



**Global
Progress**

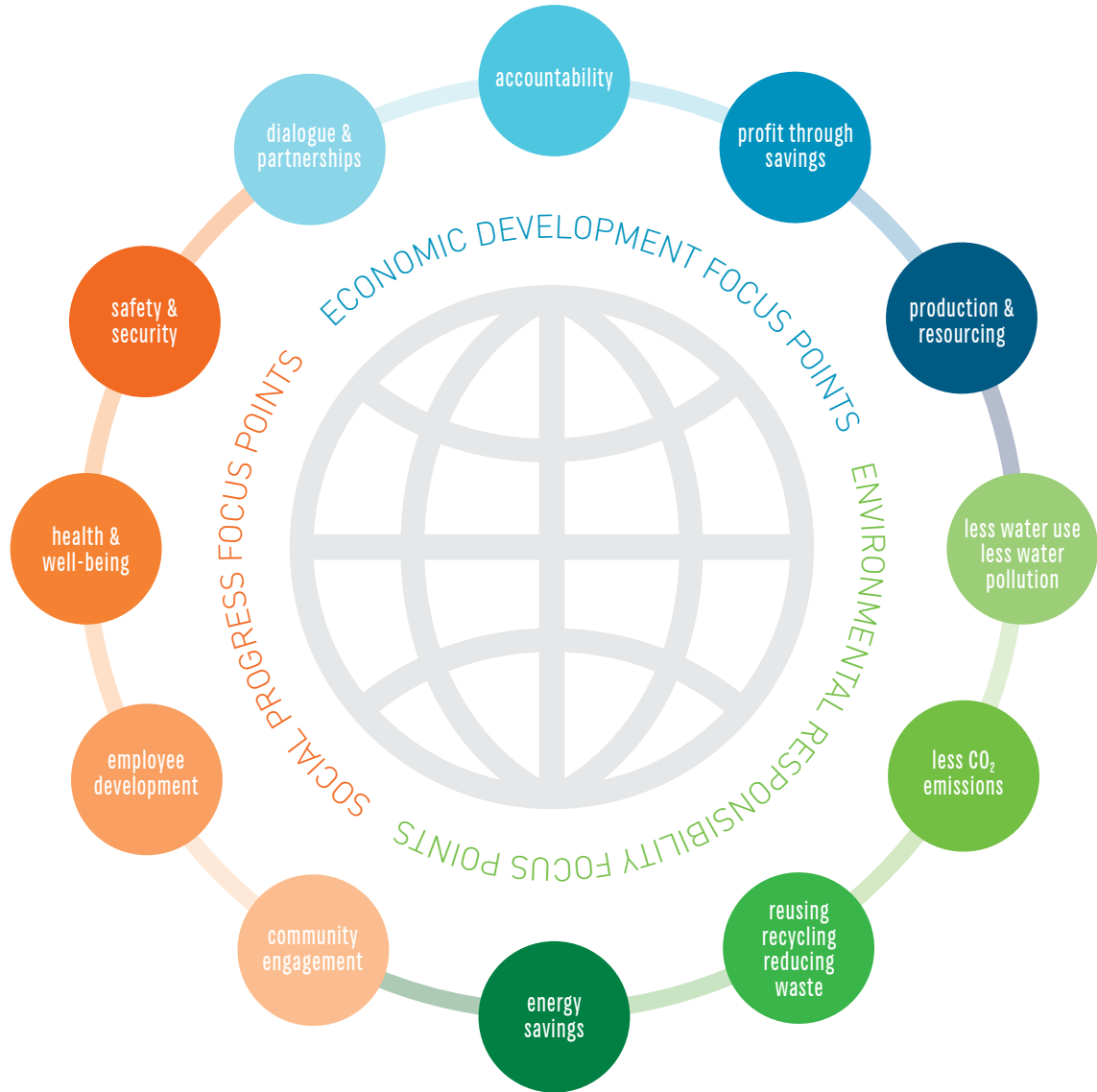


EOC Group's

Global Progress

towards sustainability

EOC GROUP'S GUIDE TO GLOBAL PROGRESS



EOC Group's Guide to Global Progress contains a number of focus points related to Economic Development, Social Progress and Environmental Responsibility. EOC Group has based these on the issues, values and concerns that are most important to all of EOC Group's stakeholders.

VISION

Continuous improvement of Economic Development, Social Progress and Environmental Responsibility by enhancing the awareness of EOC Group’s actions for the company, employees, society and other stakeholders.

EOC GROUP’S SUSTAINABLE CHALLENGE

With the increasing global awareness of the impact of the chemical industry, EOC Group endeavours to communicate more about the undertaking of investments, as part of the company’s social responsibility involving stakeholders where appropriate.

EOC GROUP’S SUSTAINABLE AMBITION

The company aims to create awareness amongst employees and participate in changing global attitudes on sustainability by producing efficiently, optimising processes and investing in preventive maintenance.

STRATEGY

In order to achieve the company’s goals, EOC Group’s strategy is to:

- initiate internal awareness amongst employees, enticing them to take the initiative to develop and participate sustainable projects and continuously improve attitudes towards sustainability in general and EOC Group projects specifically;
- forecast investment budgets using a long-term vision that adds value to the EOC Group brand;
- ensure innovation and sustainability are key management drivers that enable the business to grow;
- take sustainability initiatives beyond the legal regulations;
- engage and communicate with customers and other stakeholders about the steps the company takes concerning sustainability, focusing on the impact on them and/or society.

EOC GROUP’S SUSTAINABILITY KEY AREAS

Economic Development	
	<p>Protecting the environment can be done in ways that have an economic benefit for the company whilst still maintaining quality and reducing risks.</p> <p>The company develops production methods that use fewer resources, save time and reduce costs to improve EOC Group’s economic position.</p>
Social Progress	
	<p>EOC Group does not work in isolation: the company’s actions affect the communities in which it operates, as well as the company’s employees, the local government and other stakeholders.</p> <p>The company trains and empowers employees for the future, whilst taking responsibility for its actions.</p>
Environmental Responsibility	
	<p>The world’s limited resources should be used responsibly, with as little waste as possible.</p> <p>EOC Group takes this knowledge seriously, reducing energy consumption and CO₂ emissions as much as possible.</p>

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Global Reporting Initiative (GRI) indicators can be found in the index at the end of the report as well as in guide boxes next to content relevant to specific GRI indicators. The GRI indicators are based on the standard disclosure areas. One EOC Group own indicator is used.

- | | |
|-----------------------------|---|
| G4-EC: <i>Economic</i> | G4-LA: <i>Labor Practices & Decent Work</i> |
| G4-EN: <i>Environmental</i> | G4-PR: <i>Product Responsibility</i> |
| G4-HR: <i>Human Rights</i> | EOC-DP: <i>Dialogue & Partnerships</i> |
| G4-SO: <i>Society</i> | |

Message from the CEO

As sustainability is becoming an important component of our global strategic thinking, we are proud to introduce our first Sustainability Summary Report that captures EOC Group's Global Progress towards sustainability. It is put together to ensure that all our stakeholders can follow and understand our engagement in sustainability for the future.

For EOC Group, sustainability means balancing economic success, sound social responsibility and developing environment friendly solutions and high quality products in EOC Group's short- and long-term decision making process. It means complementing global initiatives with local community projects to ensure compatibility with local cultures and their requirements.

The common approach through this report is 'EOC Group's Guide to Global Progress' which is compiled of 12 focus points*, in general covered by three key sustainability areas:



ECONOMIC DEVELOPMENT



SOCIAL PROGRESS



ENVIRONMENTAL RESPONSIBILITY

Our sustainability vision is to create value for all our stakeholders and we have demonstrated steady progress towards achieving this goal. Engaging with our stakeholders and communicating more about our sustainability programmes and our plans for the future are key in this report.

In preparing this report, we have investigated our global progress in 2014 using comprehensive surveys and interviews answered by the highest EOC Group management level. The results are elaborated in the following pages.

RAISING AWARENESS

As we raise awareness on sustainability, we are changing attitudes and behaviours. Not just for EOC employees, but for other stakeholders too. At work and at home. This starts with training and education. Courses on a variety of topics - health and safety, production processes and skills - improve EOC Group's overall level of understanding and knowledge, preventing accidents, reducing risks and delivering quality products and services.

An ever increasing investment in elevating awareness, changing behaviour and training of future generations will lead to a better understanding of the issues ahead and will help in creating an environment where sustainability is common sense. In this report, you can find out how EOC Group is investing to get

* 12 focus points: Production & Resourcing - Profit through savings - Accountability - Dialogue and Partnerships - Safety & Security - Health & Well-being - Employee development, Energy savings - Reusing, recycling and reducing waste - Less CO₂ emissions - Less water use and less water pollution

youth embedded in the importance of sustainability, and in the responsibility of the chemical industry in general.

It is, of course, clear that our efforts towards sustainability come from EOC Group's management. None of the past and future efforts could and can be realised without the 100 percent commitment of all EOC employees around the world. Their involvement is most critical. Some of them have shared their personal thoughts and statements about economic development, social progress and environmental responsibility in this report. Together they emphasise the positive spirit in which EOC employees on all levels approach the importance of sustainability.

TODAY, TOMORROW AND BEYOND

I am proud of where we are today, but it is clear that the uncertainties of global economic growth, the social impact of the chemical industry and the focus on environmentally sustainable new products and technologies are vital reasons why we, at EOC Group, strive to engage more with all our internal and external stakeholders around the world.

We find ourselves continuously looking towards the future. Instead of developing and implementing separate sustainability initiatives in individual locations, we plan to align projects and initiatives across our entire organisation to meet our short-,

medium-, and long-term sustainability goals. All of these goals are based on our 12 focus points that refer to the company's economic development, social progress and environmental responsibility. They are all firmly embedded in our vision and mission.

By strengthening our global goals and ambitions in this way, we will be able to support our customers better and improve the communities in which EOC employees live. Increased transparency in the decision making process, including the impacts of these decisions, will encourage stakeholder cooperation. And best practices shared around the group will ensure the most efficient and effective way of working while we work towards achieving our 2015-2020 sustainability ambitions.

I am sure with our sustainability ambitions ahead, it will be a challenge, but it will create positive global opportunities to serve many existing and new customers. We will continue our conversation about sustainability, not only with them, but with all our stakeholders.

This leaves me to thank all stakeholders that have participated in putting together this Global Sustainability Summary Report 2015 and for their continuous effort to be(*come*) more sustainable.

Gerard Marsman, CEO

G4-3

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Reporting organisation + Legal form

EOC Group of companies

Location of headquarters

Full details on page 12

Nature of ownership

100 percent privately owned

Reporting Period

Global data for the year ended December 31, 2014

Reporting cycle

Bi-annual

Accordance level Global Reporting Initiative

G4 - Core

The EOC Group Global Summary Report 2015 has not been reviewed externally prior to publication, nor has assurance on the entire report been requested.

The information presented in this report only covers EOC Group. No external parties are included in the data.

Questions regarding the report or its content, contact:

sustainability@eocgroup.com

About this report

This Global Sustainability Summary Report 2015 presents an outline of indicators, which, when read together, reflect the implementation of EOC Group's sustainability strategy and its objectives, as well as the achievements of production sites located in Europe, India and Asia.

This first global report fulfils EOC Group's obligation to communicate about relevant and material aspects of EOC Group's global progress towards sustainability in general and overall performance in regards to compliance with local, national, regional and international regulations.

It provides an overview of economic development, social progress and environmental responsibility. Each of these aspects is looked at in depth, with details of relevant legislation, voluntary programmes and certification processes. In this report EOC Group has endeavoured to create a link between the company's daily strategy and its global move towards increased sustainability. This gives a clear view of EOC Group's performance to date as well as giving an impression of the company's future goals.

