



Sustainability Report 2021



A message from Trevor Russell, Infineum CEO

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As a company our purpose is to create a sustainable future through innovative chemistry and in this, our second Annual Sustainability Report, we share our progress and learnings towards this purpose. This is a multi-stakeholder undertaking which requires the engagement of our employees, customers, suppliers, shareholders and the communities in which we operate.

Personal and process safety is vital to those who work at our sites, to those who live and work nearby and to the environment, and I'm pleased that in 2021 we continued to lead the industry and had our third best HSE performance in our 23-year history.

We made changes to our organisation in 2021 in order to accelerate our sustainability journey. We have elevated the position of Sustainability Director to the Infineum Executive Committee to ensure that Sustainability is an integral part of our leadership decisions.

Under the Sustainability Director's sponsorship, we have also established a Sustainability Governance Committee (with executive representation from all functions in the organisation) which is charged with the task of ensuring that sustainability is considered in our product portfolio, supply chain and capital decisions.

Consequently, we have already met our 2025 target to carry out a thorough sustainability assessment for all new product developments. Also, an acquisition made in 2021 to serve the mining explosives industry was specifically chosen for its ability to suppress fumes and gaseous emissions during the mining process.

As the world changes quickly around us, we remain committed to our sustainability journey and we have had some notable successes across the environmental and social responsibility spectrum:

- Our solar field in our Linden, New Jersey facility is in full operation
- We have ongoing manufacturing efficiency projects that are expected to deliver a systematic reduction of the Scope 1 and 2 emissions from our facilities
- An employee-led initiative in Cologne has reduced sludge waste by 70% versus 2018
- We have included sustainability components in the Incentive Based Pay mechanism for all our employees
- Our employees have remained resilient throughout Covid and are using their Volunteering Days to care for others in the community
- Already in 2022, employee activities and fundraising relating to Ukraine have been both very impressive and humbling
- We plan in 2022 to publish our Net Zero ambition

Our vision is to move from a leader in the additives business serving the fuel and lubrication needs of internal combustion engines to become a world-class, sustainable specialty chemicals company.

We are making great progress, but as with everything, we recognise that there is more to do.

Trevor Russell | CEO Infineum



A message from our CEO



Hello

Welcome to the Infineum Group's 2021 sustainability report.

This report covers our owned and operated locations. It includes our manufacturing plants and business and technology centres. Data covers January 1 to December 31, 2021.

The Infineum Group consists of various affiliated companies around the world. The term 'Infineum' in this report refers to these affiliated companies. We have taken inspiration from the Global Reporting Initiative to guide the information and data shared, and plan to align more closely to this standard in the future. The United Nations Sustainable Development Goals (SDGs) have also been used as a key reference point.

If you would like to know more, please [email us](mailto:email@infineum.com) or visit: [Infineum.com/sustainability](https://www.infineum.com/sustainability)

A message from Trevor Russell, Infineum CEO

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Key data

(Please note this section opens an external link)

Contents



Infineum in the everyday

We are often invisible. But we are everywhere.

We are a world leader in the formulation, manufacture and marketing of additives for the fuel and lubricant industry. Our products are **sold in 90 countries** on every continent.

They are used in **one in three vehicles worldwide**. In cars, trucks and an estimated 200 million motorcycles.

70% of the world's electric vehicles use Infineum technology. Our products are also used in generators, ships, refineries, railways and mining.

We exist to create a sustainable future through innovative chemistry. It's about less waste and more economy, improving efficiency, extending life and enabling the use of lower emission fuels.

There are many ways Infineum products make a difference.

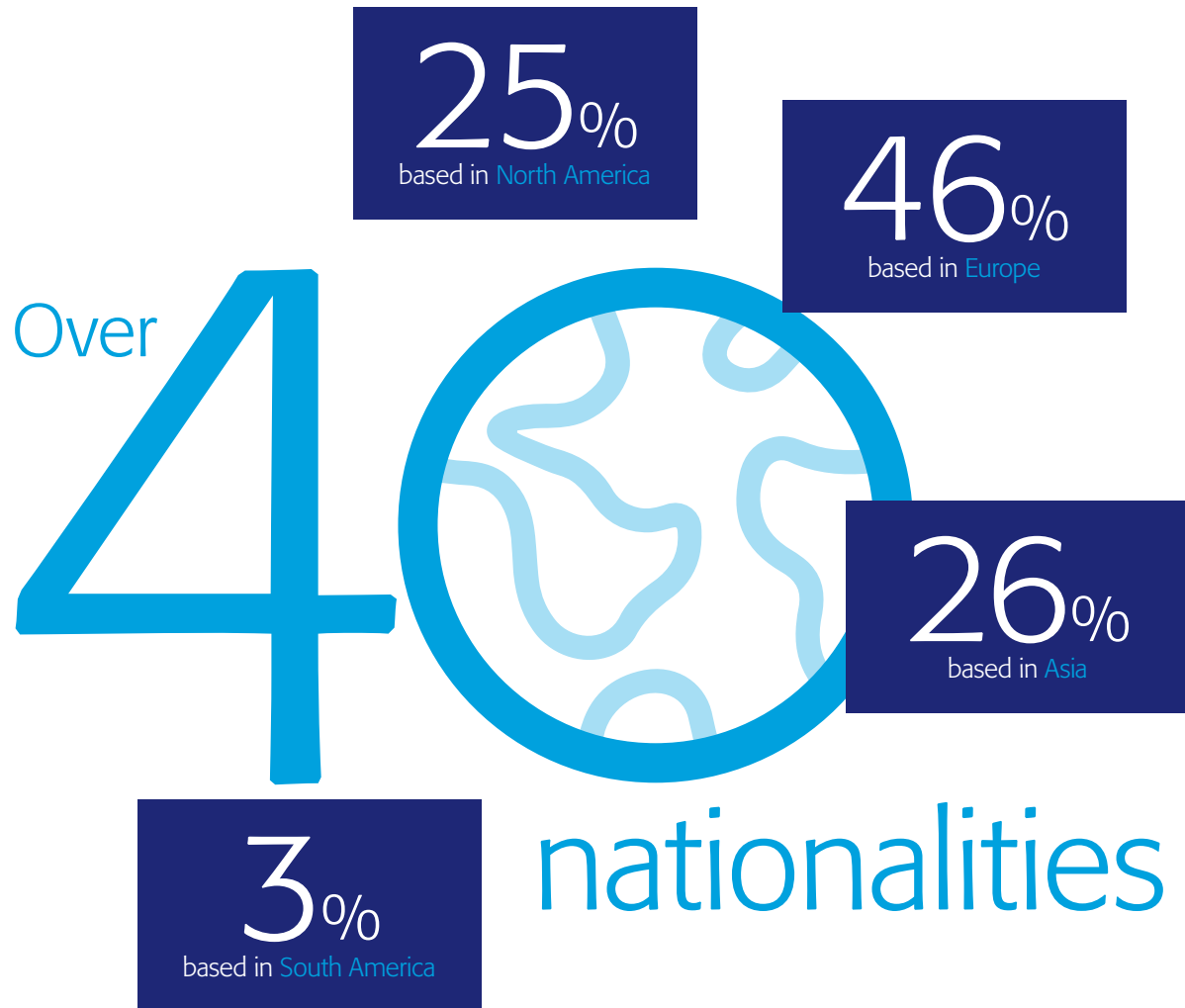


Our value chain

We analyse our value chain to determine how we can optimise the use of all our resources. We are committed to becoming more sustainable and reducing our environmental impact.



Resources we use



It starts with people. People matter most.

Infineum is focused on delivering technology excellence through innovation. We have over 2,000 employees who make this happen, 19% of whom work directly in research and innovation.

Infineum employees have over 40 nationalities. 46% of them work in Europe, 26% in Asia, 25% in North America and 3% in Latin America.

We are an inclusive organisation. We aim to reflect our markets, communities and the relevant local talent pools.

In 2021 we achieved our 2025 target of 10% non-Caucasian leaders in the UK and 25% non-Caucasian leaders in the US. We are now considering how to increase our aspirations further.

In 2021 30% of our employees were female, including 29% of our senior leaders. We are aiming for a third of our senior leaders to be female by 2025.





Resources we use

Our environmental footprint at a glance

In 2021, we consumed

2,980,000 GJ

energy

1,618 ML

fresh water

In 2021, we generated

23,269 tons

waste

181,902 tons

(scope 1 and 2) greenhouse gas emissions*



How we win

Our purpose is to create a sustainable future through innovative chemistry.

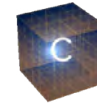
Our vision is to become a world-class sustainable speciality chemicals company.

Our strategy

We believe it is imperative that we invest in a strong economic, social and environmental future for all stakeholders.

We want to grow our business to target more sustainable markets, segments and products while living our values through our behaviours.

We live our values through our behaviours



Customer focus

Our customer's business is our business. We grow sustainably and profitably together.



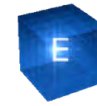
Ambition

We aim high and have a sense of urgency to deliver beyond our targets.



Respect

We are open, honest and inclusive. We treat our customers, employees, the communities in which we operate and the wider environment with respect.



Ethics

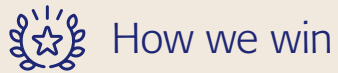
We value integrity over profit by not only obeying all laws in the countries where we do business, but also, even where the law is permissive, choosing the course of the highest integrity.



Safety

We believe people are more important than anything, and our number one priority is that 'Nobody Gets Hurt' while working for Infineum.





How we win

Our sustainability goals

Our goals look to the future and take a long-term perspective. Our targets help us track our progress towards these goals. They are specific, measurable and time-based.

- **Zero harm** to our people and the environment.
- We **integrate sustainable design solutions** into our product development process.
- We **collaborate with our suppliers** and together we aim to speed up environmental and social improvements in the value chain.
- We strive to **reduce our impact** on the climate and resources.
- We aim to be an **excellent employer**.
- We aim to have a **positive impact in communities** where we operate.



How and where
we create value

We create
value through
our capabilities.

 The impact we have

Customers, partners and OEMs

We want to
help others
reduce their
impact.

Our suppliers, partners, customers and Original Equipment Manufacturers (OEMs) have sustainability goals as well.

Many of our customers have reached out to us to ask for help and support from their supply chain. It is important for us to add value in this area and to collaborate throughout the value chain.

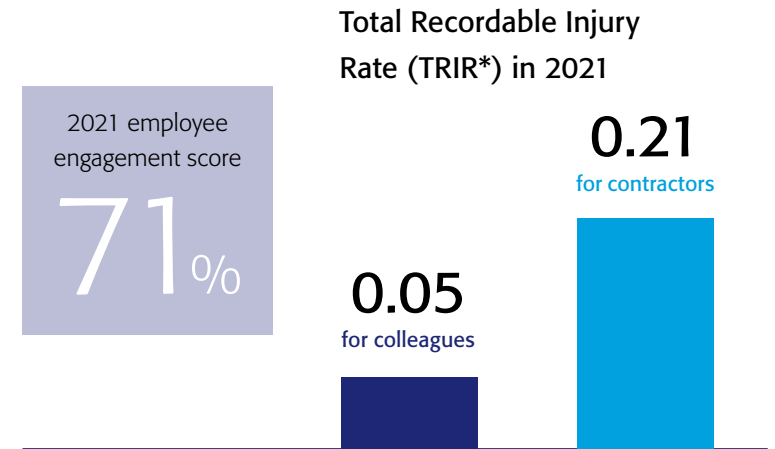
We expect to collaborate even more in the future as Infineum and our customers set ever more ambitious climate reduction targets.

 The impact we have

Employees



We want to keep employees safe.



*Total Recordable Injuries Rate (TRIR) is a measure of occupational safety, expressed as the total number of recordable illnesses and injuries per 100 full-time colleagues per calendar year. The word "recordable" is used as not all injuries and illnesses are included; recordable incidents include fatalities, lost time injuries, restricted work cases and medical treatment injuries, as defined by the Occupational Safety and Health Administration. First Aid injuries are not included. The total number of recordable injuries per year are divided by the number of working hours for the same period, multiplied by 200,000.



We are leaders in process safety, appearing in the top 10% of the chemical industry. Our number one priority is **'Nobody Gets Hurt'**.

We want to offer a supportive working environment that fosters diversity of thought and creativity.

 The impact we have

The environment

We want to protect the environment and reduce our carbon footprint.

In 2021 we continued to build our global resource efficiency programme. This aims to improve energy, water and waste and thereby reduce our carbon footprint. In 2022 we will continue to work on improving our understanding.

In 2021 we reduced our carbon emissions from our own operations by

8.5%

per metric ton of product, compared to 2018.





The impact we have

Suppliers

We are collaborating with suppliers on sustainability.

We have around 3,000 suppliers, and we do business with more than twenty off-site processors and custom manufacturers. We work on driving sustainability improvements together.

62%

of our relevant procurement spend has been assessed by EcoVadis*

*EcoVadis is a trusted assessor and provider of business sustainability ratings.

 The impact we have

Communities

We want to have a positive impact in the places we operate.

We allow every employee one extra day of annual leave to promote and encourage Science, Technology, Engineering and Mathematics skills in the next generation, and deliver a positive impact to the communities where we operate.



In 2021

12%

of employees participated

Sustainability is now integral to our corporate strategy.

We created a sustainability position on our leadership team, and a Sustainability Executive Committee.

We are on track to hit our 2025 target of a **20% reduction** in operational carbon emissions per metric ton of product compared to 2018.



We have **met our 2025 target** for integrating sustainable criteria into 100% of new product development.

We integrated sustainability criteria into our new product development process, so **100% of our new products** are now assessed against sustainability in the future.

