerships with a variety of organizations to achieve this goal.
- We assess the data of our workforce, peers and communities to identify opportunities to enhance representation.
- We continuously evaluate opportunities to improve our strategy for attracting and retaining talent.

4.9 Employee Training & Development

Our Commitment: We are committed to empowering our employees to grow and develop, as we recognize that it is our people that allow Hexcel to thrive.

Our Strategy:

- We provide a range of training and development opportunities on topics including leadership, coaching and mentoring, facilitation, communication and public speaking/presentations.
- We facilitate mandatory training in key business areas such as our Code of Conduct, Health and Safety, Environmental, Sustainability, Anti-Corruption, and Anti-Harassment and Discrimination.
- We invest in early talent and internal career mobility through programs such as our Early Career Program (ECP), a two-year rotational development program to advance the skills of those earlier and/or new to career, and our Advanced Leadership Program (ALP), a program to further develop our high-performing talent.
- We offer tuition reimbursement to ensure our employees are given the resources necessary to continue their professional development through formal education.
- For our manufacturing workforce, each employee is required to receive onboarding training as well as on-the-job training adapted to their specific role and focused on aspects including, but not limited to, EHS, Quality, Customers, Product Application and Technical Skills. Such training is

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tracked and monitored as required to ensure employees are fully qualified to perform their job and have the necessary tools to thrive at Hexcel.

4.10 Human Rights

Our Commitment: We are committed to respecting and protecting the human rights of our employees and stakeholders, as outlined in our Human Rights Policy.

Our Strategy:

- We conduct training and operate under programs and policies that ensure we uphold internationally recognized human rights.
- We take action to identify, prevent and, where necessary, mitigate the human rights impacts by our operations.
- We do not conduct business with those that infringe upon human rights, and we expect our partners and suppliers to take appropriate measures to prevent such practices in their own supply chains.

4.11 Sustainable Sourcing

Our Commitment: We are committed to working with responsible business partners that share our values and operate in accordance with our expectations. To uphold this commitment, Hexcel has established a target to *achieve 100% acceptance of our Supplier Code of Conduct or demonstration of a comparable code by all critical direct suppliers.*

Our Strategy:

- We require suppliers to commit, through our [Supplier Code of Conduct](#), to comply with all applicable laws and sustainability requirements. We expect suppliers to maintain appropriate management systems to ensure such compliance and to cascade requirements through their own supply chain as may be applicable.
- We conduct a rigorous risk assessment process for priority suppliers annually including detailed audits to ensure sustainable and reliable supply.
- We continuously strengthen the sustainability requirements for our suppliers to mitigate risk to Hexcel and our value chain.

4.12 Ethics & Compliance

Our Commitment: We are committed to conducting our business with highest standards of ethics and integrity and operating in adherence with our Code of Conduct, Hexcel Values and all applicable laws and regulations. To uphold this commitment, Hexcel has established a target to *achieve annual certification to Hexcel's Code of Business Conduct by 100% of salaried employees.*

Our Strategy:

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- We prioritize not only delivering results to our stakeholders, but also achieving these results in an ethical manner.
- We have established robust policies and procedures to communicate our expectations for ethical behavior and compliance.
- We operate a comprehensive ethics and compliance program, led by our Executive Vice President, General Counsel and Secretary, with the following key elements:
 - Periodic assessments of ethics and compliance risks to understand the effectiveness of our existing controls.
 - Required Code of Conduct training at least every three years, with additional targeted training in risk-based areas, such as anti-corruption and anti-harassment.
 - Reporting on ethics and compliance to our Board of Directors at least annually.
 - Annual certification to Hexcel’s Code of Business Conduct by all applicable employees.
 - Access to our SafeTalk Help Line for employees and other stakeholders that suspect a potential violation of our Code of Conduct, internal policies or applicable laws.

4.13 Data Privacy & Cybersecurity

Our Commitment: We are committed to maintaining the security of our products and processes and protecting the data of our company, employees, customers, and other business partners.