Data from a four-year period (*2011 to 2014*) makes the information statistically relevant and comparable. Health and safety, social, economic, quality and environmental data has been compiled according to international best practices.

EOC Group's communication portfolio comprises, not only the print version of the Global Sustainability Summary Report, but also the digital pdf version. On the internet, EOC Group's corporate website (*www.eocgroup.com*) contains a dedicated section on sustainability and provides the 2013 and 2015 reports. The company's sustainability reporting started in 2013 with EOC Group's Belgian operation sites.

THIS REPORT COVERS EOC GROUPS OPERATION SITES IN THE FOLLOWING GEOGRAPHIC AREAS:

ASIA

EOC POLYMERS (CHINA) CO., LTD
China - Shanghai

EOC POLYMERS THAILAND CO., LTD
Thailand - Rayong

INDIA

EOC POLYMERS INDIA PVT. LTD
India - Sonipat (Delhi)

EOC TAILOR MADE POLYMERS INDIA, LTD
India - Mumbai

EUROPE

EOC BELGIUM NV
Belgium - Oudenaarde

EOC LOGISTICS NV
Belgium - Oudenaarde

EOC MANAGEMENT NV
Belgium - Oudenaarde

EOC SURFACTANTS NV
Belgium - Evergem

EOC EINKAUF AG*
Switzerland - Cham

EOC UK
United Kingdom - Manchester

BRANCHES OF EOC BELGIUM NV:

EOC UAE*
UAE - Dubai

EOC ITALY
Italy - Vercelli

EOC NETHERLANDS
The Netherlands - Hoogeveen

EOC POLAND
Poland - Kozienice

EOC PORTUGAL
Portugal - Portalegre

EOC SINGAPORE*
Singapore - Singapore

EOC TURKEY
Turkey - Tekirdag

EOC GROUP

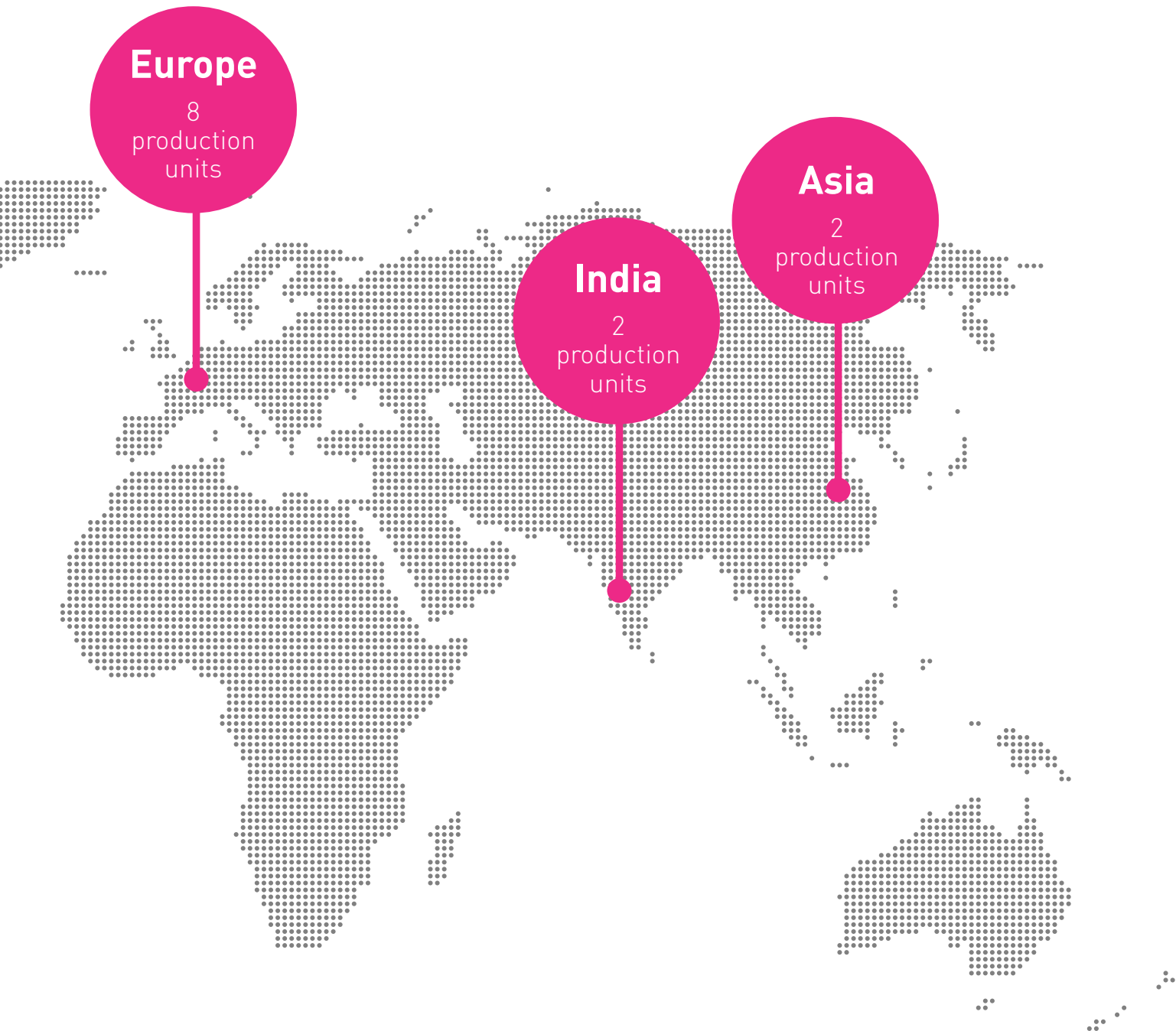
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* EOC Einkauf, EOC UAE and EOC Singapore are not included in data, as EOC Group focused on production facilities for this report.



Global production

The EOC Group consists of six divisions with production and distribution sites located in strategic areas in Europe, India and Asia that are close to both customers and raw materials.

The EOC Group offers a wide range of quality products for the textile, carpet, construction, automotive, non-woven, paper, cardboard, paint, adhesive, detergents and cosmetic industries.

SIX PRODUCT RANGES

EOC Group is ideally placed to make products with unusual specifications that satisfy the constant demand for innovation and environmentally friendly production methods. New developments are tested immediately, so customers can decide for themselves if a new product satisfies their requirements.

EOC Group's employees consider the environment at every step of the production process. This ecological outlook has its rewards for customers too.

ADHESIVES

EOC Group produces a wide range of water-based adhesives, powder adhesives and hot melts for a variety of industries and applications.

SURFACTANTS

The main activity of EOC Surfactants is the production of mild, high quality, surface-active agents for foaming personal care products and liquid household formulations. Most of these ingredients are also used in various industrial applications.

Furthermore, EOC Surfactants offers a range of additives to enhance the visual, physical or sensorial properties of detergent and personal care products.

COMPOUNDS

There are numerous applications for latex compounds using a mixture of natural and synthetic latex. Latex compounds also play an important role in binding pile material, improving cutting strength and increasing the comfort of the end product.

EMULSIONS

The EOC Group’s emulsions division is always innovating to create superior quality products that are tailor made to meet the specific needs of customers in a wide range of industries.

LATEX

The EOC Group’s dedicated R&D Latex department has developed and launched a multitude of latex grades for use in a wide variety of industries.

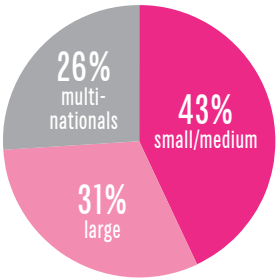
POLYURETHANES

EP Polyurethanes dispersions are waterborne, surfactant-free

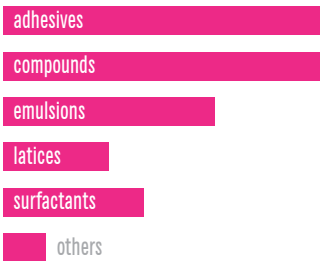
dispersions of carboxylated urethane polymers, based on a wide range of chemical raw materials. They are high quality products used for wood and plastic coatings.

EOC Group produces an abundance of high quality products, which are often customised. Thanks to the extensive production and storage facilities, each order is delivered within the agreed time period anywhere in the world.

Global proportion of customer portfolio



Global proportion of business activities



GLOBAL PERSPECTIVE

PRODUCTION IN ASIA

EOC POLYMERS (China) CO., LTD - Shanghai

Strategically placed, EOC Polymers (China) has facilitated quick transportation and timely delivery services of quality polymer compounds to customers in the Chinese textile and carpet industry since June 2008. The facility also produces adhesives and surfactants.

EOC POLYMERS THAILAND CO., LTD - Rayong

Since 1995, EOC Polymers Thailand is a producer of emulsion polymers for the paint, ink and construction industry.

PRODUCTION IN INDIA

EOC TAILOR MADE POLYMERS INDIA, LTD - Mumbai

EOC Tailor Made Polymers India is a joint venture with *Paj Prakash Chemicals Ltd* for the production and sale of high quality water-based acrylates. A wide range of products for the paint, construction, glue, textile and paper industries, including specific Indian applications are introduced since 1997.

EOC POLYMERS INDIA PVT. LTD - Sonipat (Delhi)

Since 2006, EOC Polymers India manufactures carboxylated latex and other innovative latex technologies for customers in the carpet, paper, non-woven and construction industries in India.

PRODUCTION IN EUROPE

EOC BELGIUM NV - Oudenaarde / Evergem

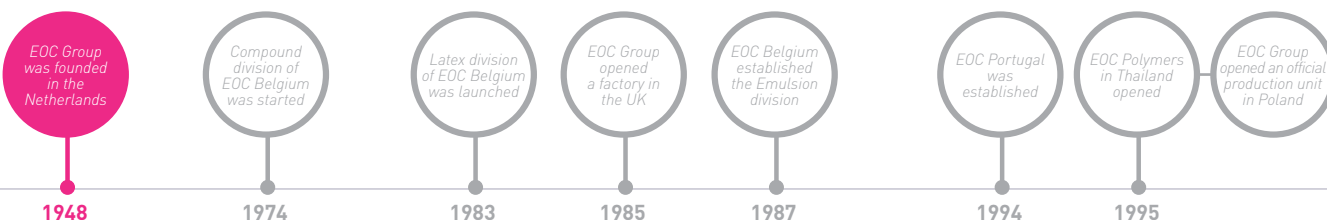
The EOC Group has four divisions in Belgium: Adhesives, Compounds, Emulsions and Latices.

The Adhesive division produces a wide range of water-based adhesives for the paper converting, packaging, building and automotive industry, plus hot melt adhesives for the assembly, graphical, packaging and tapes & label industry.

The Compound division is the largest European producer of latex compounds for the carpet industry. Latex compounds are used in the carpet, textile, automotive and aviation industries.

The Emulsion division delivers tailor-made polymers for inks, paints and coating, construction and adhesive applications.

The Latex division mainly produces styrene-butadiene latices



The business culture in my region is moving toward green and environmental friendly practices connected to sustainability. But, customers do not want to comprise on cost.

James Phua, Commercial Director, EOC China

and acrylonitrile-styrene-butadiene latices for the carpet, textile, paper, board and building industries.

EOC SURFACTANTS NV - Evergem (Belgium)

EOC Surfactants produces high-quality surface-active agents for foaming personal care products and liquid household formulations. This includes additives enhancing visual, physical or sensorial properties of products. The surface-active agents are also used in polymers, coatings and inks, adhesives, textiles, metal, crop protection and the oil industry.