Key highlights

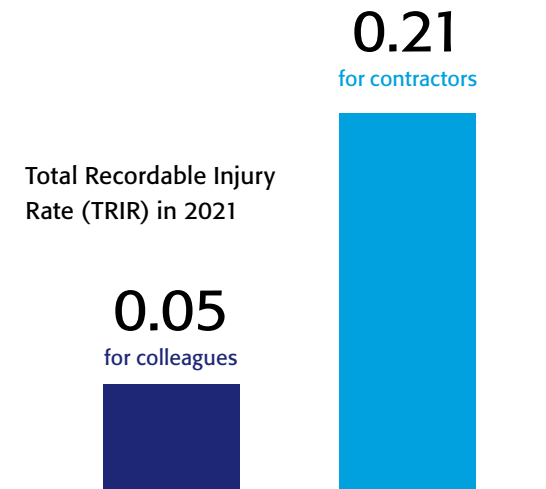
We have **created a framework to support employees** who wish to make a positive difference in their local communities.

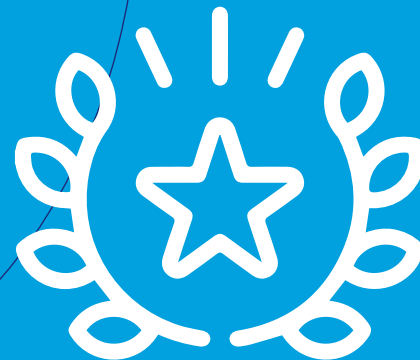
We launched the Global Volunteering Standard, which gives employees one additional day of annual leave to deliver a positive impact to the communities where Infineum operates, either through supporting a local charity or by promoting and encouraging Science, Technology, Engineering and Mathematics skills in the next generation.

We **continue to lead** the process industry* in safety performance and appear in the top 10% of the chemical industry.

Personal safety results for both Infineum employees and contractors are industry leading.

*By 'process industry', we mean industries where chemical processes play a key role. For example, the chemicals industry, refining and metallurgy activities.





How we win

- Our approach
- Our performance
- The way we do business

Our approach

- United Nations Sustainable Development Goals
- How we set priorities - Materiality
- Life cycle thinking
- More sustainable portfolios





The United Nations Sustainable Development Goals

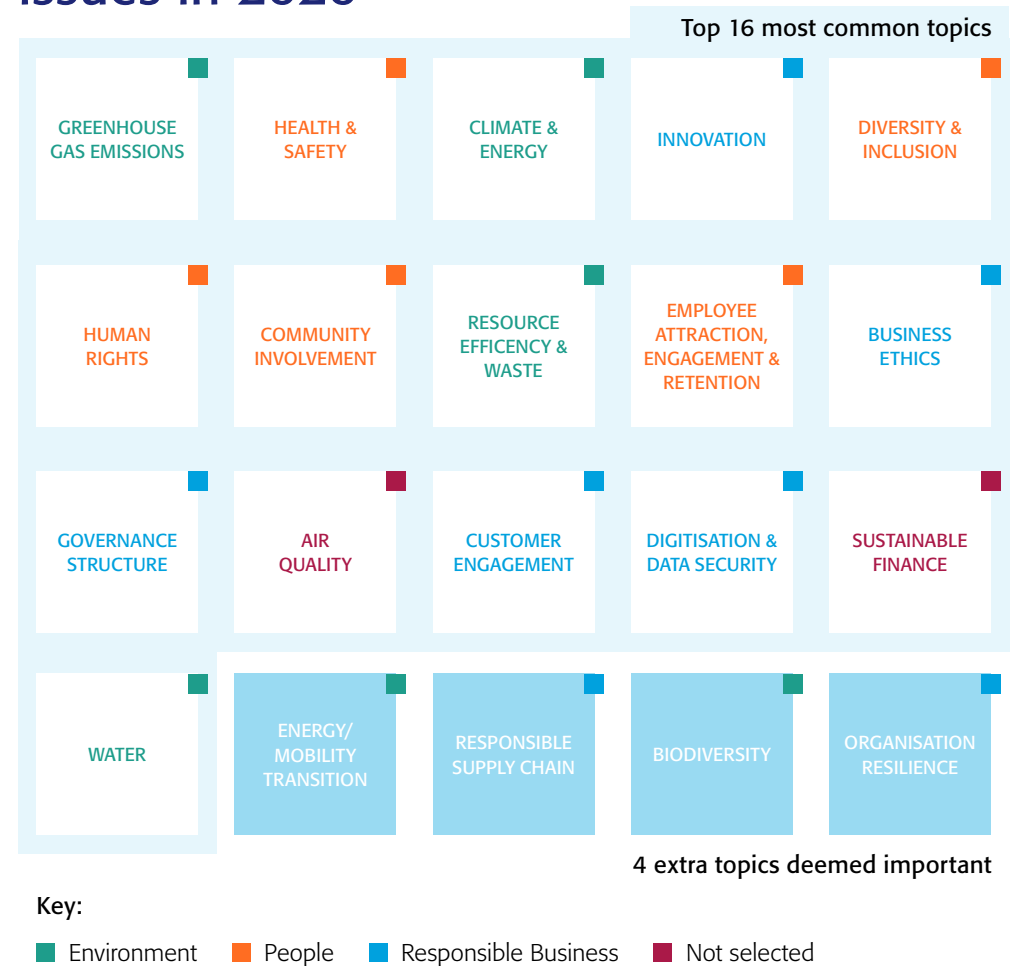
Doing the right thing. In 2015, the United Nations adopted the 2030 Agenda for Sustainable Development. 17 Sustainable Development Goals underpin the agenda. Those goals have become our guide.

In 2021 we made significant contributions in priority areas. And through local engagement with the communities where we operate, we had a positive impact to some extent across all 17 goals.

To explore the United Nations' goals in more detail [click on an icon below](#)



The material issues in 2020



How we set priorities

Back in 2018 we conducted a materiality assessment to identify sustainability topics of most concern and importance to our stakeholders.

Our approach was inclusive and collaborative. Around 150 stakeholders provided input into 31 aspects of sustainability.

84% of respondents were internal, spread across departments, regions and hierarchy. 16% were external, comprising customers, Original Equipment Manufacturers and suppliers.

In 2020, we worked with a third party to update and benchmark our materiality. We looked at customers, competitors, peers and industry standards. This led to us adding four new topics to the original list.

The benchmarking revealed greenhouse gas emissions and health and safety as leading topics. Diversity and inclusion was a common topic, but limited to gender diversity.

Prioritised in 2021

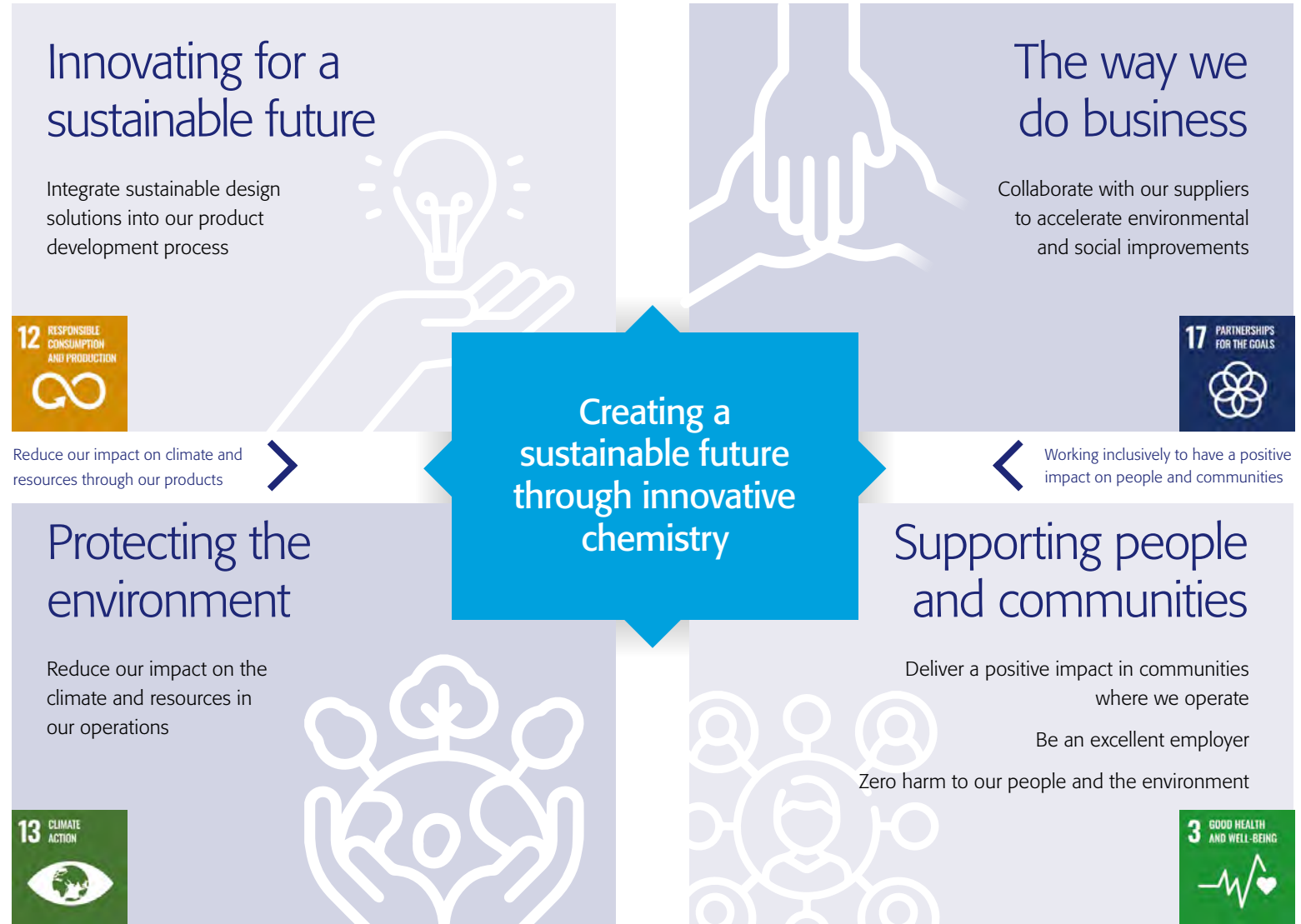
|  <p>People</p> |  <p>Environment</p> |  <p>Responsible business priorities</p> |
|--|---|---|
|  <p>Health and safety</p> |  <p>GHG emissions</p> |  <p>Innovation</p> |
|  <p>Human rights</p> |  <p>Climate and energy</p> |  <p>Business ethics</p> |
|  <p>Inclusion and diversity</p> |  <p>Resource efficiency and waste</p> |  <p>Governance structure</p> |
|  <p>Community involvement</p> |  <p>Energy and mobility transition NEW</p> |  <p>Responsible supply chain NEW</p> |
|  <p>Employee attraction, engagement and retention</p> |  <p>Water</p> |  <p>Risk and resilience NEW</p> |
| |  <p>Biodiversity* UNDER REVIEW</p> |  <p>Customer engagement</p> |

*Biodiversity is a complex subject area that we need to investigate in more depth to understand the impact we can have as a business. We will continue to make a positive impact on biodiversity at a local level and further update on this material area in our next sustainability report.

Our priority areas

Of the **20 topics identified**, **16 became priority areas**. From these we created 6 sustainability goals and targets in 2020.

We then mapped them against the UN's Sustainable Development Goals. The UN goals where we feel we can make the greatest impact are SDG 3, 12, 13 and 17.

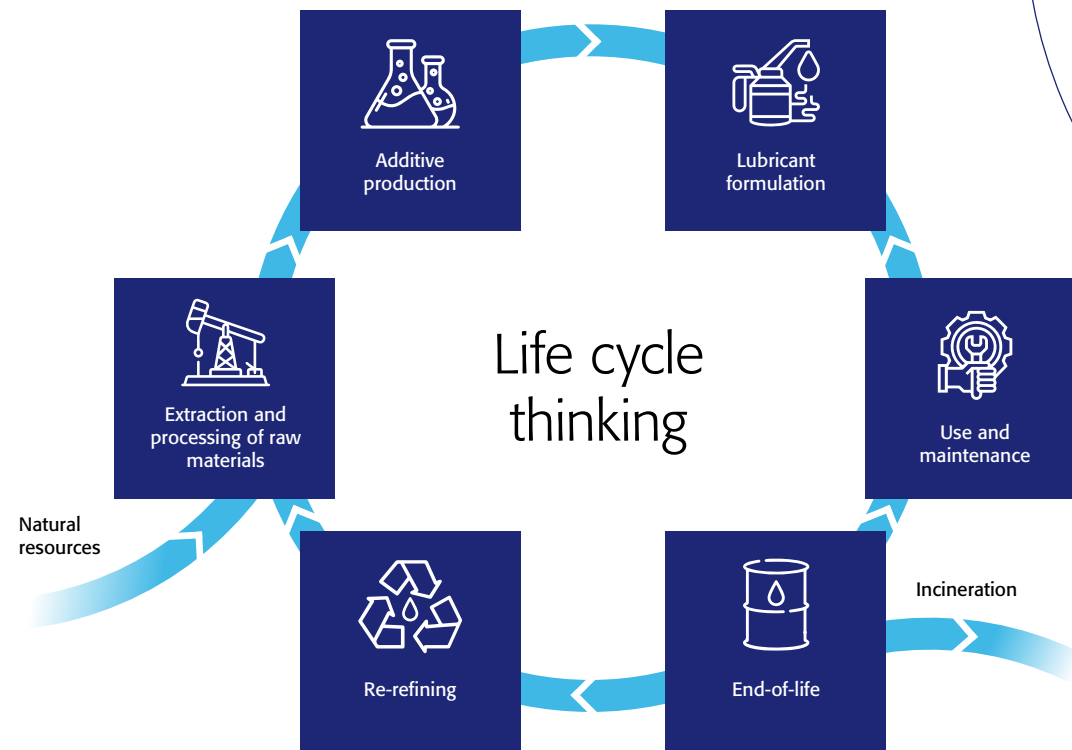


We are changing our mindset

We are shifting towards a more holistic approach through life cycle thinking. This calls for a new mindset. It is about helping our customers achieve their sustainability ambitions as well as meeting our own.

