

# HEALTH & SAFETY



**DEVRO OPERATES AS A RESPONSIBLE BUSINESS, LOOKING AFTER THE INTERESTS OF THE PEOPLE WHO WORK FOR US.**

We engage our employees with respect in a manner that values and capitalises upon our cultural differences and do our best to make Devro a safe and fulfilling place to work. We support the professional development of our people, which helps our employees progress whilst ensuring the continuous development of our Company. We promote diversity and ensure equal opportunities for all our employees. We operate with respect for human rights throughout our business and respect their freedom of association. All relevant policies can be found on our corporate website.

**COVID-19**

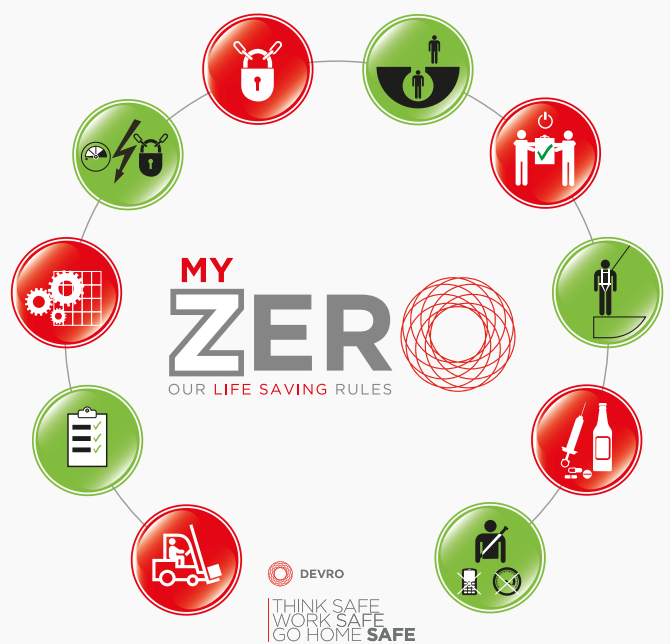
2020 will go down in history as an unforgettable year. As the COVID-19 pandemic spread across the globe, we were able to respond swiftly and leverage our early learnings in dealing with the situation at our Nantong factory, in China, across the wider Group.

We quickly introduced disease prevention procedures at all of our sites to reduce the risk of exposure to the SARS-cov2 virus. This included entry checks, social distancing measures, education, protective equipment, travel bans and identification of all who could work from home amongst other measures that have been continually reviewed through daily and weekly incident meetings that were held locally and at Group level to keep our workforce safe.

Throughout the pandemic we have been able to maintain production at all of our sites which is a credit to the commitment and engagement of our people.

**HEALTH & SAFETY**

Our goal remains to become a Zero Accident Community across Devro, at each site and within each functional group.





OUR AIM IS TO CREATE A ZERO ACCIDENT WORKPLACE COMMUNITY AND ENSURE EVERYONE GOES HOME SAFELY EVERY DAY.

**MALCOLM SWIFT**

HEALTH AND SAFETY COMMITTEE CHAIR

In 2020, our safety beliefs and practices continued to build on our Safety Community Pledge; THINK SAFE, WORK SAFE, GO HOME SAFE. We continued to reinforce the concept of MY ZERO, where we challenge all employees to protect their own Zero and watch out for their colleagues. We further strengthened Our Lifesaving Rules introduced in late 2019, ensuring policies, procedures and processes supporting these rules were in place at all our sites.

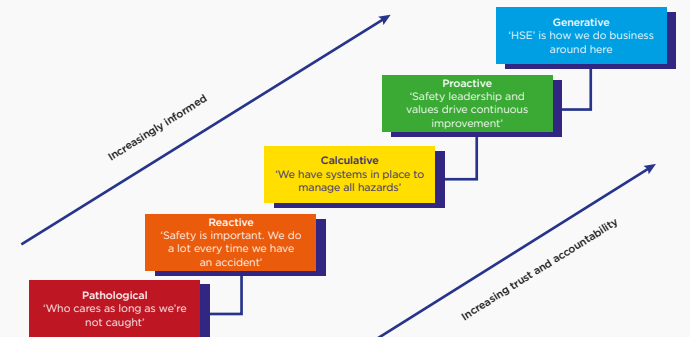
We continued to follow our three pillars to drive our safety efforts:



**Firm Foundation** focuses on the standards we need to have in place to stay safe, such as confined space entry and Lock Out/Tag Out of energy sources. We have completed all Priority 1 standards.

