

Health and safety in the workplace

Why is it important?

We manufacture speciality chemicals using large-scale, complex manufacturing processes, and use hazardous raw materials to make some of our products. As a result, we adhere to the highest health and safety standards across the business.

Our commitments

Synthomer's Board, Chief Executive and Executive Committee are fully committed to continuous improvement in health and safety performance. Effective leadership to deliver such performance is a primary duty and everyone at Synthomer is accountable for their own health and safety, and for the safety of those around them, regardless of seniority.

We encourage all employees to participate in SHE programmes that are aligned with Synthomer's three long-term SHE¹ goals:

- To minimise any environmental burden created by our activities
- To have no accidents or incidents
- To have no adverse impact on the health of those who work in, or live near, our operations – or on the health of those who use our products.

Our Vision 2030 targets:

- Recordable injury case rate (RCR) target² of ≤ 0.20 by 2030
- Process safety event rate (PSER) target³ of ≤ 0.10 by 2030.

Additional short-term objectives to 2025

- Recordable injury case rate (RCR) target⁴ of ≤ 0.20
- Process safety event rate (PSER) target⁵ of ≤ 0.20 .

Our targets reflect our ambition to be in the top quartile for health and safety performance.

Associated policies

[Health and Safety Policy](#)

1 SHE refers to Safety, Health and Environment – for the purpose of this document, we shall be focused on the safety and health aspects of SHE.
2 Per 100,000 hours for employees and contractors.
3 Per 100,000 hours for employees and contractors.
4 Per 100,000 hours for employees and contractors.
5 Per 100,000 hours for employees and contractors.

Our approach

Our commitment to health and safety underpins our strategy and structure. Our SHE value, which states 'we always have time to work safely', sits at the heart of our five Company values. It means striving towards our ultimate goal of zero accidents and no adverse impact on human health.

Our SHE Management System (SHEMS) is our most important tool in helping us work towards our SHE goals. It includes 22 standards, and each standard has an accompanying mandatory requirement. SHEMS also contains more than 200 guidance documents. We expect sites to carry out an internal audit against these standards at least once every three years. Sites must audit themselves every year against areas that we consider to be of higher priority in terms of major accident prevention. In addition, sites must carry out annual internal compliance audits of our permits to work and management of change standards. Our central SHE team audits all our manufacturing facilities every three to five years, depending on performance and hazard prioritisation.

Synthomer has grown considerably in the past few years, thanks to several acquisitions, and integrating a new business is a complex, multi-layered process. As a result, we expect to see short-term fluctuations in our SHE performance. It is one of the reasons why we allow three to five years for new sites to meet our standards. We are taking a series of tried-and-tested steps to address key issues as we continue to integrate our Adhesive Solutions businesses.

We place all new sites into 'supported status'. This means our health and safety subject matter experts provide the site team with additional support to help meet our minimum standards in areas such as process safety and asset integrity.

Sites graduate out of supported status once they reach those standards. If any site – new or otherwise – drops below those minimum standards, it can be moved back into supported status. In some instances, we may also run a SHE transformation.

As we welcome new colleagues and integrate sites, our SHE teams have a central role to play in creating an inclusive working environment, where everyone knows how to use our processes and systems and demonstrate the right behaviours.

We expect all our sites to follow Synthomer's SHE Principles and 10 Golden Rules to directly target and improve the safe operation of our plants.

Our principles are:

- Look after yourself
- Look after each other
- Effective last line of defence
- Stop and think
- Safe workplace
- Safe vehicle, safe driver
- Safe processes and operations
- Safe systems of work
- No change without assessment
- Learning from our mistakes.

Synthomer's 10 Golden Rules consolidate some basic guidance on good health and safety practice for all employees:

1. Do not access working areas without the required general and/or task-specific PPE
2. Only carry out routine tasks for which you are trained and authorised, and use the specified tools and equipment for the job
3. On stairs and steps – take one at a time, using handrails where present
4. Only drive vehicles for which you are authorised, and follow all signs and rules
5. Do not bypass safety devices or interlocks without authorisation
6. When a work permit is required, ensure it is valid and complete, and do not deviate from its requirements
7. Lock out and tag out all energy sources before working on equipment
8. On tankers and other vehicles, ensure the fall protection and/or handrail system is in place before accessing the top
9. Do not make any change or carry out any non-routine work without following an accepted system with an appropriate assessment and authorisation
10. Immediately report injuries, incidents and near misses to your line manager.

To ensure our employees and contractors understand our SHE principles and Golden Rules, we expect them to attend inductions and refresher sessions.

In addition to occupational health and safety, good process safety relies on effective layers of protection and controls to keep equipment working efficiently, and ensuring teams understand their role in helping to prevent unexpected releases, including of hazardous chemicals. We carry out routine inspections and maintenance to address issues before they become a problem, and site teams perform safety-critical steps to ensure they are compliant.

An area of safety management known as 'human factors' plays an important part in helping us improve our health and safety performance. This term refers to the specific elements, such as the working environment, and the human and individual characteristics that influence the way we behave in that environment, that can have an impact – positive or negative – on health and safety. Having analysed the human factors that are at play in Synthomer, our central SHE team has been working with our sites to strengthen their understanding of the different steps involved in specific safety-critical processes, and developing tools to help them stay vigilant. For example, we have

introduced large-format job aid boards at several sites, which provide a picture-based flow chart of the different steps involved in certain processes, the personal protective equipment the individual should be wearing to carry out the task, and key reminders along the way.