In our 2020 report we announced we had conducted Life Cycle Assessments on our components and products. Results from Life Cycle Assessments are used to improve production, inform strategic planning, enrich product marketing and even support policy making.

This year Infineum has integrated Life Cycle Assessment outcomes into how we manage our product portfolios. Life Cycle Assessment outcomes have also become a key criteria in our product development activities, enabling life cycle thinking in the way we design new solutions. As a result, we have already hit our 2025 target, because 100% of new Infineum products will now be assessed against sustainability going forwards.



Moving towards more sustainable portfolios

Life Cycle Assessments, along with other sustainability criteria, provide valuable input into the assessments of our product portfolios. The identified risks and opportunities help us strengthen our portfolios to meet the demands for a sustainable market.

We used the Portfolio Sustainability Assessment tool developed by the World Business Council for Sustainable Development, of which we are a member, as a baseline. We then tailored this tool to our industry, business and product portfolio needs. With the tailored tool we will assess

the sustainability performance of existing products in our portfolios in a holistic way to further and systematically strengthen the robustness of our portfolios.

We have also developed and integrated a separate tool into our key technology processes dedicated to new product developments. It gives insight into how new products and components perform against a benchmark product in segment specific sustainability criteria.

Our developers can use the tool to model a new formulation's sustainability performance at early design phases, long before products are commercialised. The performance criteria include carbon footprint of product, energy consumption, waste, circularity and toxicity.

Both tools enable better decisions on the strategic direction of our portfolios, technology investments and commercialisation of new innovative products.

Our performance

- Our sustainability goals, targets and progress in 2021





Goal: Zero harm to our people and the environment



Our number one priority is 'Nobody Gets Hurt'.

Our safety record for employees and contractors leads the process industry* and we appear in the top 10% of the chemical industry.

2021 was our third best year from a safety perspective in our 23 year history.

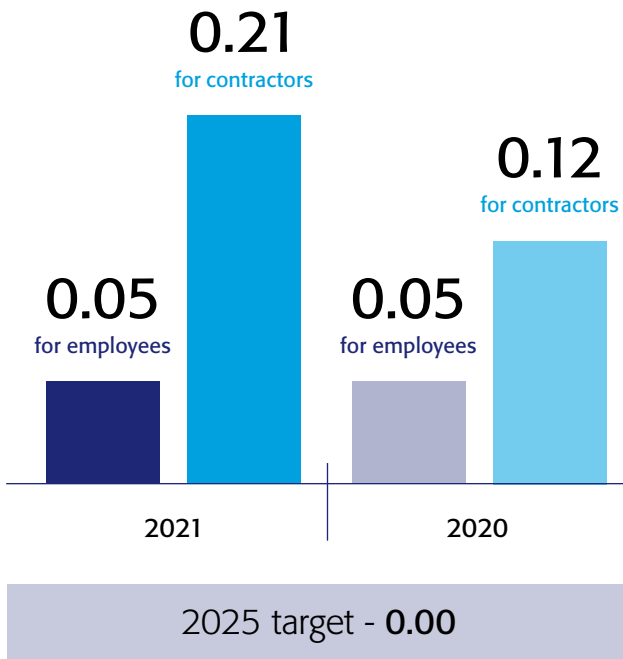
We identify, manage and control hazards in a systematic way, using our Operation Integrity Management System (OIMS). Associated risks are managed in compliance with Health, Safety and Environmental laws.

OIMS is certified equivalent to international standard ISO 14000 for environmental protection, and international standard ISO 45000 for health and safety.

In 2021, all of Infineum's global manufacturing sites were **awarded ISO 14001 certification** for their environmental management systems.

Safety continues to be a top priority for our people. In 2021 our employees and contractors submitted 13,040 Behavioural Based Safety Observations to our reporting system.

Total Recordable Injury Rate (TRIR)



Measure:

Total Recordable Incident Rate + Process Safety Event (as per API RP 754) + Notifiable Environmental Release = Zero

*By 'process industry', we mean industries where chemical processes play a key role. For example, the chemicals industry, refining and metallurgy activities.



Goal: Integrate sustainability design into product development

Target: Evaluate 100% of product developments with sustainability criteria by 2025.

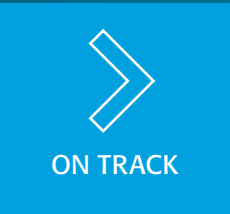
We have already met this target. In 2021 we integrated sustainability criteria into our new product development process.

We were able to accelerate progress and achieve this target ahead of schedule because we had the right enablers in place. We are members of the World Business Council for Sustainable Development. This gave us access to a baseline Product Sustainability Assessment tool. We then developed the tool further, and integrated it into our processes.

We are working to develop an updated target and more ambitious goal in 2022. We now know much more about the sustainability profile of our products, which means we can focus on making improvements to our product portfolio.



2021 performance



Goal: Accelerate environmental and social improvements in the value chain.

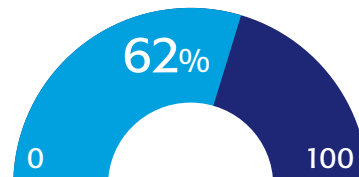
Target: Over 80% of relevant spend covered by sustainability assessments by 2025.

We are working in collaboration with our suppliers to achieve this.

Since 2021 we have partnered with EcoVadis, who are world leading assessors of supplier sustainability performance. We worked with them to measure our suppliers' sustainability performance through universal scorecards and ratings.

EcoVadis asked our suppliers to complete a desktop audit. Some were already familiar with the process. Others chose to work on improvements ahead of submission to achieve higher ratings.

EcoVadis assessed **62% of our procurement spend activities**. In 2022, we will increase our assessment coverage. We will use what we have learned to improve our procurement processes, and help our suppliers build their capabilities too.



2021 performance

2025 target - 80%







Infineum



| | | | | |
|-------------------------|--------------------------|---|--|--|
| 1 NO POVERTY | 2 ZERO HUNGER | 3 GOOD HEALTH AND WELL-BEING | 8 DECENT WORK AND ECONOMIC GROWTH | 11 SUSTAINABLE CITIES AND COMMUNITIES |
|-------------------------|--------------------------|---|--|--|

A woman with long brown hair, wearing a white V-neck sweater and dark jeans with a brown belt, stands in a bright, modern office environment. She is smiling warmly at the camera. The background shows blurred office desks and plants. A blue circular graphic element is visible on the left side of the page, connected by thin lines to the top and bottom edges.

The way we do business

- Customer engagement
- Process safety
- Chemical safety
- Business ethics
- Data security
- Risk and resilience
- Governance and structure
- Human rights

Customer engagement

We aim to give our customers 'performance you can rely on'.

Customers have reached out to Infineum about sustainability, as part of their supply chain, and we want to support them in achieving their sustainability aspirations.

In 2021, we collaborated with suppliers and customers across a wide variety of sustainability topics. This ranged from specific focus areas such as evaluating specific raw materials to more holistic projects exploring the full life cycle of lubricant products identifying where in the life cycle the most significant environmental impacts and benefits occur. This all helps us in terms of where and how we should focus our improvement efforts.

In some cases, this led to investigating product optimisation and raw material substitution, such as using re-refined base oil, to realise carbon footprint reductions.

We expect this collaborative work to expand going forward as Infineum and our customers set ever more ambitious greenhouse gas reduction targets.

Case study: Exploring lubricant sustainability benefits with ExxonMobil

"We believe in innovating offers with sustainability benefits by working closely with our customers, suppliers and other partners. Our engagement with Infineum is a great opportunity to learn together and leverage our strengths to explore solutions with sustainability benefits."

Yeong Kwon | Finished Lubricants Technology Chief | ExxonMobil

Safety first always

Safety is paramount and we follow a tried and tested system. Our Operational Integrity Management System (OIMS) is certified equivalent to international standard ISO 14000 for environmental protection and international standard ISO 45000 for health and safety.

It is not an add-on, but at the core of what we do. It defines how we work and a way of being that protects us all – whoever we are, wherever we're based and whatever we do.

The system **identifies**, **evaluates** and **controls hazards**. It also manages any associated risks in compliance with Health, Safety and Environmental laws across all our sites.

A closer look

Listening to our local communities

We aim to nurture excellent relationships with people who work and live near our sites, including emergency service providers, schools and community groups.

This is captured by Operations Integrity Management System (OIMS).

For example, the community surrounding our Rio Manufacturing Plant in Brazil can make requests and log a complaint against Infineum if they feel the need. This is done by completing a form kept at our site reception.

Requests and complaints are evaluated and followed up in a timely manner, so results can be fed back to interested parties.

“Having an open dialogue to address concerns is the best approach. Collaborating with emergency service providers when conducting safety drills also helps us further improve processes.”

Ronaldo Teixeira | OIMS Systems Administrator | Brazil



Chemical safety

We safeguard employees, customers and end users. We provide comprehensive and accurate advice on the safe use of our products via our Product Stewardship and Regulatory Compliance Team, who also ensure our products comply with existing and future global regulations.

Business ethics

Infineum considers integrity to be more important than profit. We choose the course of the highest integrity, even where the law is permissive and we aim to operate to the highest standards.

We endeavour to manage in good faith the assets and responsibilities entrusted to us.

Every new employee is required to review and agree to comply with our Code of Conduct, which includes our Business Ethics Core Policy, which covers topics like:

- Operating safely and ethically without conflicts of interest
- Respecting the law and our employees
- Protecting the environment

Data security

Data security is paramount. We need to respect and protect the privacy of our customers. Their trust is essential to our success.

We use preventative and detective IT measures, and endeavour to ensure that our information remains secure and in compliance with regulations around the world.



Risk and resilience

The Covid-19 pandemic caused uncertainty and market turbulence.

Our proactive and robust approach to risk management meant Infineum could respond quickly to the challenges presented.

Throughout the pandemic we put health and safety first. At the same time we ensured critical operations and protected financial health.

A closer look

Resilience through Covid-19

During 2021 we followed our 'Diseases Business Continuity Plan'.

We implemented control measures which were above local government guidance.

We stayed operational and served our customers, despite major supply disruption across our industry. And the health and safety of employees and contractors was never compromised. We focused on mental health just as much as physical health.

There were no Covid-19 cases that could be traced back to a breach in controls at any of our locations.

During the pandemic we kept in touch closely with colleagues at all levels. Before reopening sites, we gathered anonymised input from employees about how they were feeling.



90%








of employees responded with their views.

We shared these practices with our customers and the Chemical Industries Association.

Governance and structure

We have a robust governance structure, including a Board of Directors and a Corporate Leadership Team, which now includes the Sustainability Director. They are responsible for developing the strategy of the organisation and ensure it is put into action with a robust implementation focus.

Our newly formed Sustainability Executive Team advise on sustainability issues. They champion the integration of sustainability into our growth strategy. They also advise on the development, execution and stewardship of the supporting initiatives required.

| Member | Stakeholder Representation | Functional Representation |
|---|----------------------------|---|
|  Maurizio Abbondanza | Shareholders | Marketing, Finance |
|  JR Wise | Colleagues | Manufacturing, Strategic Supply, Global Engineering |
|  John Hong | Customers | Sales |
|  Nicki Pickup | Shareholders | Corporate Strategy, IT, HR |
|  Mary McKiernan | Communities | Technology |
|  Carlo Rovea | Suppliers | Procurement, Supply Chain, Manufacturing Technology |
|  Kevin Poindexter | Chair | New Business Ventures, Sustainability |

Human rights

We condemn human rights abuses of any kind.

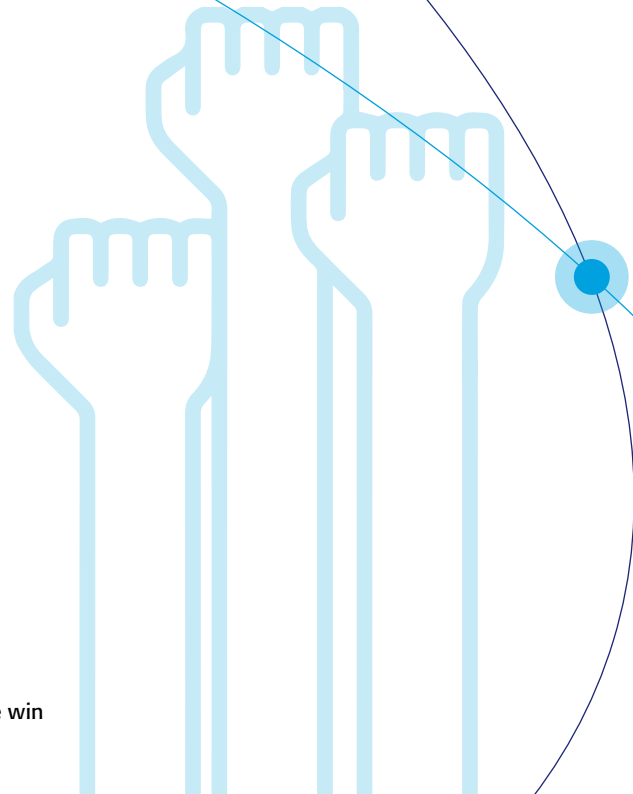
We expect that our operations will never give rise to violations. We should never cause them ourselves, or contribute to them in any way.

