

Human Capital





In our relentless pursuit of excellence, we continue to prioritise developing and empowering our human capital. We have carefully designed our strategic focus areas to enhance employee growth and contribute to our overarching business goals.

Focus areas

- ▶ Unified culture
- ▶ Health and safety
- ▶ Training and development
- ▶ Employee engagement and satisfaction
- ▶ Diversity and inclusion

Stakeholders impacted

- ▶ Employees

UN SDGs impacted



Unified culture

In pursuing a performance-oriented 'One RAIN' culture globally, we invested in leadership development programmes, upgraded HR technology platforms and conducted a global review of our HR capabilities. Our leadership development programmes aim to enhance competencies, align culture and build networks among leaders. HR technology investments enable effective automation, employee access to information and global process alignment. Additionally, our HR department conducted a global review in 2023, improving employee onboarding and engagement.

Health and safety

Our safety culture emphasises a top-down decision-making approach. Employee feedback and involvement remain crucial, complemented by increased management engagement through proactive inspections, improved communication pre- and post-incidents/injuries, enhanced tracking of Safety, Health and Environmental (SHE) statistics, heightened preventative maintenance and a commitment to avoiding situations where employees perform non-routine or unfamiliar tasks.

We put a strong emphasis on employee health and safety. In 2023, we strengthened our safety practices by implementing the SAP-SuccessFactors Learning Management System. This initiative facilitated a global launch of robust safety programmes, ensuring a secure working environment and agile business operations.

Human capital

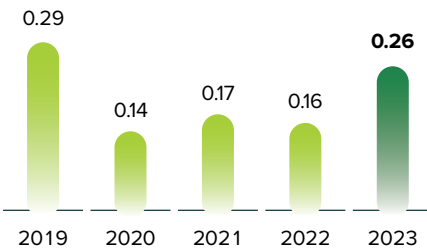
Quest for Zero

In our pursuit of safety excellence, our Carbon and Advanced Materials segments remained committed to our 'Quest for Zero' SHE initiative in 2023, aiming for incident-free operations. We are proud to report that these segments achieved a remarkable Total Recordable Incident Rate (TRIR) of 0.26 globally, adhering to the United States Occupational Safety and Health Administration (OSHA) guidelines.

This consistent achievement, marking five consecutive years with a TRIR under 0.3 reflects the steadfast dedication of our employees. Embracing safety programmes like our Life-Saving Rules, 'See it, find it, report it', and Safety First 2.0, we have positioned ourselves as leaders in safety performance within the industry. Notably, this sustained improvement has prevented around 100 recordable injuries since 2018.

Total recordable incident rate (TRIR)*

0.26



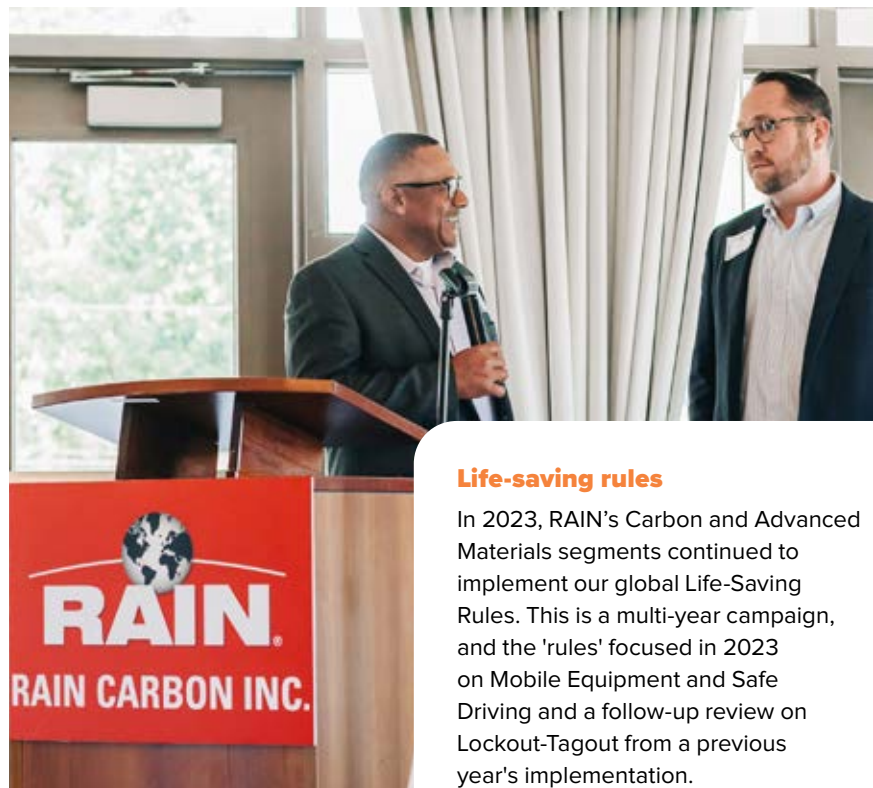
*All values in this chart are for RAIN's Carbon and Advanced Materials segments only. In 2023, RAIN's Cement segment also finalised preparations to track safety performance according to OSHA.