EOC ITALY

EOC Group took over *Resla* in 1996 and produces surfactants and a wide range of water-based products, such as 'tailor-made' compounds on the basis of natural and synthetic latex, binding agents and emulsions, chemicals and accessories, adhesives and specialties.

EOC NETHERLANDS

In 1998 EOC the Netherlands opened to produce compounds based on carboxylated styrene butadiene latices for customers based in the Netherlands and northern Germany. The facility also produces hot melts.

EOC POLAND

EOC Poland has been an official production unit of EOC Group since 1995. The company produces water-based adhesives for the paper, building, chemical and textile industries.

EOC PORTUGAL

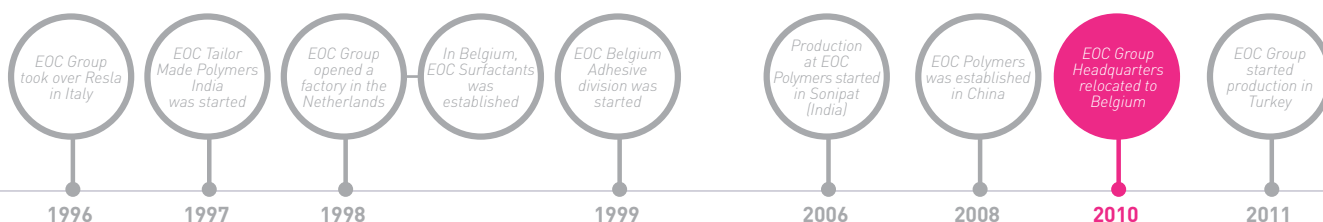
EOC Portugal was established in 1994 to manufacture natural and synthetic latex with vulcanisation paste compounds for the automotive industry. Today the company produces adhesives, emulsions and surfactants such as betaines, alkanolamides and aminoxides for the personal care market.

EOC TURKEY

In 2011 EOC Turkey started to produce latex compounds, flame retardant compounds and additives for the textile, carpet and upholstery markets. EOC Turkey will shortly start distribution activities to expand its presence in Turkey.

EOC UK

Since 1985, EOC UK is a reputable supplier of adhesives and high quality compounds for the carpet, textile and automotive industries. The company has acquired the British Standard BS 5750 certificate for its stringent quality control procedures.



Sustainability & Governance

Sustainability in business means taking responsibility for economic development combined with simultaneous respect for the natural environment and human rights. It is a combination of three aspects: cost reductions, friendly human resource policy and environmental protection activities. Together they lead the company and its stakeholders to a better future.

Marta Paduch, Branch Manager, EOC Poland

Sustainable governance

Creating a sustainable future takes more than good intentions. EOC Group's sustainability workgroup are developing a global strategic approach to sustainability. EOC Group believes that sustainability is becoming increasingly important for the company's future success. It will create more value – for customers, employees, communities and the company – while simultaneously reducing the company's environmental footprint.

In 2013 EOC Group established a sustainability workgroup with the goal to oversee and communicate about all sustainability activities and to create a sustainability strategy. This includes the EOC Group's Guide to Global Progress, which is based on interview sessions, desk research, surveys and in-depth discussions with stakeholders.

The workgroup members are based at the company's corporate headquarters in Oudenaarde, Belgium and report directly to the CEO. The Board's commitment to 'Global Progress towards Sustainability' is one of the drivers that shape EOC Group's responsible business and increase its economic success. The workgroup represents EOC Group interests concerning Quality Assurance, Environment, Human Resources, Health & Safety, Communication, Production, Purchasing, Regulatory Affairs, and General Management, all supported by an external sustainability advisor.

In the future, the sustainability workgroup will focus on equalising standards and initiatives across the entire EOC Group, bringing sustainable best practices to all locations. The workgroup is connected with the highest management level in each EOC country to assist with sustainability and environmental queries while promoting local, new initiatives; creating awareness of EOC Group's 'Global Progress towards Sustainability' commitment; and encouraging them to commit and engage all EOC Group employees around the world.

Engagement with stakeholders

EOC Group enjoys engaging with all stakeholders in different ways. From developing new products and implanting new ways of working to improving the local community and evolving attitudes by raising awareness, every small, positive change can make a difference as they spread, improving lives now and in the future.

The stakeholders of the EOC Group include employees, customers, suppliers, owners, trade unions, local communities, government, regulators and authorities, industry associations, society, NGOs (*non-governmental organisation*), the media and the general public.

Engaging with internal stakeholders by raising awareness takes many forms, such as internal trainings and workshops, posters on internal display boards, email campaigns and information videos in common areas. The topics covered include employee welfare, quality, health and safety, environmental concerns, changes in legislation, production and long term plans. If an internal stakeholder has a query or comment about any of these topics, they can easily interact with EOC Group management via email, individual discussion or group meeting.

With external stakeholders, EOC Group raises awareness of product information, quality, changes to laws and regulations, safety and environmental issues. This communication usually happens by email, phone, press releases, official reports and SAP documents, with the stakeholder responding as necessary.

A summary is listed in the table below.

STAKEHOLDER	TOPICS CONCERNED	COMMUNICATION	FREQUENCY
EMPLOYEES	<ul style="list-style-type: none">Employee health and safetyEmployee communication and engagementWorking conditions and welfareCareer development and trainingBusiness performanceProduct safetyOperations in compliance with laws and regulations	<ul style="list-style-type: none">General contact: phone, emails, toolbox meetings, suggestion boxes, notice boards, intranet, website, reports, etc.Campaigns: awareness, behaviour change, health & safetyTeam building initiatives and workshopsNewsletters, brochuresPersonal development: performance reviews, trainingMeetings with staff representativesHR platform	<ul style="list-style-type: none">OngoingAs required*As required*As required*AnnuallyAs required*Ongoing

STAKEHOLDER	TOPICS CONCERNED	COMMUNICATION	FREQUENCY
CUSTOMERS	<ul style="list-style-type: none"> Operations in compliance with laws and regulations Production quality and improvements Product safety Customer support & services Traceability Root cause analysis (RCA) Supply chain & delivery R&D and product innovation Raw materials and sourcing Sustainable improvements Financial performance 	<ul style="list-style-type: none"> Customer satisfaction surveys Customer visits, meetings and reports Industry exhibitions, roundtables, conferences & forums Brochures Audits Workshops On-site visits at EOC plants Business review Website General contact (phone, email, meetings) 	Annually As required* As required* As required* As required* As required* Annually Ongoing Ongoing
SUPPLIERS	<ul style="list-style-type: none"> Supplier quality performance Supplier sustainability in a business model, quality and production control EOC Group's expectations with suppliers Product quality and safety Operations in compliance with laws and regulations Financial performance 	<ul style="list-style-type: none"> Business review meeting Online key supplier audit On-site visits at suppliers General contact (phone, email, meetings) 	As required* Annually As required* Ongoing
OWNERS	<ul style="list-style-type: none"> Return on investment (ROI) Strategic plans Operations in compliance with laws and regulations Management performance (Brand) reputation 	<ul style="list-style-type: none"> Interim reports Regular board meetings and correspondence Sustainability report 	As required* Ongoing Annually
KNOWLEDGE INSTITUTIONS & INDUSTRY ASSOCIATIONS	<ul style="list-style-type: none"> Partnership Transparency Professionalism Business and sustainability strategy R&D and innovation 	<ul style="list-style-type: none"> Roundtables, conferences & forums Active partnerships and engagement R&D and innovation projects Active membership: participation, workgroups, platforms 	As required* Ongoing Ongoing Ongoing
COMMUNITY, NGOS & SOCIETY	<ul style="list-style-type: none"> Operations in compliance with laws and regulations Support to the community & employment Health, safety, security and environmental impact Infrastructure & investment in local area Business and sustainability strategy 	<ul style="list-style-type: none"> Informal communication through email and phone calls Sponsorship Volunteering work 	As required* As required* As required*

* EOC Group may vary the frequency to meet business needs.

CUSTOMERS

G4-EN6

G4-EN15

EOC Group has a reputation for being a reliable partner for customers thanks to its expertise, knowledge, innovation, flexibility and quality. Each partnership offers the opportunity to develop new and sustainable products that meet the customer's needs.

Currently, EOC Group produces customised products or industries including: adhesives, automotive, carpets, construction, detergents, furniture, home care, inks, paints, paper and packaging, personal care and textiles.

Procedures to develop new and sustainable products that meet customer needs require close **cooperation** between **EOC Group, the R&D department and the customer.**

While each EOC country has its own way of working, the basic working procedures are aligned. EOC Group's technical team obtains samples of the product currently used by the customer. These samples, along with the business situation, are analysed on a technical, commercial and financial level. Potential solutions are developed and tested before being put

into production. These procedures require close cooperation between EOC Group, especially the R&D department, and the customer.

Here are some examples of EOC Group partnering with customers around the world.

EOC Belgium set up a successful partnership with a customer to improve the quality of car seats. The two companies concentrated on reducing the weight of car seats by improving the binder system. By optimising the process, improving the drying system, and lowering the batch time, the car seats are now lighter and has ensured the customer's position in the market. The project will continue next year by looking at other fibres used in production to further improve the environmental impact of the process and finished product.

EOC Belgium has also entered into a partnership with *Sappi Europe* developing a latex binder for its papers. Lately, due to price pressure, the paper industry is looking for cheaper binders. EOC Group has developed a new bio-containing binder, where part of the synthetic ingredients are replaced by bio ingredients. The production of this new binder needs less energy and brings less chemical waste with it. The product is more biodegradable and cheaper. *Sappi Europe* will evaluate the new binder as from mid-2015 and when successful, the environmentally friendly binder will then be launched onto the paper market.

In Italy, EOC Group partnered with *Cartiera Carma*, a producer of tissue paper and part of the *Carrara Group*, to develop a water-based adhesive for tissue paper that would be approved by *Astma Allergi Denmark (AAD)*. In order to receive and be able to use the AAD label, the Danish institute requires that the product recipe and ingredients present a minimal risk of allergic reaction or skin irritation for consumers. The final product has been produced from raw materials that are not listed as a Substance of Very High Concern (SVHC). It also had to comply with REACH (*Registration, Evaluation, Authorisation and Restriction of Chemicals*). By the end of 2014, EOC Group had found a way to remove biocide from the existing recipe so the adhesive could be approved by AAD.

After product testing by the local authorities, *Robert Ross*, a European leader in the production of textile doormats, kitchen mats, bathroom mats and runners, was asked to reduce the emissions of VOC (*Volatile Organic Compounds*) and ammonia from the carpet the company produces. *Robert Ross* turned to EOC Italy to find a solution. In December 2014 EOC Group found a way to reduce the ammonia content of the natural latex compound to reduce its impact on human health.

A customer asked EOC Portugal for a better alternative to their current adhesive. After taking samples, EOC Group analysed the product and its use before developing an alternative. The finished product passed all testing at the end of 2014.

EOC India has been working with several customers in Delhi

and Mumbai to develop a new memory gel foam based on XSB (*Carboxylated Styrene Butadiene*) latex. The new product meets customer expectations and is cheaper to produce.

EOC UK have started to manufacture dextrin adhesives in cooperation with customers, which are easily modified in a variety of ways, including color tint, tackiness and open time. The products possess clean machining capability and excellent bonding properties to paper, paperboard and other cellulosic materials. Dextrin adhesives are; economical, can be applied hot or cold and are environmentally friendly, derived from a readily available sustainable source that is non-toxic and biodegradable.

SUPPLIERS

G4-EC9

As a responsible manufacturer, EOC Group requires all suppliers meet with EOC Group environmental standards as well as all relevant regulations. The EOC purchase centre, EOC Einkauf, ensures that suppliers meet these standards.

