



Scan this QR code to find out more about our Fundamentals

Last updated: 17/03/2023

# Protecting our workforce

## Overview

It is a core principle for Croda that all employees should expect to return home at the end of their working day without having been harmed in the workplace. We have an OSHA Total Recordable Injury Rate (TRIR) target to be in the top quartile of chemical manufacturing companies.

### Safety is a value

In Q1 2022, our Group CEO and leadership team committed significant time to understanding and then making a fundamental shift in how our leadership approaches safety. This culminated in a senior leadership conference dedicated to the theme, Safety is a value. This values-driven cultural change in our leadership approach to health and safety is based on leaders consistently and authentically showing that we care about our employees in everything they do. All senior leaders in the organisation have committed to this, with personal development plans monitored by the Group CEO.

### Key

Target requires additional focus

Target challenging to achieve

## Progress on our Commitment

Objectives	Targets	Status	Milestones and metrics	Status	2022 progress
<b>Health, Safety &amp; Wellbeing</b> We will protect the health safety and wellbeing at work of all of our people and contractors.	<ul style="list-style-type: none"> <li>OSHA Total Recordable Injury Rate (TRIR) in the top 10% for the chemical industry.</li> </ul>		<ul style="list-style-type: none"> <li>Achieve OSHA Total Recordable Injury Rate of 0.3 by the end of 2024</li> </ul>		<ul style="list-style-type: none"> <li>Full Year OSHA Total Recordable Injury Rate* 0.74 (2021: 0.76 restated)</li> <li>The underlying TRIR* which excludes sites acquired less than 3 years ago is 0.63 (2021: 0.72)</li> <li>Human Performance programme fully rolled out to 6 sites, with resources being allocated to enable a full rollout in the next two years*</li> <li>Our 2022 survey result, inclusive of PTIC, gave a 54.4% positive response for the wellbeing areas. This is a 7.6 percentage point decrease from our 2020 baseline survey (62% positive response). The survey will be run again in the first half of 2023</li> </ul>
	<ul style="list-style-type: none"> <li>30% increase in positive responses to the wellbeing areas in our Global Employee Culture Survey.</li> </ul>				

\* excluding COVID-19.

## SDG targets

3.4, 3.9 and 8.8



## Performance highlights

### TRIR

0.63

(2021: 0.72)

### Human performance programme

6

pilot sites in 2022

### Employee satisfaction score (wellbeing)

54.4% positive



# Protecting our workforce continued

Last updated: 17/03/2023

## Our values



### Responsible

We are responsible for our actions and take care of each other, the environment and all our stakeholders



### Innovative

We are innovative, encouraging all employees to generate and contribute to new solutions



### Together

We work together as one global family

## Our performance

### Evolving behavioral safety: Human performance programme

Our new Human performance programme, developed in 2021 by a specialist in Group SHE, was rolled out to six pilot sites in 2022. This creates opportunities for meaningful conversations about how work is carried out, exploring the risks that people face, and empowering all employees to get involved and provide solutions. In the first six months of the trial, more than 100 improvements were identified across the six sites involved. Resources are being allocated to enable a full rollout in the next two years.

### Supporting new acquisitions

Personal injury rates for newly acquired sites are, on average, higher than those at more established Croda sites. As they integrate systems, undergo training and recruit specialist advisors, these acquisitions are reducing the number of injuries. Group policy is that all locations comply with national legal requirements as an absolute minimum, but in addition, strive to comply with our own demanding internal standards. The Group has made several acquisitions in recent years where, more often than not, the acquired companies fall short of these internal standards, particularly in relation to safety performance. In 2021 we introduced a specific training programme for the leadership teams of those acquired companies.

We recognise that with operations throughout the world, it is easy for leaders at sites to feel isolated from their peers and from the central organisation. This is particularly true of newly acquired sites who are often going through significant change, detaching themselves from previous owners whilst integrating into Croda. The programme is designed to make our expectations clear while helping to implement a robust management system for continual improvement, such as changes to equipment, procedures and training. Participants are encouraged to share their experiences and critique each other's efforts, so building a group support network for sharing best practice.

### Wellbeing

Protecting and enhancing the mental and physical health of employees is key to ensuring everyone can give their best, and fundamental to creating and maintaining an inclusive workplace. It underpins our values of 'Together' and 'Innovative', creating an environment that is fun, lively and stimulating.

The physical and mental wellbeing of employees is critical to maintain a safe and productive working environment with high levels of morale. We also believe that wellbeing initiatives work best when they are led locally, and we therefore require all locations to have an active wellbeing programme. Linked to this is the range of flexible working initiatives across all global sites. We believe employee wellbeing and managing a good work-life balance are closely linked, so where possible we are increasing and improving opportunities for flexible working. This includes flexible hours, part-time working, job shares, and working from home.

Our metric here is seeing an improvement in employee satisfaction scores related to wellbeing, with an increase in the percentage of positive responses in surveys.

“The physical and mental wellbeing of employees is critical to maintain a safe and productive working environment with high levels of morale.”