We expect all our employees and those of every company in our supply chain to adhere to high ethical standards.

Our Code of Conduct incorporates our Statement on Human Rights and Modern Slavery.

We have channels through which employees can report any violation or potential violation. These include a confidential hotline that is independent of the company.

We make our expectations of suppliers clear. We issue a Supplier Quality Assurance Manual. We also communicate on our supplier portal and in annual written reminders.



How and where we create value

- Keeping our employees safe and engaged
- Helping customers reduce their impact
- Protecting the environment and reducing our environmental footprint
- Strengthening collaboration with suppliers
- Supporting our local communities





Keeping our employees safe and engaged

- Workplace safety and health
- Workplace wellbeing
- Awards
- Inclusion and diversity
- Engaging our people

Workplace safety and health

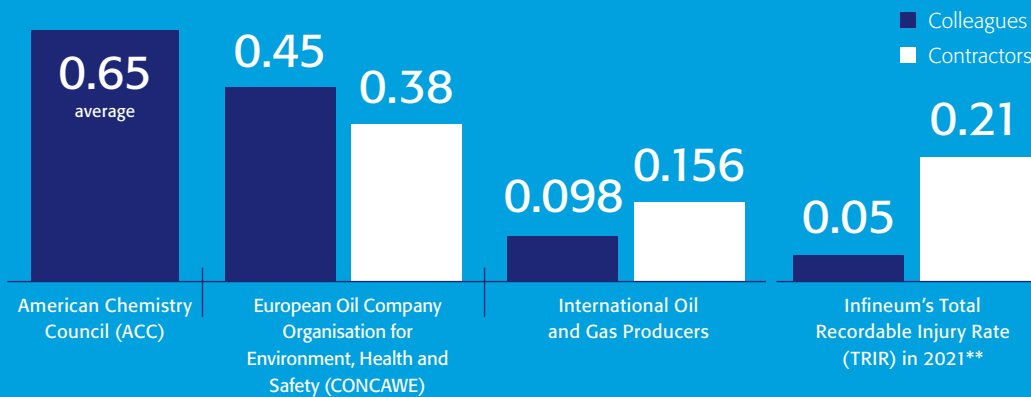


We commit to **Sustainable Development Goal 3**

We embed safety into everyday processes and culture. Our number one priority is **'Nobody Gets Hurt'**.

Every year, every employee must choose and deliver a safety goal. We revisit these goals each year in their performance review.

Our safety record for employees and contractors leads the process industry* and we appear in the top 10% of the chemical industry.



*By 'process industry', we mean industries where chemical processes play a key role. For example the chemicals industry, refining and metallurgy activities.
 **Compared to 2020 figures for American Chemistry Council, International Oil & Gas Producers and European Oil Company Organisation for Environment, Health and Safety.

A closer look

Lab Housekeeping Safety Video

We encourage employees to challenge unsafe behaviour, and call attention to safe behaviour. If they see something, we expect them to say something.

We have an initiative called 'Behavioural Based Safety Observation'. It is part of our Operation Integrity Management System 5.1 Personnel Safety process.

An example of the BBSO reporting system in action:

Comments from Lab Safety Coordinators in the UK indicated possible safety improvements. Technologist Michele Thornhill picked this up.

The result was a dramatic new safety video. It raised awareness of safety and warned against a complacent approach.



A closer look

Sleep webinar

Wellbeing Champions in the UK invited author and coach Giles Watkins to speak.

He explained the function of sleep and how lack of sleep can affect professionals. Around 200 employees took part in the live event.

Giles answered their questions on a range of topics. Napping. Jet lag. Sleep issues when you have children. Sleep routines on weekdays vs weekends.

He had practical advice for morning larks and night owls.

Workplace wellbeing

Wellbeing Champions

We have a global network of Wellbeing Champions. In 2021 they continued to raise awareness of the importance of wellbeing. Their support became even more significant with the ongoing impacts of Covid-19. They promoted resources to support employees with a digital toolkit, newsletters and events.

“Wellbeing initiatives make Infineum an attractive workplace. They create an environment that benefits health, physical and mental. My colleagues are good friends and like family to me, my role allows me to support them.”

Tracy Zhang | Technical Manager and Zhangjiagang Wellbeing Champion | China

Flexible working

We worked hard to support employees and help them manage their mental wellbeing throughout the pandemic. In Singapore, an Asian news network featured what we were doing as an example of best practice.

A closer look

Flexible working

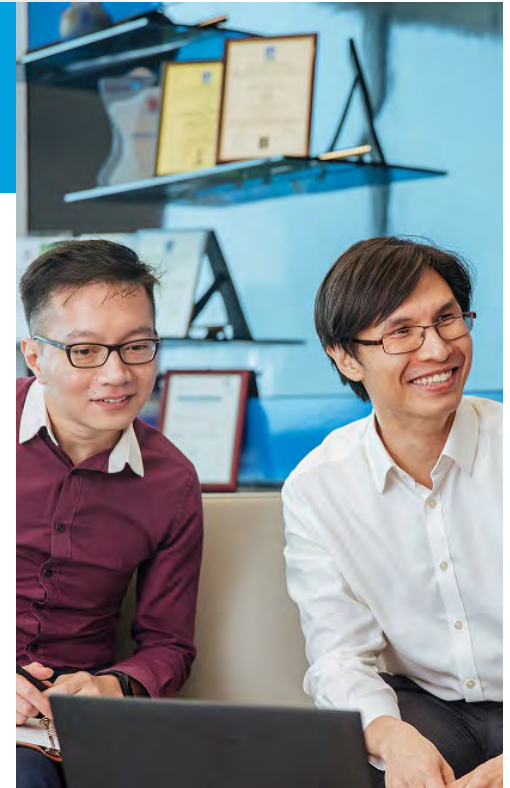
We enhanced our flexible working policy to allow all colleagues to continue to work flexibly beyond the pandemic wherever possible.

We asked Infineum leaders to discuss our flexible working options with their team members and allowed them to decide what works for the team and individual.

We assisted employees working at home during 'work from home' government guidance. We ensured they had the equipment they needed, including advice and support for good desk ergonomics.

We also found ways to accommodate employees who wanted to work from our sites, when this would improve their circumstances and wellbeing.

We featured in an article on Channel NewsAsia. Dr Wu Pei Chuan, a professor at the National University of Singapore, brought up Infineum. He noted how during the pandemic we considered our employees' mental wellbeing and went beyond safety protocols.





Awards

Zhangjiagang

- Advanced Enterprise Award from the Zhangjiagang Free Trade Zone

The award recognised our collaborative and continually improved safety management processes.

Singapore

- Responsible Care Awards from the Singapore Chemical Industry Council
- Excellence Award in Employee Health and Safety Code
- Gold Award in Community Awareness and Emergency Response Code
- BizSafe Mentor recognition from the Singapore Workplace Safety & Health Council

The Council recognises companies that build workplace safety and health capabilities.



Inclusion and Diversity

We are an inclusive organisation. We aim to reflect our markets, communities and the relevant local talent pools.

Inclusion and Diversity is embedded in our business and is a key aspect of one of our core values – Respect. We aim for equity throughout the complete employee life cycle. We have practices in place to identify and mitigate potential bias and continuously look for ways to drive inclusivity.

We enable our employees to work and develop in a safe and respectful environment. We want to maximise the value created by our diversity.

40 different nationalities work for Infineum. 30% of our employees are female.

Diversity targets

We aim to be an inclusive and diverse organisation, reflecting our global customers and markets and one that maximises the delivery from our talent pool.

We aim to attract a diverse pool of candidates and strive for an objective and unbiased recruitment experience. We are expanding recruitment channels, increasing collaboration with educational institutions across all locations, and focusing our action on underrepresented groups.

We are also working to enhance our inclusive environment for existing employees through our Inclusion and Diversity champions and newly launched affinity groups.

There is more to do, changes take time. But we are on the right track. We have already hit our 2025 targets for non-Caucasian leaders at our UK and US locations and are now considering how to stretch our ambition even further.

We will continue to make Infineum as diverse and inclusive as possible.

| Target | 2020 position % | 2021 position % | 2025 target % |
|--------------------------|-----------------|-----------------|---------------|
| Senior leaders in Asia | 23 | 22 | 30 |
| Exec leaders in Asia | 21 | 22 | 25 |
| Female senior leaders | 24 | 29 | 33 |
| Female exec leaders | 13 | 22 | 25 |
| UK non-Caucasian leaders | – | 11 | 10 |
| US non-Caucasian leaders | – | 28 | 25 |



A closer look

YWCA tribute to women in industry awards

The awards honour women in the United States who have excelled in their fields, and recognise organisations that encourage equal opportunities for women of diverse backgrounds.

In 2021 our employees Alicia Bartman and Kerry Cogen received awards. Alicia is our Global Trade Compliance Leader, Kerry is a Lead Technologist in our Power Transmission Fluid business. They were recognised for making significant contributions to the industry and wider community.

Alicia has contributed in various roles, but especially in Global Trade Compliance. Outside of work she supports her local community as a coach and registrar for youth soccer clubs.

Kerry has been with us since 2004. She is an expert in microscopy and surface analysis techniques. She has also helped develop test methods for assessing lubricant performance. Throughout her career, she has been generous in sharing her skills and experience.

She has mentored less experienced employees and placement students. She has also fostered relationships with industry partners and academic institutions worldwide.

Kerry was active during the pandemic. She made and donated hundreds of face masks for her local community.



Affinity Groups

In 2021, we created Affinity Groups. The next step on our Inclusiveness & Diversity journey.

Affinity Groups bring together people who share common interests, characteristics or life experiences. They can meet each other and allies in a safe space where everyone can be open and honest.

Our first groups are for Women and Ethnicities. They aim to overcome potential

barriers to advancement among talented but underrepresented staff.

Any employee can join any group, no matter their cultural, gender or ethnic background. The groups are set up locally and they collaborate across our sites around the world.

We want to encourage inclusion and provide mutual support. It helps when employees can learn from each other's experiences.

The groups can also give feedback to Infineum. We welcome fresh perspectives and ideas.

A closer look

IGNITE Pilot Programme

An Inclusion and Diversity initiative at our North American sites, Linden and Bayway.

IGNITE stands for Inspiring Growth and Nurturing Insight Through Engagement.

The programme ran during the second half of 2021. Most likely it will run again in Spring 2022, before expanding to other sites.

It brought together two varied and cross-functional groups of employees. There were sessions on Career Reflection, and Teamwork and Diversity.

Participants reflected on their career journeys and assessed their strengths. They also gained insights on working in diverse teams, and what enables a team to work well together.

We had excellent feedback after the programme.

Engaging our people

People matter more than anything else.

We want to engage and develop our community of employees. And we want them to reach their full potential.

Employee engagement survey

Every year, we conduct a survey of our employees. We measure how they feel about working for us and the factors that influence engagement. This gives us an overall engagement score.

The difficult circumstances globally made it probable it would be difficult to maintain our impressive position. However our engagement score only fell by 1% versus 2020.

Learning and Development

We are committed to hiring, engaging and developing the most talented colleagues in the industry. We provide a wide range of formal and informal development solutions. Opportunities include advanced online learning solutions, mentoring programmes, coaching opportunities, educational assistance programmes, and attendance at external conferences and seminars.

'Discover Your Future'

'Discover Your Future' is our new global career development portal, launched last year. It supports employees in planning their future, sharing information transparently to aid career planning.

The portal helps employees get a better understanding of the company and available opportunities. They can find support and resources to help them develop and achieve their ambitions.

Online Skills Training

In 2021 we launched a new global online skills training platform, open to all employees.

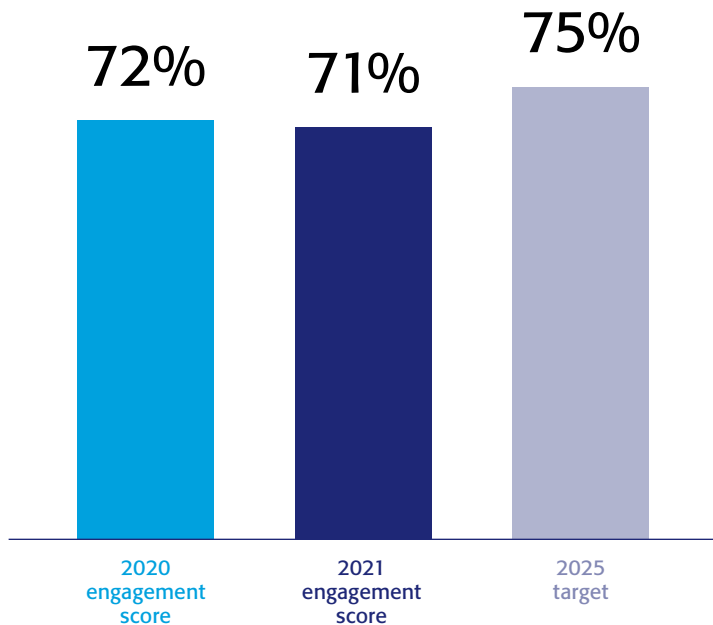
We partnered with a leading external learning platform, offering high quality on-demand training to employees across a variety of disciplines with a focus on digital and business courses.

The platform gives employees access to over **16,000 courses**, in different languages. Since launch a year ago, our employees have viewed over 45,000 skills training videos.

Mentoring

We use mentoring to support the development of our talented employees. It is available to employees where there is a clear development need.

Mentoring is focused on passing on support, guidance, knowledge and advice. It gives employees an opportunity to learn from someone other than their leader, with a greater or different understanding of the organisation. This provides an insightful and alternative source of information and advice to support long term development.



Our aim is to get that score up to 75% by 2025. It's an ambitious target, we know there's more work to do and that changes in the wider context can make our target even harder to reach.