President's Award for Excellence in Safety 2023

In acknowledgement of outstanding safety performance, eight Carbon and Advanced Materials facilities received the prestigious President's Award for Excellence in Safety in 2023. Facilities achieving recordable-free status for varying durations were honoured with Platinum, Gold, Silver and Bronze Medals.

Also, because of this highly successful safety campaign, RAIN's Cement segment has in 2023 begun an in-house OSHA adoption programme with colleagues from the Global SHE teams of our Carbon and Advanced Materials segments. The resulting, full adoption of OSHA practices across all RAIN segments will allow for even greater information sharing and employee safety.

No. of consecutive years without a recordable incident	Award	Facility that received the award
10+ years	Platinum medal	Purvis, USA
5-10 years	Gold medal	Vizag, India Atchutapuram, India Gramercy, USA Robinson, USA
3-5 years	Silver medal	Hamilton, Canada Kędzierzyn-Koźle, Poland
1-3 years	Bronze medal	Chalmette, USA



Life-saving rules

In 2023, RAIN's Carbon and Advanced Materials segments continued to implement our global Life-Saving Rules. This is a multi-year campaign, and the 'rules' focused in 2023 on Mobile Equipment and Safe Driving and a follow-up review on Lockout-Tagout from a previous year's implementation.

Safety First 2.0

In 2023, we expanded our Safety First 2.0 campaign, originally launched in 2022. To our 'Quest for Zero' initiative to become an incident-free Company. This methodology includes:

- ▶ Mandatory safety walks at production facilities by managers and employees to identify processes and procedures where things could go wrong or mistakes could be made.
- ▶ In-person semi-annual meetings with all in-house contractors that must result in the identification of at least five safety improvements.
- ▶ Improving the Management of Change (MOC) system.
- ▶ Mandatory refresher training following any high-level incidents or injuries will automatically trigger a refresher training.
- ▶ Roll out of hazard-identification training with annual refresher courses.
- ▶ Development of a monthly key performance indicator (KPI) to track issuance and execution of preventative-maintenance items.

Progress in 2023

Each year, we remain dedicated to enhancing our programme by introducing new initiatives and refining existing ones. In 2023, we launched the global implementation of our innovative 'EHS Insights' digitalisation platform in the USA as part of our Safety First 2.0 initiative. This platform aimed to enhance reporting, safety form retention and metric tracking. The pilot phase in the USA has already yielded promising results, with the EHS Insights programme streamlining paperwork and software requirements, thereby enhancing efficiency and communication within our Company.



Training and development

At RAIN, our commitment to employee growth extends beyond the basics. Our training initiatives aim to cultivate a well-rounded workforce, focusing on safety and essential skills such as communication, team building, presentation and negotiation. We believe in providing a holistic development experience that equips our employees for success in every aspect of their professional journey. In today's digital landscape, we understand the critical importance of cybersecurity. Leveraging the global 'KnowBe4' platform, we offer in-depth training to all employees, ensuring they are well-prepared to handle the ever-evolving cybersecurity challenges.

Our commitment does not stop at training; it extends to maintaining open communication channels. Through regular webinars, bulletins, threat alerts and the sharing of security metrics, we keep our team engaged and informed, actively addressing cybersecurity threats.

Leadership and technical skill enhancement

We invest in honing our employees' leadership and technical skills through customised programmes, mentorship

and training. This approach equips our employees to drive innovation and contribute to our ongoing success.

Employee engagement and satisfaction

We are dedicated to fostering a work environment that values and supports our team, ensuring they feel appreciated, motivated and fulfilled. Our initiatives enhance employee engagement and satisfaction, creating a positive and productive workplace.

Diversity and inclusion

RAIN is committed to fostering a diverse and inclusive workplace where all individuals, regardless of their background, are valued, respected and provided with equal opportunities. We believe that diversity and inclusion enrich our organisation, driving innovation, collaboration and sustainable growth.

13.8%
Women employees