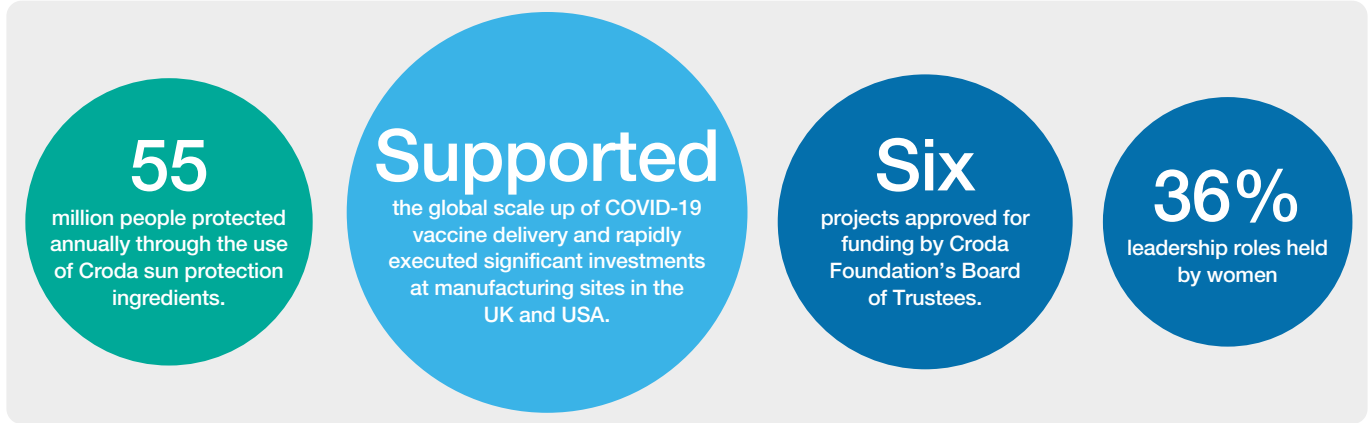


# People Positive

We will apply our innovation to increase our positive impact on society. We are improving the lives of our own employees and people around the world by developing ingredients to improve health and wellbeing as well as encouraging and promoting diversity.



## People Positive by 2030

Health & Wellbeing		SDG 3.3, 3.4, 17	
Objectives	Targets	Milestones and metrics	2021 progress
<p>We will use our smart science to promote healthy lives and wellbeing through the development and application of our ingredients and technologies.</p>	<ul style="list-style-type: none"> <li>By 2030, we will contribute to the successful development and commercialisation of 25% of WHO-listed pipeline vaccines</li> <li>By 2030, we will protect at least 60 million people annually from potentially developing skin cancer from harmful UV rays, through the use of our sun care ingredients</li> </ul>	<ul style="list-style-type: none"> <li>By the end of 2024 our technology will be part of at least 10 clinical phase III trials across at least 25% of the WHO-listed pipeline vaccines</li> <li>By the end of 2024 we will protect one million lives from skin cancer through the use of novel sun protection technologies</li> </ul>	<ul style="list-style-type: none"> <li>Developed a more detailed understanding of the projects in which our technologies are being used to develop WHO-listed pipeline vaccines</li> <li>Croda technology at various stages of evaluation in 15 out of the 24 pipeline vaccines, across 79 projects (2020: 32 projects)</li> <li>First novel sunscreen ingredients launched from Entekno partnership</li> <li>55 million people protected annually through the use of Croda sun protection ingredients</li> </ul>
Gender Balance		SDG 5.5	
<p>We will achieve gender balance in our business by focusing on recruitment and development opportunities to increase the number of women in leadership positions.</p>	<ul style="list-style-type: none"> <li>By 2030, we will achieve gender balance across the leadership roles in our organisation</li> </ul>	<ul style="list-style-type: none"> <li>We are rolling out gender-balanced shortlisting recruitment across Croda, with a target of having 80% of shortlists gender balanced by the end of 2023</li> </ul>	<ul style="list-style-type: none"> <li>Further progress made in reaching our gender balance target, with 36% of leadership roles now occupied by women (2018 baseline: 31%)</li> <li>Gender balance target incorporated for the first time in our long-term incentive plan for the most senior leaders (PSP)</li> <li>Croda main Board, as of February 2022, is gender balanced, with appointment of two new female non-executive directors</li> </ul>
Improving More Lives		SDG 17	
<p>We will promote our smart science and help improve more lives using our technologies within relevant communities, where our science can make a positive difference. We aim to create STEM educational opportunities and provide basic necessities through the use and application of our ingredients.</p>	<ul style="list-style-type: none"> <li>We will establish and fund a Croda Foundation to help improve one million lives in relevant communities</li> </ul>	<ul style="list-style-type: none"> <li>Intermediate milestones for the Croda Foundation to be set during 2022</li> </ul>	<ul style="list-style-type: none"> <li>First six projects approved for funding by the Croda Foundation Board of Trustees</li> <li>£2m additional restricted grant provided from Croda to the Foundation, to be invested in improving health infrastructure in regions with the greatest need</li> <li>Charity of the Year competition launched, and the British Heart Foundation became the first recipient of the £25,000 prize</li> </ul>

