

Group Policy on Communication and Consultation

Croda International Plc believes that effective internal and external communication is vital to achieving its business objectives. The Croda vision states that:

- We can only achieve our goals through excellent and constant communication, creativity and setting clear objectives at every level.

The vision also states that:

- All employees have the courage to question and all functions and individuals are valued.

Communication and consultation are at the heart of good decision making and strengthen the relationship between the Company and its employees. The Company also promotes a transparent and open way of working and is committed to developing and improving the effectiveness of the communication and consultation process.

Communication may take various forms that include, but are not limited to:

- Face to face meetings that may be formal or informal
- Telephone calls
- Letters
- Emails
- Notices
- Memos
- E lists
- Announcements on Connect
- Articles in Croda Way
- Team briefings and Cascades

Consultation may take various forms that include, but are not limited to:

- Group meetings
- Meetings with Union reps and/or consultative bodies
- Individual meetings
- Focus groups
- Questionnaires
- Team consultations

The appropriate method of communication and/or consultation will be decided by the Company dependent upon the nature of the topic involved. However, the Company recognises and accepts its statutory duties in relation to certain topics for communication and consultation and will ensure that the statutory requirements form the minimum level of communication and consultation embarked on.

It is the responsibility of all managers and project leaders to create and maintain the appropriate level of communication and consultation with employees. Advice and guidance may be sought from local or Group Human Resources.

It is the responsibility of all employees to participate fully with any communication and/or consultation process to ensure a meaningful two-way flow of ideas and information. Any person who feels that the appropriate level of communication or consultation has not been used should refer to the Grievance Policy.

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.