



Our most invaluable assets

Our progress over the years has been the result of the dedication, ingenuity and tenacity of our people. Their commitment is evident in our financial and operational performance, as well as the way we have successfully transformed the Company over the years. We invest in developing a workplace that nurtures talent and provides opportunities for personal and professional growth.



Developing a singular RAIN culture

Our human resources team has implemented a standardised onboarding process using our online learning-management system. This ensures that all global employees are familiar with our Company's mission, vision and values, policies and safety practices. Every new employee will also be paired with a mentor to assist with any questions or issues that may arise during their early days on the job.

Focus areas



Stakeholders impacted



Employees

SDGs impacted



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Safety, health and environment

We place the utmost importance on occupational health and safety as well as environmental stewardship. Our goal is to create a zero-incident workplace, where our employees can work comfortably and safely.

Our safety now prioritises top-down decision-making, while still valuing employee feedback and involvement. This includes increased management involvement through inspections, improved communication and tracking of safety statistics, and preventative measures to reduce the risk of employees performing unfamiliar tasks.



Quest for Zero

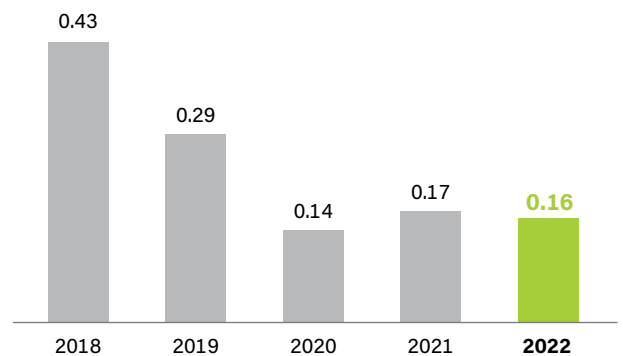
We launched this initiative in 2018 with the objective of becoming an incident-free organisation and avoiding serious consequences for our people, communities, environment, assets, and corporate reputation. The development of a culture in which employees are encouraged to adopt safety as a behaviour in all aspects of their lives, is at the core of this initiative.

To integrate this into our workplace culture, we provide organisation-wide training and awareness-raising activities. This has enabled employees to recognise potentially hazardous actions and conditions as well as to act proactively and independently to implement preventive measures. We also collaborated with DuPont Sustainable Solutions on several initiatives to improve operational safety and optimise our expertise and processes.

Our Quest for Zero is an ongoing initiative, and through employee adoption of programmes like STOP™, Life-Saving Rules, and Safety First 2.0, we have achieved four consecutive years with a total recordable injury rate (TRIR) under 0.3 including a TRIR of 0.16 at our Carbon and Advanced Materials facilities in 2022. This has led to the prevention of about 100 recordable injuries since 2017.

Our safety performance exceeds the industry benchmark (as measured by the US Bureau of Labor Statistics) and is comparable with the best-in-class companies among our peer group.

Total Recordable Incident Rate



Life-Saving Rules

Although we have seen marked improvement in our safety, health and environmental (SHE) performance during the past decade, we recognise that safety should never be taken for granted.

In 2020, we started the Life-Saving Rules campaign, focusing on near-misses and unsafe conditions that could result in injury, and the need for increased safety-related communication at all levels of our organisation.

The rules also emphasise training to raise awareness about non-routine hazards during process changes, project construction and start-ups, and planned shutdowns for repairs and maintenance.



In 2022, we continued our efforts to promote safety in the workplace through this ongoing initiative. This multi-year campaign focused on work-authorisation and confined-space training. Beyond the Life-Saving Rules, we launched Safety First 2.0 in May as part of our Quest for Zero initiative. Safety First 2.0 includes:

- Mandatory safety, health and environment walks at production facilities led by managers and employees to identify and address potential risks
- Semi-annual in-person meetings with all in-house contractors to identify and implement at least five safety improvements
- Improving our Management of Change system
- Mandatory refresher training following any incidents or injuries
- Roll out of hazard-identification training with annual refresher courses
- Development of monthly key performance indicators to track preventative-maintenance efforts

We also developed new best practices for Management of Change and our Hazards and Operability Study, as well as additional hazard-identification training.