In the Netherlands, EOC Group works closely with equipment suppliers and environmental consultants. The suppliers provide energy efficient equipment, including pumps, heating elements and compressors. The consultants investigate the cohesion and effectiveness of the overall system. EOC the Netherlands

oversees the entire process to ensure the smooth operation of production and the high quality of products. This three-way partnership uses the knowledge of each party to create the optimal environmentally friendly solution.

EOC Poland is legally required to cooperate with several environmental organisations. Through these working relationships, they have a better understanding of local environmental conditions and relevant legislation, which helps them to find new and better investment opportunities and improvements for the Polish site.

In countries where EOC Group has its own transport fleet, such as Belgium and the Netherlands, EOC Group is a member of local transport organisations. EOC Poland has a number of good working partnerships with transport companies that deliver products quickly and efficiently to customers in Poland and neighbouring countries.

KNOWLEDGE INSTITUTIONS

In the UK, EOC Group has developed a range of starch-based products in collaboration with *DS Smith* and their testing laboratory. The project was established as part of a drive towards products based on sustainable natural resources.

EOC Group works with the *University of Ghent* in Belgium and the *University of Wageningen* in the Netherlands to investigate a partial or full replacement of the petroleum-based XSBR (*Carboxylated Styrene Butadiene Rubber*) carpet backing coatings. Depending on results, the new product will be sourced from renewable raw materials, be recyclable and/or be biodegradable. This will reduce the product's end-of-life impact on the environment and allow EOC Group customers to develop 'green' carpets that are differentiated from their competition.

Depending on customer requests and commercial opportunities, **EOC Group works with a number of different knowledge institutions.**

A second project that EOC Group is running in cooperation with the *University of Ghent* concerns the development of biosurfactants from the raw materials that are produced from second-generation biomass. The resulting products will reduce waste, increase production quantities and won't have any impact on the food chain.

EOC Group has developed biosequestration agents in cooperation with the *University of Leeds* in the UK. Biosequestration agents reduce the environmental impact of an accidental chemical spillage when drilling for oil in an aquatic environment. This

new product is as effective as the currently used products, but also meets all the biodegradable criteria for safe usage in sensitive areas such as the North Sea. This can also be used in the detergents and water treatment industries.

EOC Group is a member of a number of sustainability and environmental organisations covering sustainable supply chain management, supplier ethical data exchange and lighting technologies.

INDUSTRY ASSOCIATIONS

Dialogue is at the heart of all successful working relationships. For that reason EOC Group values the opportunity to enter into dialogue with peers and industry professionals through its memberships of relevant professional organisations and associations, as well as by working with NGOs.

EOC Group is a member of national, regional and international organisations connected to the chemical industry in general as well as specific product groups: polymer dispersion and latex, adhesive and sealant industry, palm oil raw material and emulsion polymerisation. EOC Group is also connected to application-oriented organisations: construction, cosmetic ingredients, synthetic turf, textiles, etc. and business: local chamber of commerce, industrial engineering professionals, transport groups, etc.

General health and safety organisations that cover fire safety, well-being at work and the work-life balance are also important.

EOC Group values the opportunity to
enter into dialogue
with peers and industry professionals.

One commitment that EOC Group is particularly proud of is its voluntary membership of the *East Flanders Sustainability Charter* programme, which it joined in 2014. This membership is EOC Belgium visibly committing itself to improving sustainability by taking actions that go beyond the legal requirements. An external commission evaluates the selected sustainability topics annually.

COMMUNITY

G4-LA9

G4-EN6

The infrastructure and community around each EOC Group facility has a direct impact on the efficiency of the site. For this reason, EOC Group has partnered with local authorities to improve local infrastructure in a number of areas. In Delhi, EOC

Group has provided a transport facility to enable employees to easily access the manufacturing site. In the UK, the company has worked with the local council to develop transport links in the area, improving accessibility of the workplace for all employees.

Transport Logistics Flanders asked EOC Belgium to assist with their '*Safe route: make sure you're seen*' training course for students in the Oudenaarde area. The course uses theoretical knowledge and practical exercises to demonstrate to children the blind spots on a truck so that they are more aware of the dangers that large vehicles can pose. EOC Belgium provides support by driving a truck-trailer to schools for the practical elements of the course.

EOC Group considers it their responsibility to make a **positive contribution to the communities** in which the company operates.

EOC Belgium participated in the *2014 Creativity Marathon* organised by *essenscia*, an umbrella organisation that represents the Belgian chemical and life sciences sectors on an European level. During the two day event, teams of secondary school children (*aged 16 to 19*) worked together to find creative

solutions to challenges formulated by four companies from the chemical, plastics and life science sectors. The ideas generated by the teams to EOC Belgium's challenge were positive, creative and interesting. EOC Belgium's participation has helped to raise awareness of the company in the local community.

Recently EOC Belgium launched the *ENO Energy Campaign* to reduce energy consumption on-site as well as at home. For the kick-off of this internal communication campaign in 2014, EOC Belgium decided to start building an art collection. The artists were all children of EOC employees, aged 3 to 11. The subject of their masterpieces was sustainability and the environment. The finished artwork is proudly displayed at EOC Oudenaarde and Evergem to remind employees that the future quality of life for coming generations is dependent on reducing energy consumption now. *More details of the ENO energy campaign can be found on pages 72 - 73 (Environmental Responsibility).*

NGOs

EOC Belgium supported *Natuurpunt*, the largest Belgian NGO that works to protect nature. Its main goal is the long-term protection of important habitats, species and landscapes. Biodiversity decline and loss of ecosystem services are a major

Without customers, no business. Without employees, no production.
Without owners, no company.

James Phua, Commercial Director, EOC China

threat to future generations and the planet. As EOC Group wants to include biodiversity more in their sustainability strategy, an action plan will be further developed in 2015 with *Natuurpunt*.

EOC Group focuses on
long-term plans,
not short-term profit.

EOC Poland an active member of the organisation *Nature 2000* that manages the natural protected zone *Kozienice Landscape Park* around their location. The company actively looks for ways to ensure every investment has a neutral or positive impact on the surrounding area, ensuring the continuation of the local biodiversity.

SOCIETY

EOC Group understands that each location interacts with the society that surrounds it. The company believes that the best way to contribute to each society is by producing quality products that have as little negative impact as possible on the environment. By implementing continuous, positive and

sustainable actions, EOC Group aims to contribute to changes that enable future generations to thrive within the limited resources of the planet.

EMPLOYEES

G4-LA9

EOC Group actively engages with employees and their needs and requirements on a daily basis. Training, communication, health and safety procedures, protective equipment, working conditions, form part of the company's social contract with employees.

OWNERS

EOC Group is 100 percent privately owned, which has the advantage that the company can concentrate on its long-term plans instead of focusing on improving the share price. However, ongoing topics of concern for the owners include maintaining a good level of management, improving sustainability and operating in accordance to all relevant laws and regulations.

Sustainability & Creating value

There is a far bigger impact when talking about the products we make and how we make them. Our customers ask us to use or not use certain raw materials. They also ask to collaborate on the development of sustainable products. We communicate with colleagues, customers and transporters to find a way to maximise our economic activity while keeping in mind the environmental and social impact of certain raw materials, modes of transport, packaging and storage techniques.

Creating value

Sustainability is not just a way of working, it is also a way to create value. Reducing costs, improving efficiency, promoting long-term practices. Sustainability at EOC Group creates value for all stakeholders, including customers, employees and the local communities.

CUSTOMERS

In India, EOC Group is one of the leading suppliers of customised products. EOC Group's technical team translates customer requirements into eco-friendly products that meet expectations and maintain environmental norms. Careful planning and strict quality control reduce rejected batches and raw material waste.

EOC China works with suppliers that follow good manufacturing practices to obtain qualitative raw materials. When combined with EOC Group's efficient and sustainable production processes that comply with ISO 14001 and GMP (*Good Manufacturing Practices*) certification, the finished products create value for EOC Group's customers.

EOC UK delivers excellent quality and service for any product, at any time, at any place. The company works hard to understand the needs of EOC Group's customers fully before any recommendation to ensure the best possible result.

EOC Belgium develops products that drive customers towards using raw materials that increase efficiency, reduce waste and minimise environmental impact. Customers receive extensive technical support from EOC Group's laboratories. Frequent on-site visits by EOC Group employees help the company to discover more about the customer's requirements and to understand their exact market situation.

EMPLOYEES

G4-LA9

In Poland, EOC Group attracts talented and ambitious employees thanks to the company's reputation as a good and fair employer and the job satisfaction that employees experience. Employees receive training to improve their industry knowledge, to support customers better.

EOC Belgium recognises the importance of the work-life balance for employees, empowering them to develop their knowledge, skills and career within EOC Group. Training is available to help employees achieve these ambitions.

EOC the Netherlands has a small team of only 15 employees. This close cooperation creates a strong team, where everybody takes responsibility for their role in the process.

EOC UK believes that excellent people are key to the company's success. Each employee has the opportunity to follow personal training courses to develop their skills and realise their full potential.

In Portugal, EOC Group ensures that all employees are well trained, especially concerning environmental and safety topics. The open and friendly working environment motivates everyone to provide the excellent service that the company is known for.

In Thailand, EOC Group motivates employees thanks to a number of initiatives. Financially, health insurance and housing allowances, pensions and retirement funds, including social security, are covered. Employee health is monitored with annual medical check-ups. Career development enables employees to live up to his or her potential and the company offers incentives when targets are achieved.

EOC China also uses incentives to encourage staff to adopt new procedures or to reward successful suggestions that improve the working environment or production efficiency.

EOC Group is a major employer in the Delhi region, offering employees good career prospects that include regular medical check-ups. In Mumbai, the company actively builds employee involvement by rewarding important milestones like record sales or implementing employee suggestions regarding productivity. Comprehensive training covers a number of topics including safety and good working habits to encourage employees to be more versatile and productive.

We help customers and industries improve productivity. In addition, we integrate global resources, localise our operations and improve our production quality, thus achieving a win-win outcome.

Jevon Jin, Deputy Plant Manager, EOC China

COMMUNITY

G4-S01

Increasing employee training improves the skills and expands the knowledge of the local community. In turn, this helps the company to expand operations, which leads to more local jobs. Increased production also means EOC Group requires additional raw materials, which encourages suppliers to expand and employ additional local people in an upward spiral that benefits the entire local community.

EOC Group's strict adherence to legislation has created a good working relationship with the local and national authorities that enforce compliance. By adopting good manufacturing practices, EOC Group is proud to be considered a good industry player in the community. EOC Group passes this attitude onto its suppliers and conducts regular visits to improve the quality and reliability of local suppliers.

Part of EOC Group's business strategy is increased environmental protection of the local community and the wider world. This means minimising any negative impacts on the environment by reducing water consumption, reducing waste and reducing energy usage. Overall, EOC Group's sustainable and gradual development has led the company to be perceived as a business co-operator, a reliable partner and a good neighbour.

Regulations, standards and legislation

Compliance with relevant local, national, regional and international rules and regulations is an essential part of EOC Group's business. The company takes pride in its ability to meet and exceed legal requirements, joining voluntary programmes that demonstrate the company's commitment to environmental, social and quality matters.

PRODUCTION STANDARDS

Production standards have been put in place to ensure a safe working environment for all EOC Group employees. These standards cover all relevant environmental, chemical storage and transportation regulations and include the risk assessments that are legally required for the chemical industry. Here are some of EOC Group's initiatives that ensure compliance.