# Health and Wellbeing

SDG Targets:  
3.3 and 3.4



## Vaccine developments

Like 2020, much of the world's vaccine expertise in 2021 focused on COVID-19. Our teams at Avanti and Croda Denmark continued to further the use of our smart science in vaccine adjuvants and drug delivery excipients to accelerate COVID-19 vaccine development. We saw many enquiries from around the world as vaccine development and production globalised. For example, our team in Indonesia worked with authorities to fast-track import of Croda ingredients as well as providing technical support to produce vaccines locally in response to escalating cases.

In addition, we continued to increase engagement with teams researching many WHO-listed pipeline vaccines. Thanks to our focus on these diseases, our technologies are included in even more vaccine candidates across a greater number of pipeline vaccines than in previous years. This takes us a step closer to our target of supporting vaccine development for 25% of WHO-listed pipeline vaccines and our 2024 milestone of 10 clinical phase III trials.

To support the global scale up of COVID-19 vaccine delivery, we made significant and rapid investments at manufacturing sites in the USA and UK. This will further facilitate increased capability and capacity to support WHO pipeline vaccines as they commercialise in the years ahead.

## Preventing skin cancer

As part of our commitment to protect at least 60 million people annually from potentially developing skin cancer from harmful UV rays, 2021 saw the launch of the Solaveil™ MicNo® range, extending our range of mineral filters that are non-whitening on the skin. This novel range from our partnership with Entekno is inherently mild and non-irritant and there are no concerns around skin penetration. For the first time, it is possible to formulate highly transparent mineral sunscreen systems to meet the needs of consumers who want natural, clean sunscreens.

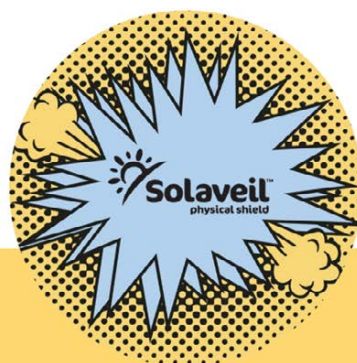
Supporting customers to improve their formulations was a focus area in 2021, developing new prototypes to meet specific local market needs. For example, we developed the Asia Preferred Sensory kit, a series of UV protection formulations that match the sensory profile of the leading commercial benchmarks in the region.

In 2021 our UV filters and boosters helped to protect 55 million people from potentially developing skin cancer from harmful UV rays.



## Collaboration to deliver new vaccine adjuvants

In 2021 we established a strategic collaboration with the Danish government's life science research institute, Statens Serum Institute (SSI). This will enable accelerated trials of alternatives to traditional aluminium-based adjuvants. Our range of patented and novel adjuvants brings new opportunities to impact diseases where current adjuvant technologies have not resulted in effective vaccines. For example, one novel adjuvant enables vaccines to induce strong antibody responses against tuberculosis, chlamydia, group-A streptococcus, malaria, influenza, COVID-19 and RSV.