Our performance in 2025

We achieved another historic low in our recordable injury case rate (RCR) and remain in the top quartile for our industry for a third consecutive year. However, around one-third of our occupational health incidents occurred at our site in Le Havre, France. Although all were low consequence, our central SHE team is now working with site leaders to implement a comprehensive behavioural safety programme.

Our process safety event rate (PSER) metric remains higher than we would like despite a particularly good year for our sites in Jefferson Hills, Middelburg and Harlow. These sites benefited from knowledge sharing on root cause issues in 2024, via our process safety network. The overall rate was affected this year by a series of low-consequence incidents at our site in Mogadore, Ohio, USA, where the team has had to navigate significant uncertainty due to changes in leadership as well as reduction in headcount. The site team is now working through a seven-point improvement programme to address some of the common issues that contributed to these events.

We also launched a new SHE Week initiative to address common issues, which included all our sites running refresher sessions on back-to-basics themes as well as lessons learnt from our RCR and PSER cases.

Safety hotspots are unusual for us and our headline metrics are only ever part of the picture. We continue to see significant improvement at our newest sites, such as Jefferson Hills in Pennsylvania, USA, as well as reductions in incidents with the highest consequences.

Nonetheless, our performance data is an essential reminder of why we must remain vigilant. Importantly, our longer-term SHE trends continue to demonstrate that the longer a site has been part of Synthomer and our SHE Management System (SHEMS), the better its performance.

For example, our most hazardous incidents, involving flammable and toxic chemicals, have fallen year-on-year, particularly at our newest sites. Our multi-year bow-tie barrier check initiative has helped with this, and we have now completed around 30% of all checks. This year we developed a new digital tool to help record those checks more efficiently. We trialled the app at several sites in 2025 and have since made some improvements based on user feedback.

We always look for opportunities to improve our performance, using data to help identify focus areas. This year, for example, we focused on contractor safety, following a series of incidents in 2024, and now include contractor engagement – onboarding, task preparation and planning as well as on site performance monitoring – within our audit programme.

We continue to focus on leading indicators, such as monitoring the standard of our permit-to-work process, alongside near-miss and weak-signal reporting. We have expanded our SHE competency programme to include operational supervisors and continued our process safety training for operators. With around 75% of operators, supervisors and line managers now trained, we have begun building a refresher programme. Meanwhile, our annual SHE Principles and Golden Rules refresher training is now mandatory for all employees.

Due to cost challenges, we replaced our face-to-face SHE conferences with global calls and our new global SHE Week. This enabled teams at every site to participate in a mix of mandatory and local activities. We had a tremendous response, with more than 90% of operational employees taking part, with an average attendance of more than eight hours per person.

Synthomer Group health and safety		Unit	2025	2024	2023	2019
Total recordable injury case rate – RCR	per 100,000 hrs		0.15	0.14	0.16	0.2
Employees' RCR	per 100,000 hrs		0.12	0.16	0.14	0.19
Contractors' RCR	per 100,000 hrs		0.30	0.06	0.26	0.22
Total fatalities	#		0	0	0	0
Total process safety event rate – PSER	per 100,000 hrs		0.25	0.21	0.18	0.11
Lost time injury rate (LTIR)	per 1,000,000 hrs		1.43	1.3	1.42	1.4
Employees' LTIR	per 1,000,000 hrs		1.04	1.5	1.32	
Contractors' LTIR	per 1,000,000 hrs		3.02	0.6	1.91	
Lost time injury severity rate (LTISR)	per 100,000 hrs		7.5	6.1	8.3	6.3
Employees' LTISR	per 100,000 hrs		5.5	6.7	8.1	
Contractors' LTISR	per 100,000 hrs		15.7	3.4	9.1	
% of employees covered by Health & Safety (or SHE) Committee (including offices)	%		79	77	–	–
% of employees covered by health and safety risk assessment (or job or task risk assessment) (including offices)	%		82	80	–	–
% of employees covered by Health & Safety (or SHE) Committee (excluding offices)	%		79	78	–	–
% of employees covered by health and safety risk assessment (or job or task risk assessment) (excluding offices)	%		82	82	–	–

Our next steps

We are determined to reverse our short-term PSER rate and plan to review the way we control chemicals that do not represent a major accident hazard but still cause lower-consequence reportable incidents. We also plan to work with operational teams to strengthen the way sites are brought back online after maintenance and will continue to ensure we have the appropriate levels of training across our teams. We are also aiming to roll out our bow-tie barrier check app to more sites in 2026.

Our methodologies

Recordable injury case rate (RCR) – accidents per 100,000 hours of employees and contractors. We track and record our RCR for injuries that need more than first-aid treatment

Process safety event rate (PSER) – events per 100,000 hours of employees and contractors. We record, rate and track our PSERs using a four-tier scoring system. Tiers 1 and 2 (with Tier 1 being more severe) meet the International Council of Chemical Associations' (ICCA) definition of a 'reportable PSE'.

Lost-time injury rate (LTIR) – any injury that prevents a person doing their normal job for one or more work periods, not including the work period of the injury.

Lost-time injury severity rate (LTISR) – based on the cumulative reported days away from work – of one person off >200 days.