**Discipline Discipline** ensures that we have the necessary policies, procedures, processes, and practices included in Standard Operating Procedures (SOP's) to keep people safe. In 2020, we reviewed c.3,000 SOP's across the Group and completed Risk Assessments on each procedure. Our goal was to ensure that all facets of an SOP (e.g. start up, shutdown, normal operations, abnormal operations, and cleaning) were covered and we ensured our Safety Standards were woven into the procedures.

In the **Internalised Safe Behaviours** pillar, we continued to focus on creating the transformation in our people via the "Hearts and Minds" program, which helps our people internalise safe behaviours. We rated ourselves as "Calculative" in our first survey and have a first goal to achieve the "Proactive" rating as part of our safety journey. We will measure our progress again during Q4 2021.



Responsible Business (continued)

# HEALTH & SAFETY (CONTINUED)

In Q4 2020, we held our third annual Safety Month, which was a success in spite of the limitations imposed by COVID-19. The focus topics of each week were:

- Looking after your mental health
- Dealing with COVID-19 when working from home and in the factory
- Mindfulness and Occupational Health Support
- MY ZERO and Learning From Incidents

**HEALTH & SAFETY MANAGEMENT**

Health and safety remains our top priority and therefore is one of the first agenda items in meetings of senior management including the Executive Management Team and Board.

The Board's Health and Safety Committee reviews and monitors safety performance overall and in each of the regions. The Board reviewed our current program and process approach for safety in 2020 and has signed off on plans for 2021. The Committee met four times in 2020 to review progress.

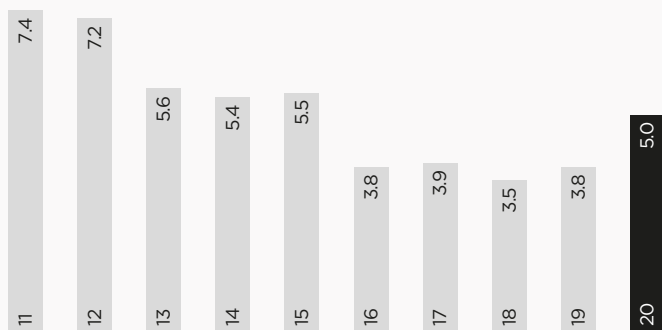
All sites have monthly safety training in place covering annual mandatory training and topics relevant to our drive to create ZERO ACCIDENT COMMUNITIES.

**2020 SAFETY PERFORMANCE**

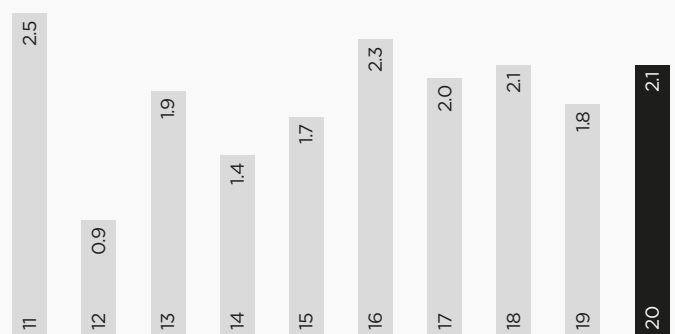
In 2020, we had 19 recordable incidents and eight Lost Working Day Incidents, resulting in a total of 222 Lost Days across Devro. There have been zero fatalities for both contractors and our employees for the last four years.

We use the International Labour Organization (ILO) standard of incidents per 1,000,000 hours worked. For Total Recordable Incidents, Lost Work Day Incidents and Lost Work Days, we multiply the number of cases, or days lost, by 1,000,000 and then divide by the man hours worked in Devro. All our safety statistics are inclusive of both contractors and our employees.