Our Strategy:

- We continuously monitor our information technology and data assets to detect any anomalies and ensure a quick response to threats.
- We prioritize continuous improvement of our information security systems and processes to keep pace with the evolving threat landscape.
- We regularly assess and audit our control procedures to prevent information security breaches.
- We provide employee awareness training to ensure Hexcel is protected, to the greatest extent possible, against cybersecurity risks.

4.14 Product Innovation

Our Commitment: We are committed to continuous innovation of our products and processes to enable accelerated growth for Hexcel and the execution of our

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sustainability commitments. We target at least 75% of R&T projects will provide a sustainability benefit to us or our customers through product innovation or operational improvements.

Our Strategy:

- We embrace our position as a sustainability solution for our customers, and we invest in projects and technologies to ensure that we not only provide sustainable products, but also a sustainable business partner.
- We innovate in alignment with the priorities of our customers to support the achievement of their sustainability goals and the creation of more sustainable products.
- We prioritize continuous advancement of our expertise and infrastructure to ensure we can capitalize on innovation opportunities that enhance our growth and sustainability.
- We maintain a strong focus on innovating to achieve operational efficiency, which in turn optimizes our time, resources, and capital investments.

4.15 Community Outreach

Our Commitment: We are committed to respecting the rights of the communities in which we operate and creating a positive impact through charitable giving and volunteerism. To uphold this commitment, Hexcel has established a target to *increase our giving through the Hexcel Foundation by 10% each year from 2022 through 2030.*

Our Strategy:

- We have Hexcel Community Involvement Councils at each of our global sites to better understand the needs of our communities and foster strong, long-lasting relationships.
- We help to build strong and healthy communities through consistent and impactful engagements, such as building houses for low-income families, running races to raise money that funds cancer research, and cooking meals for the hungry.
- We support causes important to our employees by volunteering at employee-selected organizations and matching their cash contributions to accredited nonprofit institutions of higher learning in the U.S.
- We invest in communities around the world through our Hexcel Foundation, which supports organizations with a global focus on STEM education, health, hunger, and homelessness.

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5.0 Procedural

5.1 Primary Owner

The Executive Vice President, General Counsel and Secretary is the Primary Owner of this Policy. Any questions/concerns regarding the interpretation of this document may be directed to the Primary Owner. The Executive Vice President, General Counsel and Secretary is responsible for the following:

5.1.1 Overseeing this policy and ensuring its consistency with Hexcel's company-wide sustainability strategy.

5.1.2 Reviewing this policy periodically and updating Hexcel's sustainability commitments as necessary.

5.2 Secondary Owner

The Vice President, EHS, is the Secondary Owner of the Policy. The Vice President, EHS is responsible for the following:

5.2.1 Managing Hexcel's performance in environmental sustainability, including our progress toward relevant sustainability targets.

5.2.2 Driving continuous improvement of Hexcel's health and safety practices, including the management of health and safety targets.

6.0 Changes to this Policy

We may amend this Policy from time to time. If we amend the Policy, we will post an updated version on the Corporate Policy section of the internal Hexcel Law Department website as well as the external Hexcel website.

Revision Date	Revision No.	Summary of Changes	Approved By
9/26/2024	0	Original document	EC
9/30/2025	1	Updated sustainability targets to align with the results of our double materiality assessment.	EVP, General Council and CSO

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7.0 Inquiries

Any employee who believes a conflict exists or has come to exist between the language of this Policy and the laws, regulations or other requirements of the place where that employee works, or who has a question about this Policy or would like to confidentially report a potential violation of this Policy, should raise those questions and concerns with their direct manager, local management, Human Resources, to the Law Department, or through reporting to Hexcel's SafeTalk Helpline.

SUPERSEDES: Revision 0	APPROVED BY: /s/ <u>Gail E. Lehman</u> General Counsel
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