Helping customers reduce their impact

- Extending oil drain intervals
- Improving fuel economy
- Reducing air pollution
- Supporting e-mobility
- Mining sustainably
- Better refined products
- Delivering more sustainable fuel products
- Working with OEMs, industry bodies and academia

How and where we create value

We are often invisible.
But we are everywhere.

Our fuel and lubricant products are critical to transportation and power generation. They are present throughout global trade.

The landscape is now changing.
Regulatory and consumer pressures
are creating a drive towards cleaner,
more efficient energy.

But we will continue to play an important role. We will
add value in new ways.





Our lubricants
make powertrains
more efficient.

Extending oil drain intervals

Oil stops working over time. Components in the oil become contaminated and the oil can no longer do its job of lubricating, reducing friction and dissipating heat.

As a result, regular oil drain intervals are needed, so new engine oil can be added. This increases waste, operating costs and downtime for vehicle owners and engine maintenance companies.

Our additives extend oil drain intervals. They improve durability by oxidation control, wear protection and neutralising acids formed during combustion. This reduces downtime and waste, and means less oil gets used and less waste produced.

Improving fuel economy

We help vehicles travel further, while consuming less fuel and emitting fewer emissions.

The fuel efficiency of a vehicle is affected by the efficiency of its powertrain. (The powertrain transfers power from the engine and delivers it to the road surface, water or air.)

Our lubricants make powertrains more efficient. They reduce friction and improve wear protection, resulting in better fuel economy and ultimately reduced environmental emissions.

Reducing air pollution

We protect aftertreatment systems.

These remove or reduce the harmful byproducts of engine combustion, especially particulate matter, hydrocarbons and nitrogen oxide.

Our products help extend the longevity of aftertreatment systems.

Supporting e-mobility

Electrification of the vehicle powertrain brings its own challenges and opportunities. There is an emerging need for new lubricants and transmission fluids.

Original Equipment Manufacturers need fluids that deliver hardware protection, cleanliness, performance and efficiency. At the same time, they must meet new requirements specific to the needs of greater electrification.

Our new ultra-low viscosity e-fluids have proven fuel economy and range benefits. They also have enhanced cooling properties. These help during high power conditions and still maintain gear and bearing durability, extending powertrain and vehicle life.



Mining sustainably

Battery components for electric vehicles, such as copper and nickel, need to be mined.

The mining industry is placing greater focus on sustainability and trying to reduce its carbon footprint. It is aware of the environmental impacts of land and water use, and the role it can play in local communities.

Our products help mining companies with blasting. They enable blasting in a more precise and controlled way. They also make blasting agents stable over long periods in a wider variety of circumstances, especially under wet conditions.

Better refined products

Improving crude refining and transportation

The last two years have been turbulent for the oil industry. Some refineries have not survived. Others have had to reconsider their refining strategies. They need to adapt to a changing market and reduce their emissions as well as their energy footprint.

Infineum is in a position to help, with additives that improve handling and reduce total energy. Our additives allow refiners more flexibility to consider lower quality, more sustainable feedstocks. They can increase output while incorporating these low value blend streams in their downstream products.



The mining industry is placing greater focus on sustainability.

A closer look

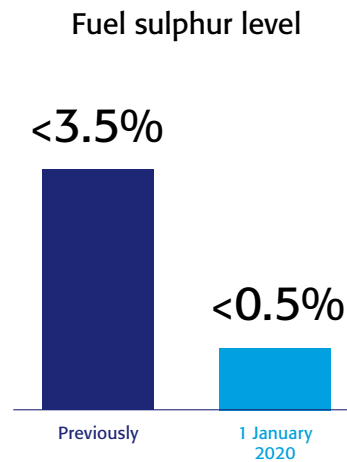
Marine Fuel Additives

The International Maritime Organisation cut the fuel sulphur level from <math><3.5\%</math> to <math><0.5\%</math> from 1 January 2020.

Our marine fuel customers adapted to the change, and now they are preparing for the next reduction target.

We help by providing fuel borne combustion improvers, which:

- Improve fuel economy
- Reduce greenhouse gas emissions
- Reduce nitrogen oxides
- Improve fuel stability to minimise fuel wastage by sludge deposition
- Reduce black smoke



The Result

All this helps to optimise the energy output of marine fuels, in addition to minimising the environmental impact.





Delivering more sustainable fuel products

The majority of our fuels lubricity additives come from natural, renewable resources, including tall oil from wood pulp making, rapeseed and other common oleic acids.

As most of our climate impacts come from scope 3 emissions, we need to do more. So we are looking at compatibility with renewable fuels and re-refined base oils.

There is an opportunity to reduce waste and our carbon footprint.

Helping shape the future

We work with Original Equipment Manufacturers, industry bodies and academic institutions.

We have supported the development of many new industry specifications, with the aim of increasing focus on sustainability.



Protecting the environment and reducing our environmental footprint

How we can protect the environment and reduce our environmental footprint.

Infinium continues to advance innovative solutions to help address the challenges of climate change.

We have a specific goal focused on reducing the environmental impact of our manufacturing plants and Business and Technology Centres.

Taking action to achieve this goal is one way we can contribute to SDG 12 and 13.

We focus on three areas:

- Climate and energy
- Water
- Resource efficiency and waste



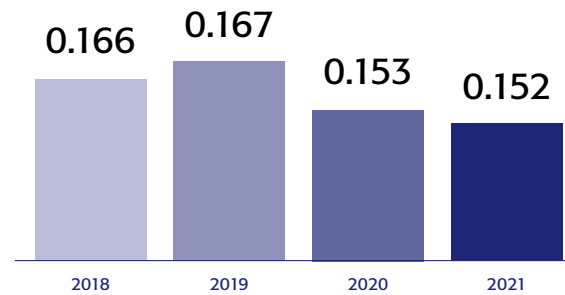


Climate and energy



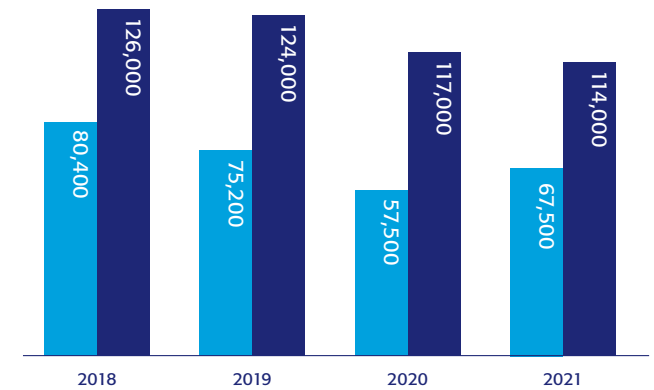
In 2021 we made progress against our 2025 target to reduce carbon emissions per metric ton of product by **20%**.

Greenhouse gas emissions intensity



Unit: Metric tons CO2e/Production Tons)

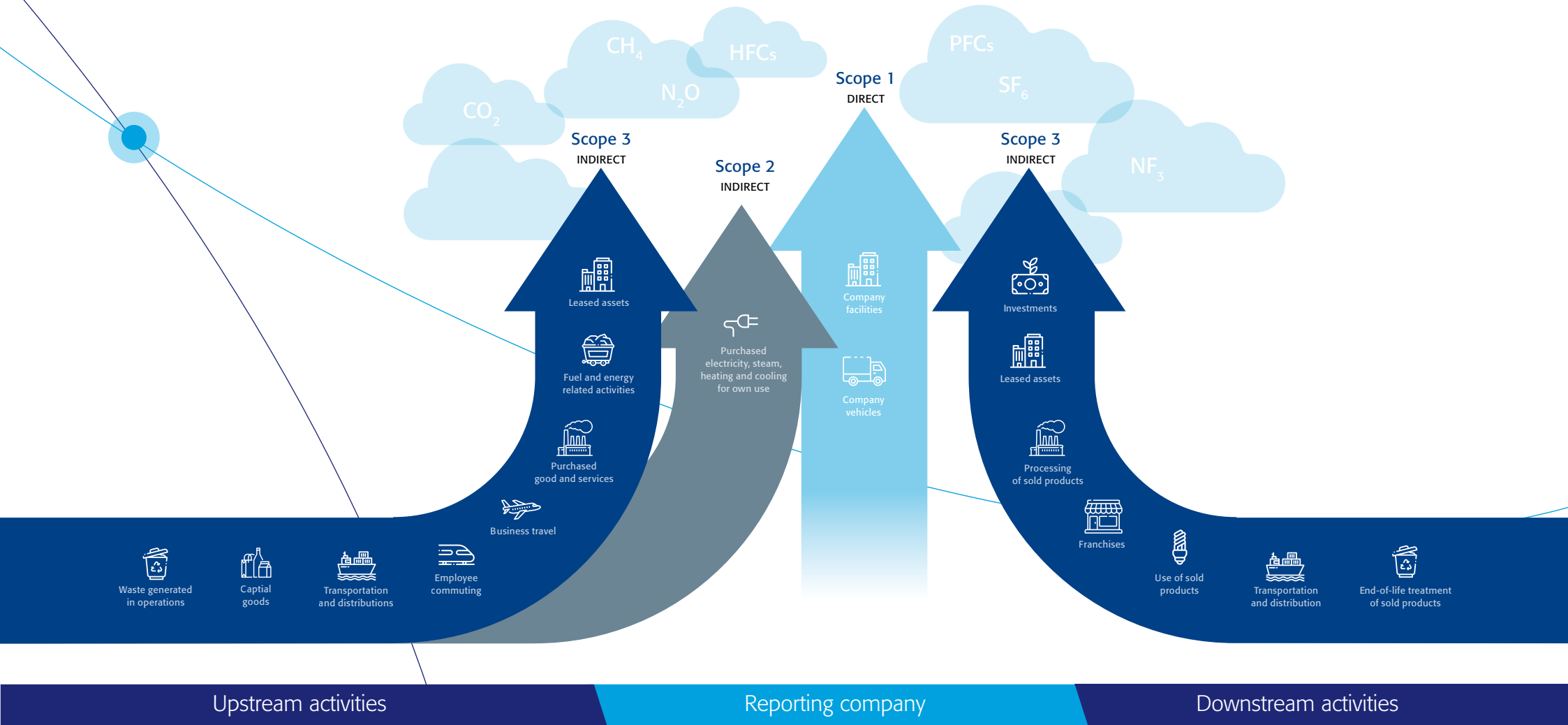
Total scope 1 and 2 greenhouse gas emissions



Unit: Metric Tons of CO2e

■ Scope 1 ■ Scope 2

Corporate greenhouse gas emissions



Infineum carbon footprint

Last year, we reported on our scope 1 and 2 greenhouse gas emissions. In 2021 we expanded reporting to include scope 3.

Our scope 3 emissions upstream are estimated at around 2.5 million tonnes and downstream at around 1.6 million tonnes.

This means that our scope 3 emissions are 22 times more than our scope 1 and 2 emission combined.

This confirms, to help counter climate change, Infineum should prioritise and continue working closely with suppliers and customers to reduce the impact of our products and finished lubricants.

This includes reducing the carbon footprint of the raw materials we use and improving the recyclability of used lubricants. While still making strides to improve the benefits of lubricants in use, such as improving fuel economy.

We plan to address the greenhouse gas emissions from our full value chain in the future, by introducing scope 3 emissions into our reduction targets.

Scope 1
Emissions from operations that are owned or controlled by the reporting company.

Scope 2
Emissions from the generation of purchased electricity, steam, heating or cooling consumed by the reporting company.

Scope 3
All indirect emissions (not included in Scope 2) that occur in the value chain of the reporting company, including both upstream and downstream emissions.

| Infineum carbon footprint | Mt CO ₂ e |
|---------------------------|----------------------|
| Scope 1 | 67,500 |
| Scope 2 | 122,000 |
| Scope 3 upstream | 2,460,000 |
| Scope 3 downstream* | 1,560,000 |

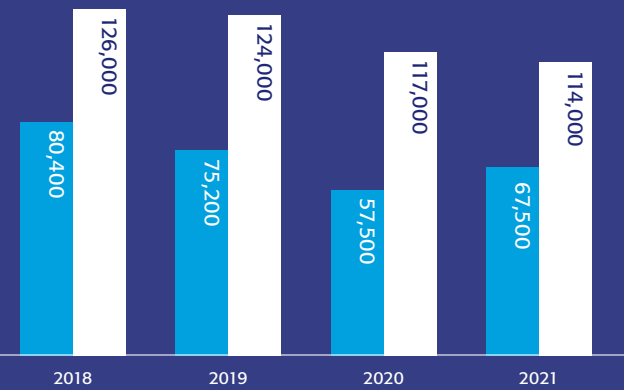
*Excludes Category 15, Investments. Data not available at the time of publication

Greenhouse gas emissions intensity



Unit: Metric tons CO₂e/Production Tons)

Total scope 1 and 2 greenhouse gas emissions



Unit: Metric Tons of CO₂e

■ Scope 1 ■ Scope 2

We used steam more efficiently in the US.

We need steam in our manufacturing plants, and Business and Technology Centres. We use it to produce raw materials, products, and components, as well as for other purposes.

In 2021 we optimised our systems for steam management. This led to significant energy efficiency improvements.

Our Linden Business and Technology Centre (BTC) in New Jersey, USA commissioned an external specialist's study. They enabled us to better understand how we use steam at the 40-acre site.



They helped us identify inefficiencies. We then managed to reduce steam consumption by 29%, compared to 2020.

Overall, carbon emissions from steam at Linden BTC were down by about 1,000 tons in 2021 – equivalent to the emissions generated in a year by 400 homes*.