Safety First 2.0



At Rain Carbon, we are constantly evaluating our safety needs and taking actions to address them. Based on our safety statistics from recordable injuries, high-level incidents and process-safety incidents throughout CY21 and CY22, we decided to implement 'Safety First 2.0', a six-step process that includes regular 'safety walkthroughs'.

During these walkthroughs, corporate and plant managers tour the production-facility property with at least one field employee, discussing the process(es) observed and identifying where things could go wrong. Rain Carbon President Gerry Sweeney personally participated in the first two management safety walks at our Castrop-Rauxel and Duisburg plants in Germany. During his three-hour walks at each plant, employees were asked to describe their work processes and identify potential hazards from a personal and process-safety perspective.



The team would then discuss preventive measures that could be implemented to mitigate the identified risks.

The goal of Safety First 2.0 and the walkthroughs is to serve as another important step in our Quest for Zero journey to become an incident-free company. The initiative has been well received by employees and has helped to further solidify a culture of safety awareness and risk reduction.

President's Award for Excellence in Safety 2022

In CY22, 10 Rain Carbon production facilities were recognised for their outstanding safety performance, having gone one or more years without a recordable injury, through our second annual President's Award for Excellence in Safety 2022.

No. of consecutive years without a recordable incident	Award	Facility
10+ years	Platinum Medal	Purvis, USA
5-10 years	Gold Medal	Vizag, India
3-5 years	Silver Medal	Atchutapuram, India Duisburg, Germany Gramercy, USA Hamilton, Canada Kędzierzyn-Koźle, Poland Robinson, USA
1-3 years	Bronze Medal	Lake Charles, USA Norco, USA

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Training and development

We are cognisant that the skills, motivation, and readiness of our people to face current and future challenges have a significant impact on the global success of our organisation. To ensure that our employees have the necessary knowledge, skills and tools, we provided a number growth and learning opportunities, including our:

- Global and Regional Leadership Development Programmes
- IT skills and cybersecurity trainings
- Employee performance-evaluation trainings
- Additional technical-skills training and professional development
- Apprenticeship programme at the Castrop-Rauxel facility in Germany

In 2022, our subsidiary Rain Carbon resumed in-person leadership training programmes. In September 2022, 10 employees from Belgium, India, Germany and US participated in a Global Leadership Training module on Intercultural Management in Castrop-Rauxel, Germany. During the year, we also conducted regional training sessions in North America and Europe, as well as a short course on training leaders to train in India.

Elsewhere, the Company continued to utilise its online learning-management training system to train employees on various work-related topics.

In our Carbon and Advanced Materials segments, we have initiated an effort to enhance the digital competence of each employee. This includes a systematic gap analysis, the development of function-specific training programmes and a reassessment after three years.



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Fostering employee engagement

In CY22, we conducted our first-ever employee engagement and satisfaction survey to figure out more ways to improve the workplace. The strengths identified in the survey included relationships with colleagues, work environment, and leadership. However, the survey identified corporate culture, organisation and structure, and communication as the three lowest-ranking areas.

To address the areas where we can improve, our HR team developed an action plan together with the management team:

- Conducting more frequent town hall meetings to update employees about the state of the business, quarterly results and business-unit performance
- Creating greater efficiency in work processes, such as paying invoices and submitting purchase orders as well as ensuring that all employees understand the Company's Code of Business Conduct and Ethics
- Building stronger networks among the various countries in RAIN's global footprint for experience exchanges and knowledge sharing on a more intensive level for better appreciation and understanding of how each location contributes to the overall organisation to enhance corporate culture