In China regular fire fighting drills help train staff to use a fire extinguisher and other fire safety equipment the correct way, as well as raising awareness of the risk of fire and the importance of keeping fire exits clear. A second initiative concerns employee safety and aims to prevent heatstroke. During the hot summer season, the company provides two bottles of water to each employee every day. In 2014 there were no incidents of heatstroke.

In India, EOC Group has implemented a number of health and safety drills and training, including a mock drill and fire fighting drills, with the goal of zero accidents. Additionally, regular health check-ups have been started for employees in Delhi and increased eye baths have been installed in the plant area in Mumbai.

EOC Turkey also conducts regular safety and environmental trainings, supported by awareness posters that are updated



every month and placed on noticeboards around the company.

In the UK, a report has been compiled about the overall health of employees. The report was carried out in cooperation with an external partner and employee participation was voluntary. The results have given EOC Group an overall picture of employee health so the company is aware of any general issues that might need to be investigated. It also improved health awareness amongst employees.

EOC UK has also carried out ADR (*Accord Dangereux Routier*) training for all HGV (*Heavy Goods Vehicle*) drivers so they achieved their CPC (*Certificates of Professional Competence*). The training raised awareness about the risks of transportation of dangerous goods and how to avoid potential problems.

EOC Poland has renovated the production hall and the raw material warehouse. The modernised even floors are non-slip, resistant to chemicals and abrasions, eliminates a major cause of damage to the forklift trucks, and improve safety and reduce costs. In general the renovation insures the improvement of overall hygiene and a safer working environment for staff members.

A second project has been the renovation of two rooms in the production area of the site. The rooms have been converted from temporary storage areas into a safe zone, with appropriate

facilities, so that employees can shower immediately in case of skin contact with hazardous materials. In addition to improving health and safety standards, the new area increases work comfort and decreases the possibility of employee claims.

MANAGEMENT SYSTEMS

EOC Group uses international, independently verified management systems to underpin the company's approach to sustainable development.

EOC Belgium has achieved ISO 14001 Environmental Management System, ISO 9001 Quality Management System and OHSAS 18001 Health and Safety Standards. EOC UK is currently working towards ISO 14001 certification.

EOC Thailand has recently achieved both the ISO 9001 and ISO 14001 certifications. The plant also follows several global standards, including the Responsible Care Global Charter, the 10 principles of the UNGC (*United Nations Global Compact*), the ILOs (*International Labour Organisation*) core labour standards and the OECD (*Organisation for Economic Cooperation and Development*) guidelines for multinational enterprises. Based on these standards and guidelines, EOC Thailand keeps all relevant quality documentation for three years, uses workplace instructions for all work stages and displays relevant documentation in a central location.

EOC Poland has several layers of access to important quality control documents. The production department follows the work instructions precisely. The steps are noted and the completed production sheet is delivered to the quality department. The quality certificate is issued based on testing the final product, before being stamped, signed and attached to each delivery. All documentation is saved on paper and electronically. This ensures the quality of the final products and facilitates any necessary follow-up.

Within EOC Group, similar procedures are used with regular reviews and updates to ensure continuous improvements.

AUDITING INTERNALLY

EOC Group understands the importance of regular internal audits to ensure that all procedures are optimised. In some cases, the internal auditing system complies with external auditing standards. For example, in Thailand, the internal audits follow the ISO 9001 and ISO 14001 standards and in the Netherlands, EOC Group uses the ISO 9001 standards.

While internal audits covered most topics, here are some of the highlighted topics for a few EOC countries.

In Thailand, EOC Group audited storage of raw materials, finished goods and waste, maintenance and calibration. EOC Belgium audited health and safety and environmental compliance. In

Turkey EOC Group looked at legal compliance and maintenance. EOC the Netherlands focused on customer satisfaction and workplace safety. And EOC UK investigated quality controls, operations, documentation, legal compliance and finance.

REGULATIONS

Each EOC Group plant is responsible for ensuring compliance relevant regulations, standards and legislation. For example, EOC India follows all conditions and procedures laid down by MPCB (*Maharashtra Pollution Control Board*), including the installation of energy meters.

In Europe, the European Council and the European Parliament adopted REACH (*Registration, Evaluation, Authorisation and Restriction of Chemicals*) as of 1st of June 2007. EOC Group is strictly committed to meeting REACH requirements and will continue to actively cooperate with suppliers and customers to ensure compliance within the legislation's timeline.

The main aims of REACH are to:

- ensure a high level of protection of human health and the environment from the risks that can be posed by chemicals;
- promote alternative test methods;
- encourage free circulation of substances on the internal market;
- enhance competitiveness and innovation.



Vlaamse Regering



In addition to complying with REACH in Europe, EOC Group uses a combination of monitoring, reporting, auditing and inspections to keep abreast of all relevant regulations. For example, in Portugal, EOC Group has an environment license from the Portuguese authorities that lists the good practices that the company needs to respect.

EOC Poland uses a framework of documentation, which is composed of all appropriate permits and registers, payment of environmental fees and taxes and investing in the future with new equipment and staff training. As the topic is too large for a single person to monitor, all new investments and modernisation projects are discussed with external specialists and designers to ensure full compliance.

EOC UK considers compliance to be a fundamental part of the business. Continuous training programmes, regular updates of relevant regulations and frequent discussions help to keep awareness of regulation compliance high.

EOC Belgium joined the voluntary *East Flanders Environmental Charter* programme in 2009. It is EOC's commitment to improving energy efficiency as the 50-60 action points that EOC Belgium employees suggest each year go beyond legal requirements. The selected environmental topics are evaluated by an external commission annually. EOC Belgium has been rewarded the *East Flanders Environmental Charter* in 2014. This is the fifth consecutive year the company has won this award.

EOC Belgium became a *GreenLight Partner* in 2013. This voluntary EU (*European Union*) initiative works towards providing a better lit environment, as well as creating cost savings and minimising environmental impact. EOC Belgium was awarded the *GreenLight Award 2014* for its efforts at the Oudenaarde and Evergem sites. Relighting has reduced CO₂ emissions by 17 tonnes per year in Oudenaarde and by 146 tonnes in Evergem.

EOC the Netherlands communicates all production expansions to local government to ensure full compliance with relevant standards. As required by Dutch law, a Soil Risk Assessment was carried in 2014. Additionally, another legal requirement is for companies that use over 50,000 kWh of electricity or 20,000m³ of gas per year to implement energy-efficient measures. This means carrying out discussions with stakeholders to reduce the company's overall environmental impact. The implementation of short-term projects, in other words projects with an ROI (*return on investment*) of less than five years, is mandatory. These legal requirements have helped EOC the Netherlands to start thinking in an energy-efficient way.

Risk assessments are important for safety reasons. In Poland, the most common risk assessment tool is a series of checklists that are used to determine potential risks. Other tools include health and safety training, fire protection drills and visible safety procedure reminders.

In India there are regulations in place to check pollution. Many companies are conscious of their responsibilities towards the environment and are striving to make their operations more sustainable.

Vinayak Phatak, Works Manager, EOC India (Mumbai)

HEALTH AND SAFETY

EOC Group strictly complies with all relevant local, regional, national and international regulations concerning health and safety, product safety and hygiene.

Most EOC countries have established or are in the process of establishing housekeeping and hygiene internal auditing programmes. For example, in Delhi, the programmes are monitored by a safety officer and in Mumbai each department ensures compliance with the programme. Belgium and the UK cover housekeeping and hygiene as part of their full internal audit programme. In Poland, every worker is responsible for the cleanliness of the space around their work place, and this is regularly controlled by a supervisor. A general cleaning company is responsible for the overall cleanliness of the warehouse, production hall and offices.

EOC Group's internal audit programmes also cover safety issues. This is done at regular intervals, for example, monthly in Thailand. In some large locations, these audits can last several days to ensure that everything relevant has been covered. In Poland, an external health and safety company monitors all changes in regulations and laws to identify new risks, update internal audit points and provide relevant staff training.

Each EOC country has its own cleaning and maintenance procedures. For example, in the Netherlands there are clear instructions on how to clean specific pieces of equipment while in India there is a clean as you go policy. There are also strict processes for cleaning the EOC fleet of tankers.

Meeting environmental, production, health & safety and hygiene standards is embedded at EOC Group. While this is partly due to legal requirements, it is mostly EOC Group's own initiative to ensure a safe and pleasant working environment for today and a sustainable future for tomorrow.

MANAGEMENT SYSTEMS	ASIA		INDIA		EUROPE						
	China	Thailand	Delhi	Mumbai	Belgium	Italy	Netherlands	Poland	Portugal	Turkey	UK
QUALITY (QMS)											
ISO 9001	●	●		●	●	●	●		●		●
EFQM			●								●
GMP*	●				●						
ENVIRONMENTAL (EMS)											
ISO 14001	●	●			●				●		
EMAS				●							
SAFETY											
OHSAS 18001					●				●		
FOOD SAFETY											
BRC				●							
HACCP				●							

* GMP - Belgium: EOC Surfactants has been awarded the Good Manufacturing Practices (GMP) certificate for its manufacturing site in Evergem, Belgium. EOC Surfactants produces according to the GMP-guidelines, as put forward by the 'European Federation for Cosmetic Ingredients' (EFCI).



Sustainability key areas



Sustainability is a vital part of EOC Group’s business, combining economic development with respect for the natural environment and for people and the communities they live in. Sustainability recognises that the earth’s scarce resources are not just for us, but also for future generations and it is essential that everybody works together so that these natural resources are not depleted.

Every action, task, project and process that EOC Group undertakes involves sustainability in some shape or form. By training EOC employees to use the right techniques and resources effectively, safety is improved and the consumption of raw material is reduced, which cuts costs and waste.

EOC Group has a clear objective: to become as sustainable as possible. This is a very broad objective. To make it easier to approach and achieve, the company uses the EOC Group’s Guide to Global Progress. It is divided into 12 focus points, covered by the three sustainability key areas.

Economic Development

- **Flexibility to adapt to changing situations:** actively developing solutions, encouraging new ways of thinking and working. This results in easier, quicker and more effective working processes.
- **Focus on results:** implementing projects successfully benefitting the employees, the entire company and the environment.
- **Long-term relationships:** achieving EOC Group’s objectives is linked to the company’s connections with stakeholders, governments and communities as they are directly and indirectly affected by what the company does.
- **Open dialogue:** understanding stakeholders, their needs, concerns and aspirations making a positive difference to the communities in which the company works.
- **Partnerships:** increasing expertise through strategic and collaborative partnerships with universities, knowledge institutions and industry groups.

- Economic Development FOCUS POINTS:**
- production and resourcing
 - profit through savings
 - accountability
 - dialogue and partnerships



Social Progress

- **Safe procedures and operations:** ensuring the safety and security of EOC Group employees is a priority. Therefore the company has developed efficient and safe procedures.
- **Focus on health and well-being:** preventing injuries at work is the focus of the health and well-being initiatives. By working together, everybody can make safety a way of life, both inside and outside the workplace.
- **Empower the company and stakeholders:** cooperation in a collaborative way empowers everyone to build a working relationship based on respect, trust and responsibility.
- **Engage the community:** building work relationships with the local community benefits both the community and EOC Group.
- **Develop employee skills:** improving skills to make it easier and more efficient for employees to reach their goals.

Social Progress FOCUS POINTS:

- safety and security
- health and well-being
- employee development
- community engagement

Environmental Responsibility

- **Save energy:** lowering energy consumption reduces pollution and energy bills.
- **Reduce waste:** reusing, recycling and reducing the amount of waste lowers the company’s environmental. This is a step towards achieving a neutral environmental footprint.
- **Lower CO₂ emissions:** reducing pollution minimises the environmental impact of the business on its surroundings. EOC Group takes pride in respecting the environments in which the company operates.
- **Sustainable water usage:** lowering water usage is important to the company’s goal of achieving sustainability in the business.
- **Less water pollution:** reducing potential water pollution results in a lower environmental impact for the planet.