*According to <https://www.epa.gov/energy/greenhouse-gas-equivalencies-calculator>

We also carried out a steam survey at our **Bayway** Manufacturing plant.

In 2021, we focused on the single largest user of high-pressure steam on site: a hot oil exchanger used in dispersant production. We discovered an inefficient trap design was allowing steam to bypass the system, and the steam was being released into the air.

We upgraded the steam traps and fitted new bypass valves with tighter seals. As a result, we estimate a saving of 1600 tons of carbon dioxide going forward into 2022.



We reduced steam consumption in Germany.

Our manufacturing plant in Cologne also made a study of steam usage. They focused on indirect steam consumption, rather than steam used in production.

They discovered benefits to lowering temperatures in the tanks we use to store products and components.

They experimented, reducing tank temperatures in small increments to achieve the right balance. If the temperature was too low, there could be an impact on blending later in the production process.

This activity started part way through 2021 and so far it has saved 350 tons of steam. Based on this, we estimate steam savings of around 1,400 tons for 2022.





We found a simple way to save energy in the UK.

We have an environmental team based at our UK headquarters in Milton Hill, Oxfordshire, UK. It's called 'Actions Change Trends' (ACT).

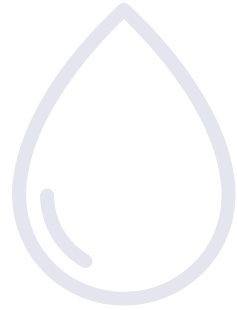
In 2020 the team used crowdsourcing to get employee input into running our headquarters more efficiently. Our employees came up with 65 ideas, and we selected over half for further progression, as part of a 5-year sustainability strategy plan for Milton Hill.

One of those ideas was very simple and led to a campaign in 2021 to raise awareness, so chemists close fume cupboards properly.

Fume cupboards feature in most of our Milton Hill labs. They use airflow to capture and remove potentially hazardous air-borne substances generated during experiments. We need them to help keep our chemists safe. But if they don't close the sashes fully, more airflow is required. And more airflow means more energy.



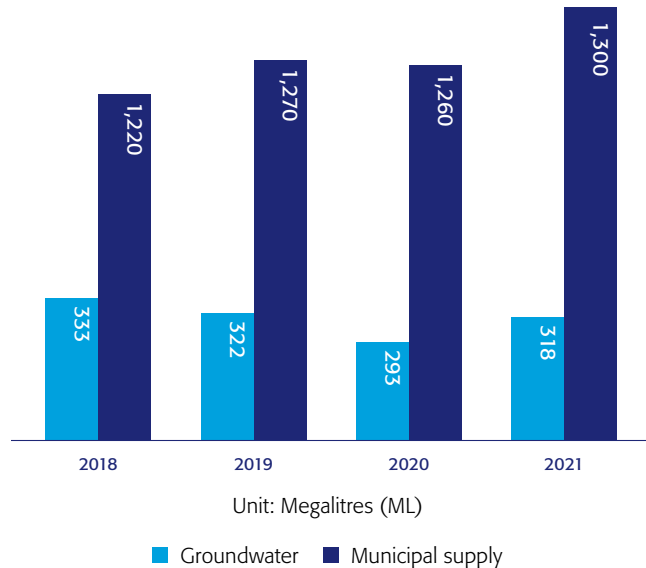
Water

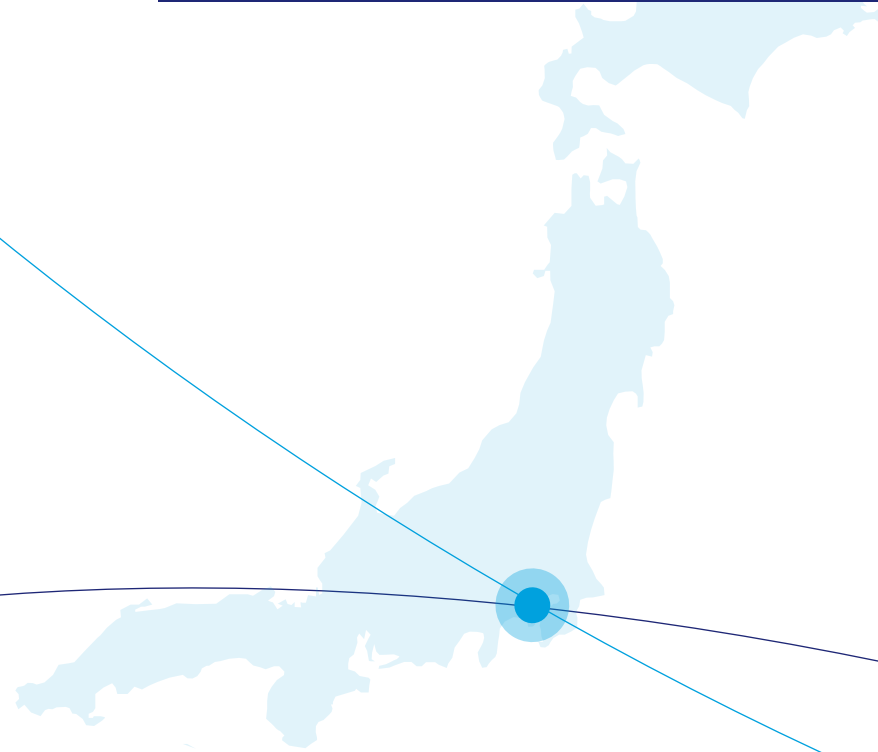


Our water consumption was well controlled in 2021. But usage rose slightly compared to prior years because of product mix changes and planned plant shutdowns.

In 2022 we will continue to work on improving our understanding and management of water through our global resource efficiency programme.

Total volume of water withdrawn municipal supply and groundwater





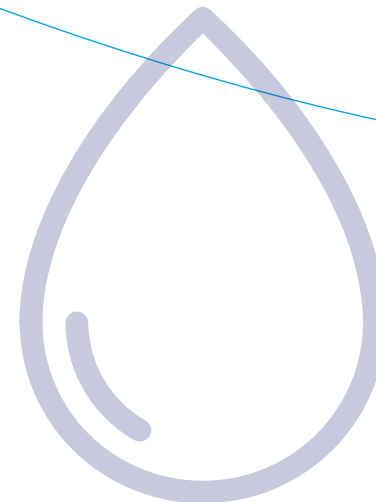
We use test rigs to assess how our products perform. In this particular case, we were using a friction test rig, which generates a lot of heat during operation. The supplier recommended cooling the rig using a water chiller.

We monitored how much water the friction test rig was using. It was more than we expected, when compared to a newer rig. So we looked at more efficient alternatives for cooling. In the end we replaced the rig's water-cooled chiller with an air-cooled chiller.

After installation in March 2021, we saw a significant drop in our water consumption. It dropped by 84% – from an average of 50m³ per month to less than 8m³.

We saved water in **Japan** by using air instead.

In 2021 our technology centre in Japan found a way to save significant amounts of water. This involved test rigs.





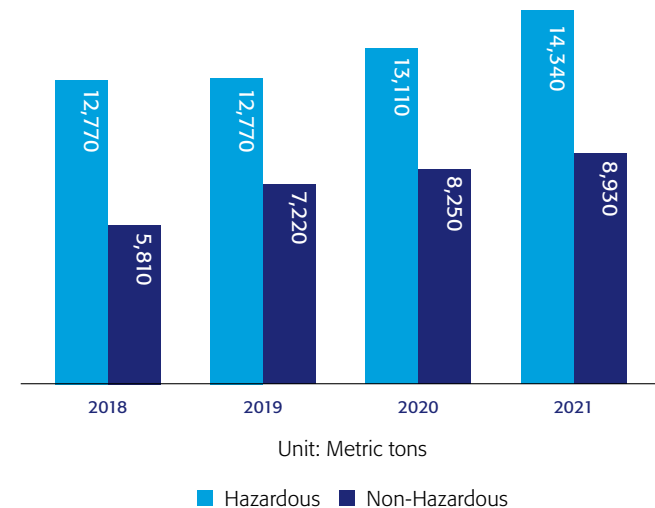
Resource efficiency and waste



Like water, our waste generation was well controlled in 2021. However, usage rose slightly compared to prior years because of product mix changes and circumstances outside of Infineum control like flooding events.

In 2022 we will continue to work on improving our understanding and management of waste through our global resource efficiency programme.

Total weight of waste generated





We reduced sludge in Germany.

In 2021 we reduced sludge waste at our plant in Cologne by over 70%, compared to our 2014-2018 average.

This was down to our operations team, led by an employee who optimised the separation process. They examined the separation process used at the site's oil and water separator.

>70%

We cut sludge waste in Singapore.

We use calcium sulphonates in products for the automotive industry. Added to lubrication oils, they prevent corrosion of engine parts, increase lubricity and reduce wear. The process of making calcium sulphonate creates sludge waste.

We reduced sludge waste by 38% from our calcium sulphonates unit in 2021 compared to 2020.

They recovered and recycled materials in the waste. This reduced the amount of sludge waste needing to be disposed of from 17.03 to 10.98 kilograms per ton of product*.



*Average figures when comparing September 2019 to August 2020 with September 2020 to August 2021.



We are using less wash oil in China.

In 2021 our Zhangjiagang plant generated 112 tons less waste wash oil, compared to 2020. A reduction of 44%.

We use wash oil in manufacturing to flush out blending equipment. The process removes residue which could contaminate the next product we are making.

We have reduced how often we flush with wash oil, so it is now used for longer. This results in less waste oil needing to be disposed of.



>28%

We have cut solid waste in France.

In 2021 our plant in Berre, France cut solid waste by an average of 28% from our Thermal Dispersant unit, which is used during production. The team achieved this by making improvements to the filtration stage.

We saved more than 100 tons of solid waste from this unit in 2021, and expect the saving to rise even further in 2022.





Strengthening collaboration with suppliers



In 2021, we collaborated with our suppliers focusing on decarbonisation across the value chain and product life cycle.

Together, we explored options to introduce greener materials and circular solutions like re-refined base oils. In 2022 we will continue to drive these optimisations, including integrating sustainability criteria into our supplier assessment and selection process to reduce carbon emissions.



Supporting our local communities

- Overview of supported communities
- Americas
- Europe
- Asia Pacific

“The Global Volunteering Standard is very rewarding and makes a huge difference to our local communities.”

Alice Marten | Lead Technologist | UK

We aim to make a positive impact in local communities.

In 2021, we launched the Global Volunteering Standard. It allows every employee one extra day of annual leave paid for by Infineum to deliver a positive impact to the communities where we operate, either through supporting a local charity or by promoting and encouraging STEM skills in the next generation.

12% of our employees participated. This was a good start, especially as we launched during Covid-19 which limited face to face volunteering opportunities because of health and safety concerns. Next year, we hope more of our employees will be able to get involved. We will support them however we can.





Select an area of the map to explore

- Community Outreach
- STEM Initiatives

An overview of how we have supported local communities



Community Outreach



Americas | USA

In 2021 we raised **\$207,000** for local organisations and charities in Linden and Bayway, through Infineum and colleague donations.

“It’s a joy to support local community organisations that make an impact. Food insecurity is a major issue in many communities. We are very willing to help when we can make life a little brighter.”

JR Wise | Digital Manufacturing Director and Plant Manager





STEM Initiatives



Americas | USA

Junior Achievement is a global non-profit youth organization. In 2021 they interviewed six of our North America employees who encouraged young people who might want to follow a similar path.

The aim was to educate, inspire and prepare young people for success.

They related their career stories and offered advice. Topics included being open to opportunities, developing a career toolkit and the value of getting involved in your local community.



"I can still recall important role models in my youth who motivated and inspired me along my career path. It is very powerful, looking back, that I have the potential to do the same."

Kerry Cogen | Lead Technologist | USA

Kerry's patience and passion for science inspires others.

Kerry believes sustainability covers a whole scope of topics, but overall it's about trying to make the world a better place to live.

Her knowledge, patience and empathy enable her to make a positive impact in inspiring the next generation. It is something she has enjoyed and spent a lot of time doing for many years.

In 2021 Kerry and five of her colleagues were selected to take part in a local New Jersey initiative, giving advice to students on their future careers virtually. Kerry felt honoured to be selected.

"I can still recall important role models in my youth who motivated and inspired me along my career path. It is very powerful, looking back, that I have the potential to do the same," she says.

Kerry's patience and listening skills have always been integral in mentoring and nurturing students at the early stages of their career journeys. She really cares about trying to match their personal interests up to the right pathway.



Kerry Cogen | Lead Technologist | USA

Kerry remembers having a brief chat in her office with a very capable student, encouraging her to go to graduate school. Upon accepting Kerry's guidance and eventually graduating, the student invited Kerry to her family graduate celebration to show her appreciation and gratitude.

Kerry was incredibly pleased and humbled that many years later that informal conversation had such a considerable influence. "I believe one of the greatest compliments is being asked for career advice from younger students, I wish I did it more when I was in school," she says.

Always inspired and motivated by her own three children, Kerry's significant contributions to the industry and the wider community were honoured at the 2021 Tribute to Women in Industry (TWIN) Awards.

Patience extends into Kerry's personal life as a keen quilter, creating new intricate designs in her spare time. It began as a calming hobby in graduate school to escape the busyness of academic life. It then transpired into a pastime with purpose.

Kerry created around 350 masks for family and friends during the pandemic. Recently she also sold handmade baby's quilts to raise funds for a local woman's shelter. Her longest ever project spanned ten years, amongst the business of everyday life!

One thing Kerry strongly promotes to the younger generation considering a career in Science, Technology, Engineering and Mathematics is the many opportunities it can bring. Her career is a testament to that.

As a deep technical expert at our Linden Business and Technology Centre in the United States, she still finds her role at Infineum exciting after being at the company for 17 years. She overcomes challenges and learns new things every single day.