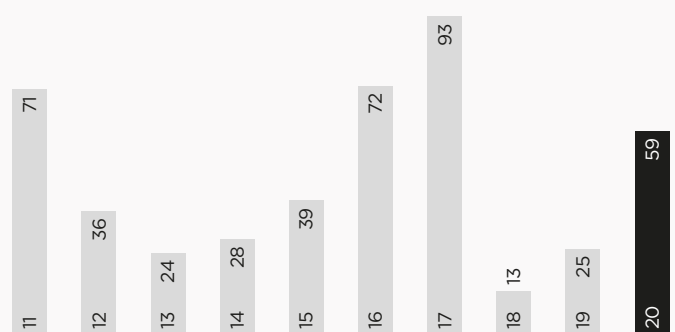
**TOTAL RECORDABLE (LWDI AND RECORDABLE) PER 1,000,000 HOURS WORKED**



**TOTAL NUMBER OF LOST WORKING DAY INCIDENTS PER 1,000,000 HOURS WORKED**

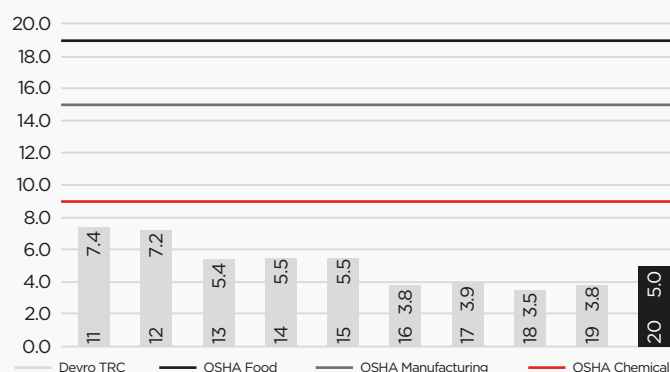


**TOTAL NUMBER OF DAYS LOST PER 1,000,000 HOURS WORKED**

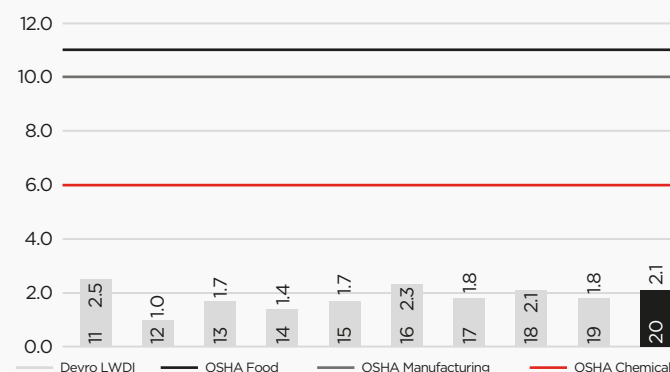


In light of our aim of a Zero Accident Community, we are not satisfied with the performance of 2020 and our goal is Zero. However, despite having more Recordable Incidents, one more Lost Working Day Incident and more Lost Days in 2020 than in the previous year, our performance continues to compare favourably with 'Food Manufacturing' 'Manufacturing' and 'Chemical' benchmarks according to the most recently published annual OSHA statistics. The following graphs show our accident rates in both Total Recordable Cases and Lost Working Day Incidents much lower than the three benchmarks from OSHA, depicted by 2019 levels of performance.

TRC - DEVRO VS. OSHA 2019 STATISTICS



LWDI - DEVRO VS. OSHA 2019 STATISTICS



Safety Performance	2016	2017	2018	2019	2020
Fatalities	1	-	-	-	-
Lost Working Day Incidents	10	9	9	7	8
Recordable Incidents	17	17	15	15	19
Days Lost (Actual)	345	403	57	141	222
Days Lost (Consecutive)	381	516	99	216	403
First Aid Incidents	83	75	96	100	78
Minor Injures	85	69	88	87	77
Near Misses	256	236	287	415	273
Occupational Illness Cases	4	2	7	9	4

Within our key tracked statistics, we have seen a decline in First Aid Incidents, Minor Injuries and Near Misses. Over the last few years, we have focused on improving our reporting and visibility across the Group. Key to our efforts today and in the future is “Learning From Incidents” and creating “Reflection” moments for our people on every incident. We share Recordable and Lost Work Day Incidents across the Group and our aim is to also share First Aid Incidents, Minor Injuries and Near Misses from site to site.

We continue to work on reducing Occupational Illnesses. Most of our Occupational Illnesses occur due to repetitive work in our shirring processes. We have worked extensively on ergonomics and in shirring have invested in automation to eliminate the potential of repetitive stress traumas.

#### SAFETY PLANS FOR 2021

During 2021, we will continue to develop our three pillars. Key to this effort is completing the globalisation of our standards, sharing the learnings from our Standard Operating Procedure review, and completing all the remaining modules in the “Hearts and Minds” effort.

Safety is our number one value; we ask all employees to have the shared view that we will all THINK SAFE, WORK SAFE and GO HOME SAFE. We want all employees to go home in the same condition in which they arrived and always work to protect their Zero and watch out for the Zeros of their colleagues. Teams are proving that Zero is possible: in 2020, our sites at Gendt, Slavkov and Moodiesburn had no Recordable Incidents; the sites at Sandy Run and Nantong recorded no Lost Work Day Injuries; and 2020 marked five years without a Lost Work Day Injury at our site in Gendt.