Environmental Responsibility FOCUS POINTS:

- energy savings
- reusing, recycling and reducing waste
- less CO₂ emissions
- less water use and less water pollution



Sustainability & Economic Development

Development is generally driven by one particular need, without fully considering any wider or future impacts.

Sustainable development is about finding better ways of doing things, both for the future and the present.

We might need to change the way we work and live now, but this doesn't mean our quality of life will be reduced.

James Longmire, Quality Assurance Coordinator, EOC UK

Sustainability key area

Economic Development



Economic health is a priority for ensuring the continuation of the company. EOC Group is preparing the company for the future by developing the economic side of the business, without forgetting about sustainability.

PROCUREMENT

G4-EC9

The environmental and professional standards of EOC Group's suppliers reflect on the company, that's why EOC Group has a rigorous selection process and continues to monitor performance.

OVERSEEING SUPPLY CHAIN MANAGEMENT

Suppliers are an important element of EOC Group's value chain. Together with them, EOC Group creates value and minimises risks to ensure a smooth and transparent supply chain. In general, EOC Group tends to avoid single sourcing where possible, preferring to work with a good mix of manufacturers and trading companies.

Some suppliers are managed in cooperation with EOC Einkauf, the company's procurement office. EOC Einkauf negotiates price and delivery terms as well as ensuring compliance with the company's high quality standards.

Other suppliers are managed directly by the EOC countries. However, all focus on the same elements: quality, reliability, value for money, support and flexibility. These elements are assessed through a number of tools including audits, questionnaires, insurance details, risk assessments and general market reports.

CHOOSING QUALITY SUPPLIERS

While quality is essential for all suppliers, some EOC countries have additional specific values that they look for.

In India, for example, it is important to work with loyal and reliable suppliers that will support EOC Group by providing a good, quality supply at the right price and at the right time. Following safety procedures during storage and transportation is an essential added value.

And in Portugal, in addition to complying with all relevant national, regional and international regulations, all suppliers have to ensure they have the correct insurance and tools for the tasks they undertake on EOC Group's behalf. Environmental concerns also form part of the decision, as suppliers need to specify their waste management and environmental procedures.

AUDITING SUPPLIERS

EOC Group undertakes regular supplier audits to ensure that quality is maintained and to evaluate the effectiveness of the supply chain. In Belgium, for example, EOC Group audits technical knowledge, quality standards, safety and commercial issues. The results of these audits support EOC Group's procedures, to make delivery and storage of raw materials smoother.

In India, EOC Group has a **supplier rating system** that uses data collected annually via an online audit tool.

In India, EOC Group has a supplier rating system based on delivery KPIs (*Key Performance Indicators*), credit holding capacity and other relevant details as per the norms of ISO standards. Data is collected from critical business suppliers each year via an online audit.

FINANCE



Every sustainable project that EOC Group undertakes needs to meet certain criteria, including financial returns. One such project is FAST Close. This project streamlines the financial closing process to get vital decision-making data in stakeholder hands quicker than before, freeing up time for increased value-added activities including analysis and controls. The need for an efficient financial reporting process is driven by the desire for a more cost-efficient process, as well as requests for faster information from both internal and external stakeholders.

Manufacture only those products that can be transported, stored, used and disposed of safely. Seek to develop new or modified products which assist in conserving the environment and lead to sustainable development.

Vinayak Phatak, Works Manager, EOC India (Mumbai)

HIGHLIGHTING FINANCIAL ISSUES

All EOC companies need to be financially secure in order to carry out future plans, from expanding production lines and creating new products to implementing sustainable solutions and installing environmental projects. Here are some additional financial areas that EOC Group is focusing on in different geographical regions.

Foreign exchange rates

G4-EC9

EOC China is tackling concerns about the foreign exchange rate by increasing the procurement of local raw materials. EOC Thailand is handling a similar concern about the influence of the fluctuating exchange rate by forwarding contracts on imported goods.

Environmental impact

G4-EN6

**In Italy and the UK,
EOC Group is concerned with the
costs of climate change.**

In Italy, EOC Group is concerned with the costs of climate change and its effects on the environment, including global warming, decreased water availability, weather fluctuations,

flooding and rising sea levels. In response, EOC Group has implemented financial support for programmes to reduce energy consumption to minimise the environmental impact of any EOC Group location.

EOC UK has similar concerns regarding the costs of climate change. In addition to reducing energy consumption, the UK office is also introducing risk control programmes, awareness campaigns, regular training and monitoring to keep an eye on the situation.

EOC Group policies



In Thailand, EOC Group is facing high competition from an increasing number of companies in the same market that has resulted in lower prices. EOC Group's response has been to search for low cost raw materials that do not reduce product quality. Global procedures and guidelines have helped Thailand to ensure consistent product quality.

EOC Italy and EOC Poland benefit from the strong financial position of the EOC Group and the high credit rating it provides. EOC Poland has found that strict weekly and monthly reporting procedures provide a detailed view of the company's financial position, which has helped them to tackle the current financial risks of working in Eastern Europe. EOC UK has implemented strict financial control policies with expenditure limits for each department and site.

EOC the Netherlands minimises financial concerns by relying on the resources offered by the EOC Group, e.g. house banking and accounting software. Building long-term relationships with key vendors and customers reduce external risks further.

PRODUCTION

G4-EN6

EOC Group works hard to ensure that production is as efficient and sustainable as possible. It's a continuous process that all employees are involved in. Some production concerns include decreasing batch times, reducing waste and improving safety.

MANAGING PRODUCTION

In 2014, EOC Group undertook several major initiatives concerning production management on an economic and environmental level. Below are details of some of these projects.

Mixer installation

EOC China has recently installed a new mixer installation in an idle storage tank for Euramaat TS storage. As the product needs to be mixed for 24 hours after production, this can now take place in the storage tank instead of in the production tank. The benefits are clear: production efficiency has improved from two to three batches per week to four, so that supply now meets

customer demand and less warehouse space is required.

EOC UK has recently installed a dextrin mixing facility with an expected ROI of less than five years. This has improved material handling capabilities, reducing the risk of contamination and improving product quality.

Production time has been decreased by **40%** and energy consumption has been reduced by **150 kWh per batch** by optimising processes in Turkey.

EOC Turkey has optimised processes to ensure consistency during the blending of consecutive batches. The average production time has decreased by 40 percent, reducing energy requirements by 150 kWh per batch. It has enabled Turkey to develop several new products over the past year that meet customer and market demand.

Storage tanks

Poland has installed a new storage tank for polyvinyl acetate dispersion, the main raw liquid material that is used in production. The new storage tank facilitates both dosing during production and the unloading process, plus it takes up less space in the warehouse and reduces the risk of raw material contamination

and exposure to biological damage due to contact with the air. Further advantages include a significant reduction in raw material costs, optimisation of the delivery schedule and a significant reduction of raw material losses caused by the remains at the bottom of the packaging. The recovery costs of IBCs (*intermediate bulk container*), including packaging and cleaning, are also avoided. In summary, the tank has helped to make the production process easier, faster and more automatic.

New production lines

G4-EN10

A **new installation** at EOC Poland has increased the company's **flexibility and efficiency** in a sustainable way.

Another new installation at EOC Poland is a separate production line for dextrin adhesives as they use different raw materials that are incompatible with standard production. This reduces the risk of pollution and increases the flexibility and efficiency of all production lines. Additionally, it has also reduced the overall cleaning required, which significantly reduces wastewater generated, energy requirements and manpower.

Loading cranes

EOC UK now has two loading cranes with an expected ROI of

less than five years. The two new loading cranes can handle 1,000kg bulk bags of raw material, replacing the smaller 25kg bags. This reduces the amount of packaging to go to waste disposal, reduces manual handling and associated risks and improves production times.

Cooling water recycling system

G4-EN10

In China, EOC Group has installed a cooling water recycling system. The system uses a 1MT container, a pump and tubing which is connecting to the cooling water collection pit. When the process requires heat, the cooling water is drained into the container and then pumped back to the collection pit on the roof for re-use. Overall, this reduces wastewater by 20 percent during two-shift production. When production is running at full capacity, even more is saved.

Air unit system

EOC Italy has invested in a new air unit system to improve performance, reduce energy consumption and costs. The result was a drop of 15 percent in energy consumption in 2014 compared to 2013.

Lighting

EOC in Thailand and the UK have reduced energy usage by using low-energy light bulbs, such as LED lighting. In Thailand the

project had an ROI of just three months as it has reduced energy usage by 0.6 percent per year. ROI in the UK is expected to be less than three years. Overall, the new lighting has reduced the company's carbon footprint and energy costs.

G4-EC8

Procedures and planning

EOC India uses authorised standard operating procedures (*SOP*) and work instruction manuals to ensure the proper understanding of staff roles and responsibilities. This is supported by trained supervisors, a shift report register to ensure communication between shifts and a SCADA data logger (*Supervisory Control and Data Acquisition*) that is monitored by the production managers. Logging the production batch process data and taking samples at each step ensures quality. Lab tests and pilot trials to reduce batch cycle times have been successful for a number of products. Additionally, changes in reactor heating times have led to energy savings.

In the Netherlands and the UK, production is controlled by SOPs for all manufactured products. The SOPs are audited regularly to ensure optimal efficiency. Quality results are recorded to aid future tracking.

In Thailand, EOC Group has implemented a new ERP (*Enterprise Resource Planning*) system. The new system, provides better support for the manufacturing process reducing the possibility of human error and delivers more accurate real-time data that

helps the company to achieve a competitive advantage on the global market.

In all EOC Group locations,
**standard operating procedures are used
and audited regularly.**
Production and
quality results are recorded and archived
to aid future tracking.

In Delhi, India, successful testing has led to new procedures for producing simultaneous batches of XSB latex and processing the grades of different batches. The new procedures require fewer resources, use less energy and need less manpower for increased productivity.

EOC Poland and EOC Turkey both follow clearly defined recipes and procedures for each batch. Quality controls are carried out during and after production. The results determine if the product is declared ready for dispatch or not. The quality results are recorded on the batch quality certificate, along with the date and batch number.

Sustainability is cultivating an internal environment allowing a smooth growth of the organisation. Encouraging employees to be part of the organisation is very important in order to work together efficiently and effectively.

Sirilak Srimuang, Financial Controller, EOC Thailand

Cleaning

Historically IBCs in the UK have been cleaned and refurbished by a sub-contractor. In 2014 the company took over the cleaning and refurbishing of their IBCs on-site. This has reduced transport costs, improving turnaround times and lowering CO₂ emissions.

Maintaining equipment

Good quality and well maintained equipment **delivers a higher level of efficiency and reliability with a lower environmental impact.**

EOC Group maintains its equipment to the highest possible standards to ensure optimal performance.

In China, for example, equipment maintenance follows the ISO 9001 standard. In practice, this means the production supervisor keeps to the production schedule depending on sales levels. Capability inspections are based on requests from the production or quality departments and logged on the company server. If changes are needed, the SOP is updated and the old version archived. External testing units and gauges are

G4-EN15

tested and certificated once a year by a local quality supervision station. Employees check all internal equipment.

EOC Turkey carries out regular, periodic maintenance of tanks, pumps and other equipment. The results are logged to ensure optimised performance of all equipment.

In India, maintenance is managed through preventive maintenance plans, with calibration of gauges, scales, pressure indicators and thermometers carried out by a third party. All results are logged for future reference. Similar procedures occur at EOC Group locations in Italy and Poland.

