

Group Policy on Grievance

Croda International Plc recognises that from time to time its employees may have problems or concerns about their work or working relationships that they wish to raise and have addressed.

The Company believes that this is best done in an informal manner. However, where this is not possible, a formal written grievance procedure should be available to all employees, which provides a mechanism for problems and concerns to be dealt with in a fair and consistent manner.

The Company believes it is important that employees feel they can raise issues without fear of retribution and know that their complaints will be dealt with sympathetically and promptly.

It is the Sector President's responsibility to ensure that there are procedures in place and that the procedure adheres to the statutory rights and obligations in the country of operation. Where a Union is recognised for the purposes of such procedures, it is the Sector President's responsibility to ensure that a Union agreed procedure is in operation.

All UK employees not covered by a Union recognition agreement have the right to access the Group Grievance Policy and Procedure.

Where a Union is recognised for the purposes of such procedures it is the Sector President's responsibility to ensure that an agreed procedure is in operation and that the procedure adheres to the principle of fairness and natural justice.

In the absence of any other procedure, then the Model Grievance Procedure issued by Group Human Resources should be adopted.

This Policy will, as a minimum, comply with all local legislative requirements. In the absence of any local legislation, this policy shall determine the standards to which the Company and its employees will operate. Where there is a conflict, current local legislation will always prevail. Unless referred to in a written statement of terms and conditions of employment, this policy does not constitute and should not be construed as a binding contract of employment or a promise of continued employment between Croda and the employee.

This Policy will be applied in the same fair and consistent way to all employees. It will be reviewed and updated when necessary by Group Human Resources, and any new legislation will be incorporated appropriately.