Being a contributor within the Power Transmission Fluids team when developing the first electric vehicle fluid to market is a particular career highlight. As the market continues to evolve, so does her excitement to find innovative solutions to meet the new challenges.

Patience encompasses Kerry's role, interest and hobbies. This, combined with her earnest approach, has successfully impacted the lives of many young people throughout her career.

She will continue to inspire the next generation.





Community Outreach




Americas | Brazil

Covid-19 affected how we went about our community work in 2021. But there were still many things we were able to do.

Our employees started a festive campaign and collected 200 toys. These were then donated to children undergoing medical treatment at Saúde Criança Ilha.

They also helped families in difficult circumstances. Our employees donated more than 1,000kg of food, 24 special powdered milk cans and 20 blankets.

Infinium Brazil also made a large donation of masks and surgical aprons to support two local hospitals during the pandemic.



“Despite the pandemic, there were things we could do safely for the local community. We’re looking forward to working on many more community projects next year.”

Danielle Souza | HR Manager | Brazil



Community Outreach



Europe | UK

In 2021 employees at our headquarters in Milton Hill, Oxfordshire worked on a biodiversity project with the local village of Upton.

The village has an ambitious programme to increase biodiversity in the area.





STEM Initiatives



Europe | UK

In 2021 we launched our Sustainability team's Placement Scheme at Milton Hill. We have committed to having a placement student every year at our headquarters from now on.

Our placement student researched ways to make the Milton Hill site more sustainable, and had the opportunity to put some of her ideas into action. She found the experience valuable for her future career.

"The placement has massively improved my confidence and helped me gain important professional experience."

Frances McNally | Placement student | UK

Our UK STEM Ambassadors held three virtual events in 2021 to help and inspire students interested in STEM subjects.

They answered questions on career paths, exam subjects, CV writing, and more.

"If sharing my experience helps even one young person to choose a career in STEM, it was three hours well spent."

Bobby Patel | Site Manager and STEM Ambassador | UK



It's a marathon for Paul, not a sprint.

Paul Bonner | Technologist | UK

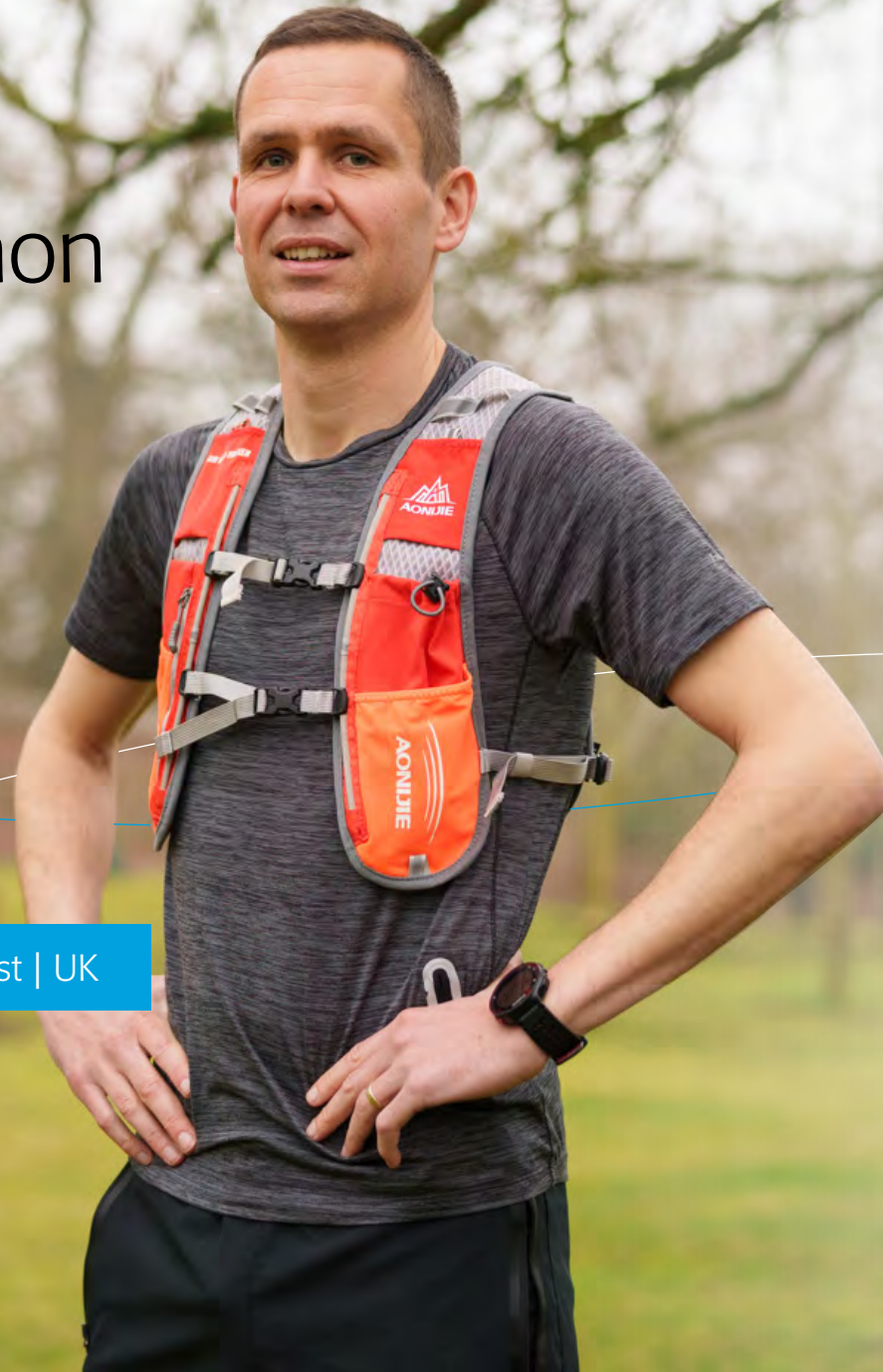
It's about using what we've got to the best of our ability – whether it be our time and physical energy, natural resources like sunlight, or the fuel in your car. What matters is using it in the most effective way.

This stems from Paul's bugbear – being wasteful. With that in mind, Paul didn't let the opportunity to volunteer on Infineum's time go to waste. He spent it helping NHS staff deliver on the vaccination roll-out during the pandemic.

He interacted with about 600 members of the public, albeit sometimes briefly. For Paul, a high point was advising and supporting a nervous elderly lady to get her Covid-19 and flu vaccine, so she could feel safer in the community.

Already an active volunteer in his local community, Paul knows all too well the challenges outreach groups like charities face in attracting and retaining volunteers. Everyday life simply gets in the way.

That's why he believes the Global Volunteering Standard launched by the Sustainability Team will create a real impact. It allows people that extra time to go and make a difference, and the flexibility of choice is an added bonus.



In 2021, Paul dialled his efficiency mantra up a notch and decided to run to work and back to raise money for charity. This was no easy challenge – not a short run down the road, but a 55.8 mile round trip, totalling two marathons. Plus he had a full day of meetings in between.

Setting off, he wasn't sure if he would even be able to complete the challenge. So when he reached the end, after running some legs of the journey with other colleagues, he felt a great sense of pride, but also shock and disbelief.

When it comes to Sustainability at Infineum, Paul has seen a lot of interest from customers since joining in 2019. He is always prepared to answer queries and act on requests – especially as lots of work has already been done in this domain.

“Many of us have saved on commuting costs whilst working from home,” says Paul. “I wanted to do my bit to encourage my colleagues to get their steps in and donate some of their saved funds to Orchard Counselling in Oxfordshire.”

Paul's passion project is running off renewable energy. After installing solar panels in his own home, he has become something of an expert. He now helps family and friends start their renewable energy journey. He sees immense value in harvesting natural resources to create energy, instead of it going to waste.

Paul has two children and feels his efforts help contribute to building a future for them. He is trying his best to use all resources efficiently to help the planet, and overall be less wasteful.

It is a marathon not a sprint, after all.





Community Outreach



Europe | France

In 2021 our Berre site launched a new online employee volunteering platform to make it easy for employees to enrol in local volunteering opportunities.

A number of employees volunteered to take part in World Clean Up day. Between them they collected nearly 100kg of rubbish.

Employees also got involved in No Plastic Week. This is an initiative supported by the Ministry of Ecological Transition and the French Sailing Federation. They are fighting against plastic pollution and its consequences.



“I took part because I wanted to set an example for my teenage daughter, and make her aware of the importance of giving some of our time to the community. Caring for the environment is everybody’s duty and every bit counts. Helping others with causes we value is always rewarding and fulfilling.”

Carla Rinaldi | Logistics Coordinator | France



STEM Initiatives



Europe | France

We collaborate in France with IFP, a graduate engineering school. The relationship benefits us both.

In early 2021 we appointed a student from IFP to a full-time position. He had been with us before as a student placement. On completing his degree, Roy Saber joined us at Milton Hill as a Research Engineer.

“A sponsorship from Infineum is a great opportunity for our students. They are well supervised. They enjoy an interesting range of projects and learn new skills.”

Professor Ludivine Pidol from IFP, an engineering school we partner with in France

Learn more about Community Outreach for this site >



“We do a vast range of engineering activities in the automotive industry. I can apply and develop my skills at the highest level. Infineum has a supportive culture.”

Roy Saber, former IFP placement student, now a Research Engineer at Infineum





Community Outreach



Europe | Germany

Heavy rains swept across western Germany in July 2021, causing severe floods. Some of our employees in Cologne were affected.

The Infineum family stepped up to offer support. The company donated time and resources, and some employees used their volunteering day to help.

“Diesel provided by Infineum has helped my whole neighbourhood, enabling generators to work and providing electricity for many affected families.”

Local Infineum employee



STEM Initiatives



Europe | Germany

We continued to
champion STEM in 2021.





Community Outreach



Europe | Italy

At Infineum we have a safety mindset. It defines how we work and a way of being that protects us all. We share our mindset towards safety when we volunteer in our communities. And we are always open to learning more.

Roberto Brondi, who works in one of our warehouses, has a special interest in fire safety. He has volunteered for the fire prevention association for more than 30 years.

He spent his volunteer day helping in forest fire prevention and land reclamation in the Savona area. He loves the beautiful local scenery and forests, and wants to do what he can to protect them.



Infineum donated around **EUR 10,000** to local charities and schools during the festive period.

“The Global Volunteering Standard is a step towards a better, brighter world.”

Roberto Brondi | Warehouse Worker | Italy

IT Project Lead Marina Palladino spent her volunteer day educating herself about emergencies. She learned about possible future emergencies, including natural disasters on land and sea.

She now feels better prepared. She knows how to assess the magnitude of disasters and provide critical information to emergency services, like the fire brigade and coast guard.





STEM Initiatives



Europe | Italy

Infineum Italy works hard to generate interest in STEM.

Cristina Rizzi, our Local Communicator, worked throughout 2021 with local schools. She aims to encourage and empower students to discover a career in STEM.

In 2021 we organised a virtual site visit for students to our manufacturing plant in Vado. A team of four employees shared their passion for chemistry, told their personal stories and held a Q&A session.

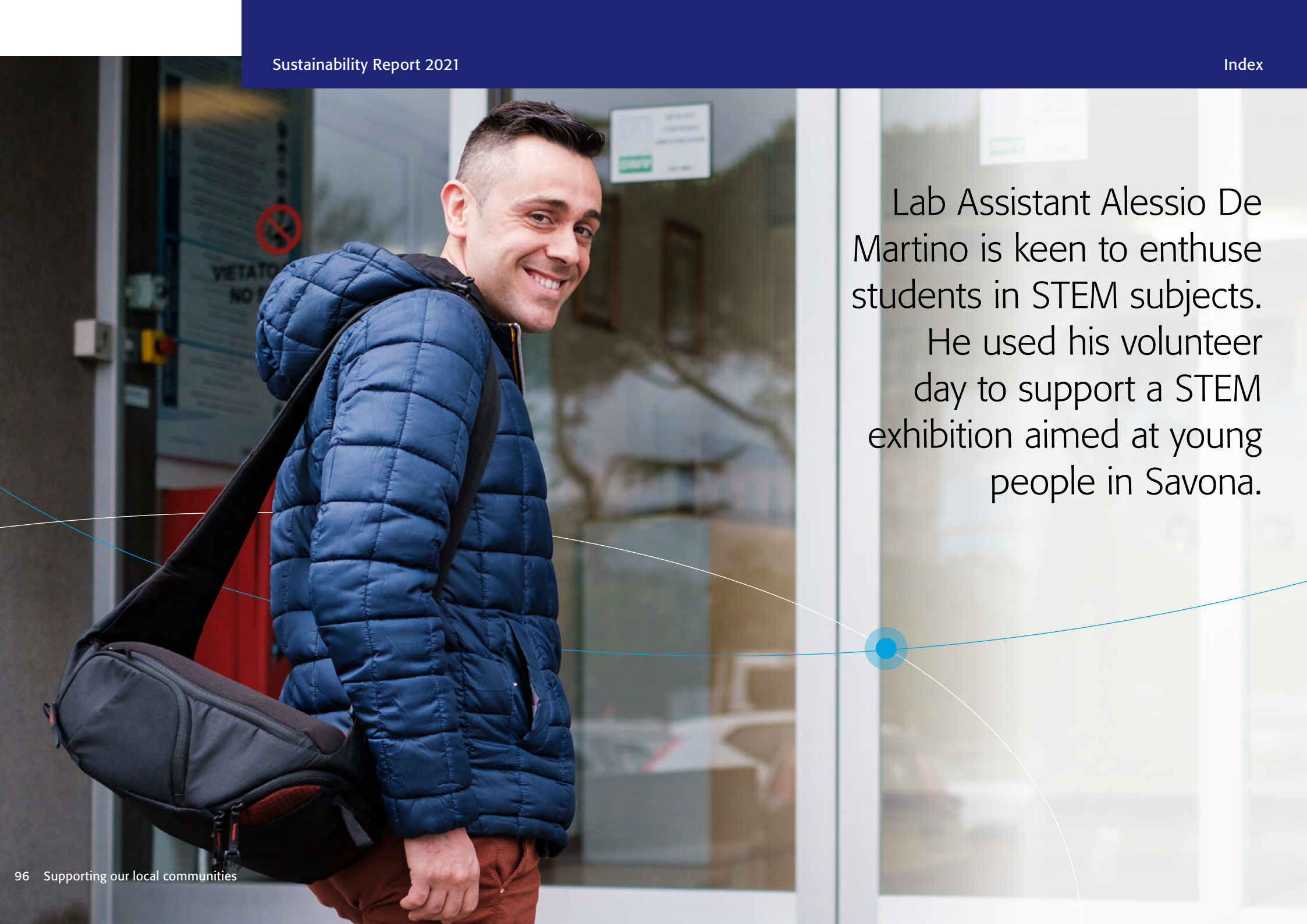
They then challenged the students to summarise what they'd learned, and rewarded the best with library vouchers.