EOC the Netherlands and EOC UK rely mostly on external companies to monitor and do any necessary maintenance. EOC Group employees carry out daily calibration checks, with third parties checking regularly. All results are entered in a central database.

ENSURING CORRECT STORAGE

The correct protection and storage of raw materials and finished goods is essential to ensure quality as well as reducing associated risks.

EOC Poland, for example, has detailed guidelines on this topic. Procedures include production planning, recycling emissions from environmental safety devices, waste recovery,

modernisation and the installation of environmental protection equipment. Within the temperature maintained warehouse, everything has a designated place so goods are not contaminated or mixed in any way.

MONITORING PERFORMANCE



Monitoring is essential in order to ensure EOC Group's performance against a range of key performance indicators.

EOC Thailand undertakes a full internal audit every six months and uploads the results to a EOC Group benchmarking website. EOC Belgium conducted a Gap analysis at the end of 2013 and uploaded the results to *EcoVadis* and *Sedex (Supplier Ethical Data Exchange)* websites to compare the results with the industry. In the Netherlands, Poland, Turkey and the UK, performance is monitored via internal audits.

TRACKING BATCHES

In case of a future issue, EOC Group keeps samples from all batches for up to six months. Each sample is labelled with the date and batch number or tank number, all details are entered in the computer system. Non-conforming products are labelled and are kept in a separate designated area, away

from conforming products. Lab analysis is carried out before products are reworked. EOC countries that have achieved ISO 9001 certification, such as the UK, follow these standards for non-conforming products and reworked material.

HANDLING QUALITY ISSUES

If a product is non-conforming, EOC Group carries out corrective action to minimise the chance of a repeat occurrence. The procedures involved vary from country to country.

As part of their ISO 9001 certification, there is a standard form prepared and kept in each department of EOC India. This enables all departments to report any non-conformity they spot, identify the batch number and start a process that covers batch testing and evaluation. Management is involved at every step of the process to provide an overview of the situation.

In Belgium, RCA (*root cause analysis*) is an integral part of the non-conformity flow. RCA is currently an optional step in the claim flow. The quality department assigns the RCA owner based on risk assessments.

EOC the Netherlands has a non-compliance process in place that describes the non-conformity and draws up the cause analysis. This process empowers the employee that caused the non-conformity to find a solution to prevent reoccurrences. Management prepares, implements and evaluates an improved

process based on the cause analysis and the overview of the non-conformity.

In Turkey, all customer claims and responses are saved on the intranet. This allows employees to learn from previous issues. Similarly, EOC UK has placed its customer claims in an internal database.

IMPLEMENTING COMMERCIAL ACTIVITIES

EOC Group’s products can be found in a wide range of products in a variety of industries. In no particular order, these finished goods include: shoe sole foam products, carpets, inks, shower foam products, paints, water proofing suppliers, cardboard solid

board, books, detergents, felts, plaster, glass fibre mesh, wood glue, display boards, non-woven floor coverings, sealants and cement additives.

Working in such a wide range of industries means that EOC Group uses a variety of sales channels. For example, EOC in China, India and Poland sell directly to large- and medium-sized companies. Smaller companies are reached via distributors.

While some EOC countries, such as Portugal, have a separate salesperson for each product segment, other countries, like Poland and the UK, bundle products based on both market needs and individual customer requests in order to offer a complete solution.

EOC GROUP’S PROGRESS

G4-EC8 EOC-DP

Over the past year, EOC Group has worked hard to improve the key focus areas for economic development. While progress towards the company’s goals varies from country to country, the most progress has been towards the production and resources goal, and the least towards the dialogue and partnership goal. Everyone at EOC Group understands that sustainability is an ongoing process and is motivated to continue implementing and following sustainable practices.

Economic Performance Data 2011 - 2014

KEY DATA* (in million €)

		2011	2012	2013	2014
Sales revenue	in million €	300	306	283	293
Operation costs	in million €	33.5	37.5	38.7	38.7
Employee wages and benefits	in million €	27.1	25.8	29.2	31.6
EBITDA	in million €	15.7	17.7	15.8	15.3
EBIT	in million €	8.7	11.2	9.1	8.1

* figures from the Legal Consolidation Annual Report

ECONOMIC PERFORMANCE DATA 2014



OPERATION COSTS

in million €

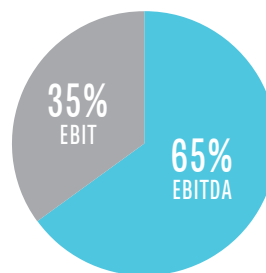
38.7



EMPLOYEE WAGES AND BENEFITS

in million €

31.6



total sales revenue
in million €





Sustainability & Social Progress

We have to ensure that all our employees can work in a safe and secure environment. This means ensuring that our employees' rights are observed and that they treat each other with respect and tolerance. We react quickly to any signs of discrimination and prejudice. The physical and psychological health of our employees is also an important responsibility in our day-to-day job.

Ewa Chlebna, Human Resource Assistant, EOC Poland

Sustainability key area

Social Progress



The strength of the EOC Group is its people and its community. Focusing on the sustainable side of these personal aspects will improve the engagement and motivation of all EOC Group stakeholders, as well as ensuring the strength of the company in the future.

At EOC Group, social progress covers all aspects of the company's social contracts with employees: training and development, health monitoring, and performance evaluations.

TRAINING

G4-EC8 G4-LA9

Employees are important in maintaining EOC Group's successful sustainability programmes. This is reflected in the company's investment in their potential and their future. EOC Group provides training opportunities for employees to ensure that everyone is able to successfully fulfil their role. The objective is to keep all employees up-to-date with the latest processes, as well as being aware of the relevance of their work and their contribution. This is achieved by combining legally required training courses with awareness training on a variety of subjects to ensure that company, employee and customer needs are met.

Topics covered by EOC Group training courses include: company policies, labour regulations, health, hygiene and safety, fire awareness, first aid and evacuation, management system training, environmental management and chemical spill control.

TYPES OF TRAINING

Health and safety training

EOC Group carries out numerous health and safety trainings at various locations. This includes fire-fighting drills that help train staff about the correct way to use fire safety equipment; emergency drills in cooperation with the local fire brigade and civil protection authorities; hazardous chemical handling techniques; first aid; and hygiene regulations.

In the Netherlands, EOC Group has implemented a comprehensive first aid course for employees so they have the skills to react correctly when a work related accident occurs. This creates a safer work environment.

EOC Belgium trains all supervisors intensively on safety and responsibility. The health and safety training programme is reviewed annually to ensure compliance with the latest standards. Each month a new safety theme is highlighted to improve awareness and knowledge across the company.

Transport training

ADR is a European regulation concerning the international transport of dangerous goods by road. EOC Group has carried out ADR training in Belgium and the UK. All of EOC Group's ADR-qualified truck drivers keep hazardous goods

under constant supervision, regardless of their method of transportation.

As current legislation on safe transportation of hazardous materials is becoming stricter, EOC Group has increased training. EOC Group drivers receive defensive driving training, along with driver and vehicle safety. Topics covered include general knowledge of dangerous substances, transport rules and symbols.

EOC Group drivers receive **defensive driving training, along with driver and vehicle safety** thanks to increased ADR training.

General training

All EOC Group employees are given intensive on-the-job training that covers all aspects of their job, environmental concerns, waste management, and health and safety. The internal training courses are combined with external training courses and team building activities.

In Thailand, EOC Group has established an in-house training programme called 'Employee Awareness'. The training uses team building activities to encourage employees to adapt their

We assist employees to strengthen the skills and knowledge that they need to improve. The training also builds the employees' confidence thanks to a stronger understanding, which might improve his/her performance further.

Sirilak Srimuang, Financial Controller, EOC Thailand

behaviour at work to a more productive work environment, e.g. increasing communication to improve troubleshooting skills.

Employee Awareness training in Thailand encourages employees to adapt their behaviour at work.

EOC India offers a training course about product applications to give members of the production, quality and R&D teams a better understanding of customer requirements and the issues customers might face when creating customised materials. As a result of this training course fewer batches are rejected, reducing chemical waste. Furthermore, employees are more engaged and enthusiastic about their jobs, which has led to new ideas that could stimulate future improvements in production processes and cost savings.

Other training courses offered by EOC India are hazardous chemical handling, fire fighting drills and operational training, which improves the observational skills of on-site personnel and awareness of 'do's and don'ts'.

In China, EOC Group monitors employees to ensure they have the right skills and equipment to prevent health and safety incidents. For example, emergency drills, fire fighting apparatus and 5S management training.

Management system training

G4-LA6

EOC the Netherlands has introduced the 5S management system. 5S is a workplace organisation method that uses a list of five Japanese words (*seiri, seiton, seiso, seiketsu, and shitsuke*). These terms describe how to organise a workplace efficiently and effectively by identifying and storing the items used; maintaining the area and items; and sustaining the new order. The underlying logic is that a more orderly workplace has a lower risk of accidents. It also has the added advantage of reducing the potential for spills, benefiting the environment. Safety is extremely important for the chemical industry, so the successful implementation of a lean manufacturing tool, like 5S, helps EOC Group's reputation as a safe company.

Traineeships

The skills and abilities of the next generation need to be encouraged to develop. For this reason, EOC Group offers traineeships at different levels with several colleges and universities in Belgium. Each student assigned to a laboratory is monitored by a R&D supervisor to ensure the student receives relevant industry experience.

EVALUATING EMPLOYEES

To ensure employees receive the necessary training, EOC Group undertakes regular, careful evaluations with staff at all levels.

At EOC Belgium there were concerns about the uneven approach taken to evaluations at different levels and at different locations. To tackle this issue, a training course was organised to explain the evaluation process. As part of this process, the existing evaluation procedures were standardised and extended to include questions about the employee's ambitions and expectations.

EOC Group in Belgium, China and Thailand has implemented **new systems for performance reviews.**

EOC Thailand carries out evaluations with all employees every year. Their 'Performance Evaluation Form' lists past goal achievements and performance level; identifies future performance goals and objectives; creates an effective framework for professional development planning; and encourages communication between employees and their supervisor so employees receive comprehensive feedback on their performance and specific contributions.

The evaluation process is one method for employees to make recommendations for the future of the company. Alternatively, employees can send an email, make an appointment or discuss an idea with their supervisor. Some EOC countries, like EOC

China, even offer incentives for good suggestions that pass a feasibility analysis.

HEALTH



G4-LA6

MONITORING HEALTH

EOC Group considers its employees to be an essential element to create sustainability environment. This means that monitoring employee health is important for driving sustainability forward. For this reason, various health-related initiatives have been implemented by EOC Group.

EOC UK has produced a company health report to increase employee awareness of health issues. Participation in the study was voluntary.

In Thailand, EOC Group provides the opportunity for employees to have regular check-ups on the company premises. Extensive medical examinations are offered to employees aged over 40; employees who work with or directly touch hazardous materials; and employees who work in confined spaces. The initiative's aim is to reduce the risk of disease and medical conditions within EOC Group's workforce.



In India, EOC Group has renovated the housing facilities for junior production staff. This has improved living standards for employees and their families, building loyalty to the company and reducing staff attrition.

EOC India has **improved living standards** for employees and their families.

HEALTH AND SAFETY

G4-LA6

The health and safety of employees is of the utmost importance for EOC Group. Each project is evaluated to ensure both maximum safety for employees and optimal efficiency for production.