Solaveil™  
Myth Busters

## Myth Busters

For some, 2021 was a year of fear and misinformation in solar care, with many myths surrounding sunscreens and UV filters spread via social media and within our industry. Misinformation works against the goal of SDG 4: quality education and lifelong learning. As a result, we launched our Myth Busters campaign, tackling this issue through blogs, presentations and infographics. As an authority on UV filters and a trusted industry voice, we have a duty to debunk misinformation and endorse credible science, making people aware of the facts so they can protect themselves from harmful UV and potentially developing skin cancer.

# Gender Balance

SDG Target:  
5.5



We continue to measure progress against our gender balance targets with a focus on balanced shortlists. We are delighted to report that the number of women in leadership positions has increased by five percentage points since the 2019 baseline figure and is now 36% of the population. This year we also saw a 5% increase in the number of female process operators. As of February 2022, our Board is gender balanced – welcoming two new female Board members.

We also appointed a new female Chief Information Officer (CIO) and promoted several women into senior commercial and operational roles.

For 2022 we have introduced a specific gender balance target to our long-term incentive Performance Share Plan. While we will continue to promote and appoint on merit, we will also work to ensure we have balanced shortlists and create an environment where female employees can flourish, and believe this new incentive will help us achieve this.

### Diversity and Inclusion

Our target is to achieve gender balance across our leadership roles by 2030. In 2021 we defined a D&I roadmap identifying actions in five key areas to ensure we achieve this. These areas are: diversity data gathering; improving D&I awareness; developing our D&I brand; measuring and setting KPIs; and alignment to reward and recognition.

We also completed our Global Diversity Representation Survey. Carried out across all regions where data collection was legally allowed, this is an important step in gaining a broad understanding of representation in Croda (see Annual Report page 37). We are now developing specific actions to further understand the data and identify next steps. In 2022 we will define additional metrics focused on wider areas of difference such as ability, ethnicity and sexual orientation. We have continued to build D&I awareness across Croda, including running masterclasses from thought leaders in the field. We established a new global development programme focused on inclusive leadership called Phoenix Rising.

As part of our approach to understanding local inclusion and diversity needs, our regional teams also established new D&I sub-committees to complement our Global D&I Committee. These have been instrumental in advising regional management on a range of topics to help deliver real change in our employee experience.

The Croda D&I brand has been incorporated into a new set of competencies based on our values of Together, Responsible and Innovative, to champion inclusive behaviours. These have been widely shared and included in performance management processes.

## Gender balanced Board

as of February 2022



**Phoenix Rising taught me that diversity is beyond race, religion, nationality or gender, but about the power of different opinions and perspectives. Leaders who listen to these different perspectives and understand others for who they are will enable a much more inclusive organisation, empowering employees to drive even greater success for our business in the future.**

**Mulat Hartmann**  
Regional HR Manager

# Improving More Lives



## Supporting our local communities

We are committed to supporting and engaging with the communities in which we operate. In 2021, our employees donated 2,750 hours through 1% Club volunteering, 47.2% of this was spent on STEM activities, encouraging the next generation to consider roles in science, engineering, technology and mathematics.

Inspired by the 2021 United Nations Climate Change Conference (COP26), we developed additional materials for Croda ambassadors to share with schools, connecting everyday changes we can make to reduce our carbon footprint with the discussions and negotiations in Glasgow.

In the US, we donated 1,000 solar panels from our offices and laboratories when we relocated to Princeton. We arranged to donate the panels to three non-profit organisations for use in low-income housing and to support the growing of crops.

We aspire to engage and enthuse many more students in STEM subjects in the future, developing partnerships with organisations skilled in connecting with schools in the right way. In the UK, for example, we signed up to Tomorrow's Engineers CODE, organised by not-for-profit Engineering UK. In doing so we have committed towards common goals to support the increase in diversity and number of young people entering engineering careers, and will multiply our impact at schools in socially disadvantaged communities across the UK.