We shared this virtual approach to community outreach at a session organised by the regional government. We want to inspire other companies and schools in the region to connect digitally.



“Today’s students are our future. We enjoy putting the time, resource and effort into inspiring the younger generation.”

Cristina Rizzi | Local Communicator | Italy



Lab Assistant Alessio De Martino is keen to enthuse students in STEM subjects. He used his volunteer day to support a STEM exhibition aimed at young people in Savona.

Giovanni's passion for the little things in life stems from his roots.

Being raised in a family that cares deeply for people and the planet has instilled a sense of stewardship and compassion in Plant Operator Giovanni Roetto.

He believes in the importance of small gestures in making a profound difference collectively.

From an early age, Giovanni and his twin brother, Enrico, enjoyed helping others within their community and this philosophy has stayed with them throughout adulthood. Every week, Giovanni gives up his time to support others.

That is why when the Global Volunteering Standard was launched in 2021, Giovanni felt a profound sense of pride working for Infineum Italy, as it is something he cares about too.

He was also excited as it meant that many more colleagues, who may not normally have the time to volunteer, could easily take time out with Infineum to make a significant impact within our communities.

He hopes they will also get the personal satisfaction that he does from transforming someone's day.



Giovanni Roetto | Plant Operator | Italy

“You get back more than you put in when you dedicate your time to helping others, it means so much to the lives you touch,” he says with genuine passion.

Giovanni understands the true value of this first-hand. When he was younger, his father had a stroke which resulted in the Red Cross, a charity which helps those in need, stepping in to help him and his family out. He was inspired and is passing this goodwill forward to help others in need, as his family once was.

For that reason, Giovanni regularly volunteers for the Red Cross and was able to commit more time to this valuable cause by spending his volunteering day there, which included taking people to hospital for appointments, treatment, and care.

Giovanni finds joy and comfort in the simplest things in life, which he believes comes from his father who loved peacefully spending time in nature.

He was reminded of this passion during his volunteer day when he helped an elderly man spend some time outside. After discovering the gentleman was a keen sailor back in his day, Giovanni took him to the seaside.



He was ever so grateful, with the biggest smile on his face – Giovanni quite simply made his day by doing such a simple, but important, thing.

This translates into his working life too. He is proud to be a part of Infineum’s sustainability journey. For him that means making the Vado plant run more efficiently and sustainably.

He and his colleagues pay a lot of attention to optimising operations and minimising waste. It all contributes to the bigger picture.

It really is quite simple for Giovanni, “We have no ‘planet B’ and must take care of the planet and the people who live on it. Small gestures can do so much.”



Community Outreach



Asia Pacific | China

In 2021 our employees in China were busy helping children in the local community.

"I'm very proud of employees in Shanghai, Zhangjiagang and Beijing who have supported and cared for children in difficulties in so many different ways. Their efforts are a great way of supporting Infineum's commitment to a sustainable future."

Mike Chen | President of Infineum in China





Community Outreach



Asia Pacific | China

In Zhangjiagang we have supported a Children Caring Programme for the last three years.

It organises activities for over thirty disadvantaged children in the community.

In 2021 they learned calligraphy, did fruit-picking and got involved in sports and games. They also had a chance to learn about fire safety at a workshop, and to visit a local fire station.

We supported an initiative that encourages parents to educate their children. We held regular talks on various subjects, including safety awareness. We reached around 350 parents and children during 2021.

A group from our Zhangjiagang Plant volunteered to help children after school. They supported a winter painting programme organised by a local social work charity. The programmes enriches the quality of life children enjoy out of school.





Community Outreach



Asia Pacific | Singapore

125 employees in Singapore took part in a 5k virtual walk. They raised S\$3,500.

Owing to the pandemic, they had to comply with social distancing rules. So they walked either in small groups, or on their own in different locations, sharing fun photos to show their progress.

The money raised was donated to 100 different agencies in Singapore that are involved in a variety of deserving causes. This includes empowering adults with disabilities and children with special needs, helping youth at risk, low-income families and seniors in need, and support for people with mental health conditions.



The Infineum logo is displayed in a dark blue, bold, sans-serif font. To the right of the text is a stylized graphic consisting of several curved, overlapping lines in shades of blue and grey, suggesting motion or a chemical process.

Plant Technical Manager Zhixiang Bai was featured in an engaging video in which he dispelled some myths about the role of a Chemical/Process Engineer. He shared his career journey and talked about his day-to-day responsibilities.





STEM Initiatives



Asia Pacific | Singapore

Two Infineum technologists from Singapore spoke at the ChemEx live webinar, run by the Singapore Chemical Industry Council (SCIC). Around 50 students joined to learn about career opportunities in the chemical engineering field.

Customer Technical Services Technologist Lee Teck Yong and Product Development Technologist Cheow Enping talked about their experiences and career paths, so the students gained a better perspective.

“ChemEx offers a platform for students to boost their knowledge of career options and progressions in the chemical industry. It helps equip them for transition to the workforce.”

Sankar Aakash | Event moderator from SCIC

Performance Testing Coordinator Hozefa Husainee volunteered with the Institute of Engineers in Singapore, which collaborates with Singapore Science Centre. This partnership pairs students with engineering mentors to work together on a project.

Hozefa mentored three students from St Margaret's Secondary School in Singapore. He was able to guide and motivate them throughout their project.

Introvert Zhixiang steps into the spotlight.

Zhixiang Bai | Plant Technical Manager | Singapore

Plant Technical Manager Zhixiang Bai stepped out of his comfort zone and into the spotlight to help young people thrive in their careers.

When Zhixiang was asked to appear on film to promote careers in Science, Engineering, Technology and Maths (STEM) as part of a Singapore youth initiative, being innately modest and generally happy to remain in the background, he had to be persuaded.

But it certainly helped that he is passionate about sustainability, frequently joining Infineum beach clean-ups and tree planting activities.

“For me sustainability goes beyond how businesses operate and things like recycling waste materials,” says Zhixiang. “It’s also about how we can support and enable nature and people, including young people and local communities, to thrive and flourish.”

Having joined Infineum in 2015, Zhixiang says he is really starting to see Infineum’s sustainability agenda gather momentum and become more integral in his day-to-day technical support role.

As chairperson of the plant's internal sustainability, water and energy conservation committee [Link], he is at the forefront of helping to reduce water and energy use and operate the plant more efficiently.

Through his involvement in recruiting graduates, Zhixiang is aware of the interest young people have in sustainability and its importance in ensuring Infineum is an attractive career option.

Taking part in the film, a National Youth Council initiative, was an opportunity to showcase what working in a plant looks, and perhaps more importantly, feels like.

Initially intended to promote STEM careers locally, the film has been extremely successful, receiving nearly 1,000 views on YouTube and being used globally to promote STEM.

Having initially felt that he wasn't right for the main character role, Zhixiang was surprised by the end result and subsequent response.

Now, he is delighted that young people will have access to a new perspective on a potential career, and also that the plant was presented in a 'photogenic' way!



He was keen to acknowledge the invaluable support he received from fellow colleagues before stepping in front of the lens. His 'lights, camera, action' star appearance is not one he is focused on, or repeating any time soon, preferring to give others any opportunities that arise in the future – though he would be happy to be an extra...

Outside the spotlight, it is his full-time role as a father to his beloved baby daughter Lily that's most important. Zhixiang also enjoys spending time with his mini dachshund Mike – a supportive calming influence when you're asked to step outside your comfort zone.

Watch videos on YouTube





Community Outreach



Asia Pacific | Japan

Ayaka Takemoto is our Team Administrator in Business Growth and Technology in Japan. She volunteers to support expatriates in the community in case of a public emergency.

She translated Japanese emergency instructions to make them available in English, German and basic Japanese.

She also used her volunteering day to attend a special training session, where she could further develop her knowledge and skills.

Employees in Japan took part in a special sustainability week, aligning with the United Nations' Sustainable Development Goals (SDG).

Over the week they took part in a series of sessions covering a range of topics. They looked at how to improve sustainability in business situations, and how to reduce sample waste, office waste and the use of utilities.

They also considered how to encourage volunteering and did their own bit by cleaning up around their sites.





Goal 1

No poverty

**End poverty in
all its forms everywhere.**

In 2021 we helped under-privileged families in a mountainous region in central China. We donated funds towards new school uniforms for primary school children.

End hunger, achieve food security and improved nutrition, and promote sustainable agriculture.

In Brazil we collected over 1,000 kilos of food, as well as powdered milk and blankets for families in need.



Goal 2

Zero hunger

PRIORITY

Goal 3



Good health and wellbeing

Ensure healthy lives and promote wellbeing for all, at all ages.

In 2021 we continued our industry-leading record in personal safety. It covers our contractors as well as employees.

During the Covid-19 pandemic, we took care of our employees by providing best practice hybrid work solutions, as well as workplace measures that maximised their ability to stay safe.

Learn more >



Goal 4

Quality education

Ensure inclusive and equitable quality education, and promote lifelong learning opportunities for all.

In 2021 we continued to provide skills and opportunities, especially for young people.

“With Covid-19, I’m so thankful I had a digital alternative. I’ve learned so much about the chemicals industry, Infineum and the opportunities available.”

Attendee at virtual student workshop



Goal 5

Gender equality

Achieve gender equality and empower all women and girls.

We have made real progress. 29% of our senior leaders and 22% of our executive leaders are now female.

Ensure availability and sustainable management of water and sanitation for all.

Employees at our technology centre in Japan made significant water savings. They solved an issue with high water consumption when cooling a test rig. This reduced consumption by 84%.

[Learn more >](#)



Goal 6

Clean water and sanitation

Goal 7



Clean energy

Ensure access to affordable, reliable, sustainable and modern energy for all.

Infineum Global Headquarters in the UK is powered by 100% renewable electricity. So is our Singapore office.

At Linden Business and Technology Centre we have solar panels producing renewable electricity used on site. Further solar projects to generate renewable on-site electricity are planned for our Manufacturing sites in Cologne and Vado.

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

In 2021 75% of employees said Infineum is a great place to work.

[Learn more >](#)



Goal 8

Decent work and economic growth



Goal 9

Industry, innovation and infrastructure

Build resilient infrastructure,
promote inclusive and sustainable
industrialisation and foster innovation.

19% of Infineum employees currently work in research and innovation.

Goal 10



Reduced inequalities

Reduce inequalities within
and among countries.

We have already met our 2025 diversity targets for non-Caucasian leaders in the UK and US, and are now considering how to stretch our ambition even further.

Learn more >



Goal 11

Sustainable cities and communities

Make cities and human settlements inclusive, safe, resilient and sustainable.

Employees in the US took part in a community housebuilding event in New Jersey. It helped provide affordable homes for people trying to get onto the property ownership ladder.

“So rewarding. It was great to know I helped build a safe place for a family to call their own.”

Dena Phillips | Infineum Laboratory
Supervisor | USA

Ensure sustainable consumption and production patterns.

Sustainability criteria were integrated into our new product development process in 2021, so 100% of our products can be assessed against sustainability in the future.

We have conducted sustainability assessments on 62% of our procurement spend.

PRIORITY



Goal 12

Responsible consumption and production

PRIORITY



Goal 13

Climate action



Take urgent action to combat climate change and its impact.

We have reduced our operational carbon emissions per metric ton of product by 8.5% since 2018.



Goal 14

Life below water

Conserve and sustainably use the oceans, seas and marine resources for sustainable development.

Infineum two-stroke outboard engine products are designed to cause minimal harm to the aquatic environment. Toxicity and biodegradability testing support this commitment to the aquatic environment.

Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.

UK employees joined a local community hedge planting initiative and planted 400 trees. We also added 250 more trees to our 'Infinium Forest', which is now 2,500 strong. We did this on behalf of customers, instead of sending festive cards.

[Learn more >](#)



Goal 15

Life on land



Goal 16

Peace, justice and strong institutions

“Infineum values integrity over profit and, even where the law is permissive, chooses the course of the highest integrity. We demand third parties and vendors do the same.”

Matthew Burton | Internal Auditor | UK

Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

[Learn more >](#)

Goal 17



Partnerships

Strengthen the means of implementation and revitalise the global partnership for sustainable development.

At the end of 2021, we had 57 active projects with 17 different academic or industry partners. They spread across Europe and North America. We work with government research labs in three countries – with Isis and Diamond in the UK, ESRF in France and Nist in the US.

Learn more >