## Croda Foundation: from exciting concept to first funded projects

2021 was the inaugural year of Croda Foundation. It passed a series of important early milestones, guided by the newly formed Board of Trustees and Executive Director, with support

from a Croda-led Foundation Co-ordination Committee which ensures engagement with employees and support from senior management. Croda Foundation achieved Charity Status from the Charity Commission for England and Wales in November 2021 (Registered charity #1196455).

## First projects

Croda Foundation considers projects for funding through nominations from Croda employees, often supported by Croda resources (technology, ingredients, expertise and employee volunteering). The first round of employee-led nominations opened in August 2021, with the Foundation receiving 37 detailed proposals from across the business. The first projects to be funded were decided by the Board of Trustees in November, with £150,000 committed to the successful projects from core funds.

## Charity of the Year launched

Supporting the Purpose in Action Awards (see page 16), the Croda Foundation launched a Charity of the Year programme. Winners of the awards nominated a charitable organisation for a shortlist that was voted on by all Croda employees, with the winning charity receiving a £25,000 donation towards its work.

The winner for 2021, nominated by the UK Life Sciences team, was the British Heart Foundation. A UK-based charity that funds research into heart and circulatory diseases, BHF is using Croda Foundation's Charity of the Year grant to support its Patients First services. This will include increasing the capacity and capabilities of the Heart Helpline, improving an online information hub, and creating engaging activities for peer-to-peer virtual support groups.

**“The BHF’s vision is a world free from the fear of heart and circulatory diseases. We fund ground-breaking science to discover cures, lifesaving initiatives and vital support programmes for those living with heart and circulatory diseases. A huge thank you to Croda staff for nominating the BHF! Croda Foundation’s generous donation of £25,000 will make an incredible difference in our Patients First programme – ensuring that we can continue to be there for those affected by heart and circulatory conditions.”**

**Chloe Embury**  
Head of New Partnerships,  
British Heart Foundation.

## Supporting health care delivery in challenging locations

During the early part of the COVID-19 pandemic, we supported local communities with the Acts of Kindness initiative (SR2020 page 27), building on the generosity and will of Croda employees to help and do more.

We wanted to go further in 2021, targeting help in places with the greatest need, which are often not close to our manufacturing sites or offices. Working with Croda Foundation was the ideal way to do this: we provided an additional £2 million grant to the Foundation, separate and in addition to its core annual funding of £1 million, restricted to supporting health care infrastructure in areas of greatest need over 12 months. The Foundation has already identified and engaged with partners in India (British Asian Trust), Uganda (Amref Health Africa) and Brazil (Instituto Amazonas), committing half of this special funding by the start of 2022.

## Croda Foundation projects



**America's  
Grow-a-Row**

Scott Cardinali from Personal Care, based in Princeton, USA nominated this project, requesting £50,000 to use for seed purchase and coating for AGAR's Fresh Produce Initiative.



**Association of Women  
in Agriculture Kenya  
(AWAK)**

Nominated by Evonne Malefo in Croda South Africa, this female-led organisation works to empower women towards self-sustaining projects and lift them from poverty. AWAK was granted £30,000 to support their Resilient Recovery project.



**Blind SA**

Nominated by Quentin Questiaux at Iberchem South Africa, this Economic Empowerment Project aims to benefit unemployed blind and partially sighted people in South Africa. It received a grant of more than £71,000.

## Restricted grant recipients



**Amref Health  
Africa UK**

Providing infrastructure and training for 15,000 village-based health workers and 500 frontline staff in 20 districts in Uganda, improving the health and wellbeing of around 750,000 people.



**British Asian Trust**

Supporting vaccination delivery and infrastructure in under-served communities in five states in India, all of which have a high incidence of COVID-19 and low vaccination rates. Including training 22,300 personnel, providing staff for 3,700 vaccination centres and vaccinating up to 50 million people.



**Instituto Amazonas**

Tackling vaccine hesitancy through education and digital inclusion, supporting 7,400 people in 10 indigenous tribes in the state of Mato Grosso, Brazil.