CONSIDERING HEALTH AND SAFETY ISSUES

Health issues

G4-LA6

EOC Group understands that monitoring staff health, especially for a chemical company, is a continuous process. Some of the health concerns that are currently being investigated include: the risks of working with hazardous substances; the issue of underground contamination from untreated water in wells; the problems caused by shift work on sleeping patterns; the impact of inhaled dust on health; and potential hearing problems from noisy equipment. In the past year, EOC Group has implemented and

continued a number of initiatives. These initiatives include: regular medical check-ups and health insurance for employees; personal protective equipment for visitors; periodical measurement of relevant emissions (*dust, noise, light, temperature, etc.*); comprehensive job-related training; and clear instructions for employees, suppliers and contractors.

Safety issues

EOC Group's main safety aim is to have zero accidents. While this might seem to be an ambitious goal, EOC Group takes it seriously and is currently investigating a number of safety issues that need to be solved in order to achieve it. These issues include: manual handling and dosing of hazardous materials; the use of hoses to pump liquids; dim lighting in some areas; use of knives to open packaging; and budgeting for future safety requirements.

EOC Group has successfully implemented a number of safety initiatives in the past year, bringing it closer to its goal. These initiatives include: empowering departments to make their own decisions; increased awareness of safety issues via internal communications; regular maintenance of equipment by external contractors; increased training; and comprehensive risk assessments and emergency planning.

Hygiene issues

Good hygiene helps to keep staff healthy and products

Sustainable prevention means people working safely and healthily in a place where they are protected. It's more than preventing the loss of time from accidents, it also includes mental well-being and personal development.

Hans Vroman, Health & Safety Manager, EOC Belgium

uncontaminated. Some hygiene issues that EOC Group is currently investigating include: dust in the compound plant; location of particular facilities such as waste material storage and wastewater treatment; intensive cleaning of old facilities; and the use of calcium filters that emit dust into the air, coating the tops of machines and work areas.

Global initiatives about the **importance of hygiene** help to keep staff healthy and products free from contamination.

Hygiene initiatives implemented in the last year include: awareness of the importance of good hygiene; increased testing of drinking water and air quality; and promotion of barrier creams, after-work cream and cotton gloves to eliminate dermatitis issues.

IMPLEMENTING HEALTH AND SAFETY INITIATIVES G4-LA6

Here are details about some of the health and safety initiatives that have been implemented in the last year.

Raising awareness

Awareness of health and safety issues is an essential first step to preventing accidents that have the potential to affect employees,

the company and the local community. All EOC countries use training courses, staff meetings, safety posters and company noticeboards to raise awareness of concerns including first aid, hygiene regulations and accident prevention.

Health and safety standards are clearly displayed and are shared with employees, local government, customers and suppliers in order to create a safe working environment. Suppliers receive safety instructions when they report at the site. Visitors, such as customers, contractors and auditors, receive a guided tour, safety instructions and personal protective equipment.

In the Netherlands, employees can easily access safety sheets for all substances that are used in the workplace. These sheets are updated regularly. Additionally, EOC the Netherlands plans to compile a register of hazardous substances in 2015.



Three examples of the health and safety awareness campaign posters.

Working at EOC is based on a sense of security and safe working conditions. We want future generations to be motivated and have appropriate qualifications. This is how we see our role as a company in the global market.

Aneta Krawczyk, Production & Laboratory Manager, EOC Poland

EOC Belgium places all relevant health and safety information on the internal company network. For example, safety videos that need compulsory viewing by all employees and contractors and safety instructions for each task.

Risk assessments and other reporting

Assessments, regulations, protocols, auditing and reporting are globally implemented to avoid potential environmental and social risks.

In Thailand, EOC Group completes a safety risk assessment every five years that is sent to the local government for approval. A regular safety survey investigates potential risks that employees are then made aware of. Safety and hygiene regulations are posted on company notice boards and comprehensive training is carried out to ensure that all employees and suppliers understand all relevant site safety regulations.

Once a year EOC Poland produces a general report on safety that is delivered to the government. The report details the actions the company has taken to increase safety, as well as future safety plans. Potential risks mentioned in the report are investigated, monitored and solved where possible.

EOC India has produced a hazard identification and risk assessment in addition to the regular safety audits and incident reports that are used to monitor on-site health and safety. The company also displays safety protocols on internal notice boards and has distributed an emergency plan that details a number of different potential situations. The company's ultimate goal is to prevent all on-site accidents.

After each major change at EOC Belgium, the global risk assessment for each department is reviewed to ensure that it remains relevant. EOC UK audits its safety risk assessments annually.

Incident investigation

EOC UK encourages all staff to report all incidents so they can be investigated and the root cause found. These root causes become the topic of the monthly health and safety meetings and procedures are changed to reduce the likelihood of a repeat occurrence. Regular safety reports that cover work related absenteeism and work related accidents are produced.

Emission measurements

In Poland EOC Group measures a number of harmful factors at work, including dust, noise, luminous intensity and harmful substances. These measurements are archived for future reference and shared with employees via the notice boards.



Reducing dust

EOC UK has reduced the amount of airborne dust by using larger bags of raw material that directly enter the tanks instead of using 25kg bags of filler. The smaller bags have the potential to spill and splash on uncovered skin or be inhaled. The new system avoids these risks.

To combat a dusty working environment, EOC Poland has provided employees with season-appropriate working clothes and dust masks, as well as installing a ventilation system in production areas.

Reducing contamination

EOC UK has changed procedures in response to the risk of contamination from hands to face and mouth from eating, drinking or using a mobile phone in production areas. Awareness posters are displayed in the bathrooms and the staff canteen.

EOC China's
Cleaner Production initiative
reduces waste, pollution and costs by
ensuring a **clean and healthy**
working environment.

Raw materials in production

In China, EOC Group has established the 'Cleaner Production' initiative. The initiative aims to keep the site clean by reducing errors in the quantities of raw materials used so there are fewer raw materials stored incorrectly when they aren't needed. This will reduce waste, costs and pollution and ensure the site is cleaner.

EOC Poland has changed the dosing method of powder and sodium hydroxide, a hazardous raw material, from manual to automatic. Along with a modernisation of the ventilation system, this change will be implemented for other hazardous raw materials in the coming years.

Upgrading infrastructure

EOC Poland has renovated the floor and walls of the production hall and raw material warehouse. The modernised floors are now non-slip and resistant to chemicals and abrasions. As well as reducing dust from the previously damaged concrete floor, the new, even floor eliminates a major cause of damage to forklift trucks, improving safety and reducing costs. Road markings for forklift traffic inside the building have been renewed. This has improved the overall look of the building and the working environment.

In the UK, EOC Group has installed lifting cranes for bulk bags

of raw materials. Due to the nature of the production process, the issue of repetitive strain injuries (*RSI*) while emptying 25kg bags of raw materials was identified as a potential hazard. As these additions happen frequently, EOC Group decided to replace the 25kg bags with 1,000kg bulk bags. The newly installed crane lifts the bulk bags into position and empties them into the mix tank. This reduces manual handling during the production process, reduces dust in the production area and improves manufacturing efficiency. Unlike the 25kg bags, the bulk bags can be recycled, so waste disposal costs have also been reduced. Most importantly, this procedure has reduced exposure to substances that have been identified as a health-related issue.

Equipment maintenance

In Turkey, EOC Group safety instructions and risk assessments are audited monthly.

In Turkey, EOC Group regularly maintains equipment, measures emissions of dust, noise, light and temperature and offers health and safety training to employees. The safety instructions and risk assessments are audited on a monthly basis by OHSAS (*Occupational Health and Safety Advisory Services*).

Protective clothing

In response to a chemical smell in Thailand, EOC Group provided safety gloves, respirators and masks for staff working in the emulsion plant, raw material preparation area and monomer loading area.

EOC Poland prevents accidents in several ways including providing personal protection equipment, delivering relevant safety instructions and auditing safety risk assessments regularly. Unauthorised people are not allowed in the hazardous areas as well as the entire production area.

EOC India provides all staff with personal safety equipment, including helmets, shoes, glasses and gloves, to prevent on-site accidents.

Health check-ups

In Thailand and India, EOC Group offers health check-ups to all employees. This is to monitor employee health to ensure there are no negative side effects from the chemicals that the plant works with.

In China, the new occupational health surveillance archives monitor employee health to catch early signs of potential occupational diseases.

Hygiene

EOC India has installed new hygienic facilities, including showers and eye wash fountains for staff in Mumbai and eye wash fountains in Delhi. These measures will help reduce any possible effects from employees coming into direct contact with any of the chemicals used on-site.

In Poland two rooms have been renovated in the production area of the site. The rooms have been converted from temporary storage areas into a safe zone, with appropriate facilities, so that employees can shower immediately in case of skin contact with hazardous materials. In addition to improving health and safety standards, the new area increases work comfort and decreases the possibility of employee complaints.

EOC GROUP'S PROGRESS

EOC-DP

EOC Group has invested in the social progress of its stakeholders over the past year. Training courses, healthcare and protective equipment have all helped the company to step closer to its social progress sustainability goals.

Currently, the company has experienced good progress towards reaching its safety and security, health and well-being and employee development social progress focus points. EOC Group plans to continue this progress in the coming years.

Social Performance Data 2011 - 2014

WORKFORCE BY EMPLOYMENT TYPE, GENDER AND AGE GROUP

		2011	2012	2013	2014
Total workforce		583	587	636	655
Full time employees	FTE	565	573	624	644
Part time employees	PTE	18	14	12	11
Men		473	476	525	542
Women		110	111	111	113
Age 18-24		34	28	28	29
Age 25-34		196	212	238	246
Age 35-44		205	184	192	187
Age 45-54		103	118	134	150
Age 55-64		41	43	41	38
65 and older		4	2	3	5

NUMBER OF EMPLOYEES AT THE YEAR-END WORKING IN/AS:

		2011	2012	2013	2014
R&D and innovation		38	36	38	38
Internal first aid helpers		109	110	126	137
Prevention advisors		28	28	29	30
Safety & security		11	11	12	14
Employees in governance bodies		41	42	40	40

EMPLOYEE TRAINING:

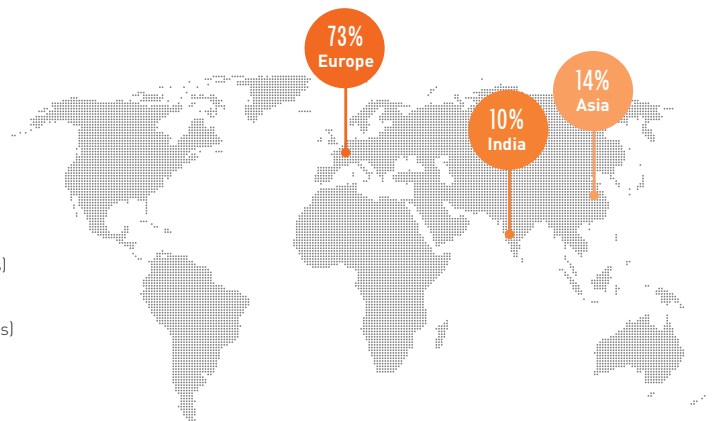
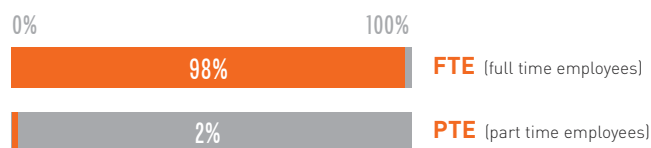
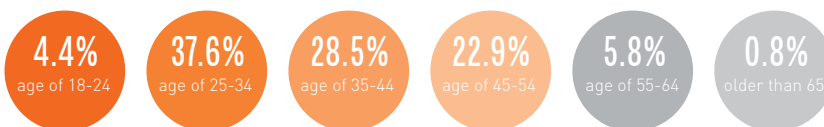
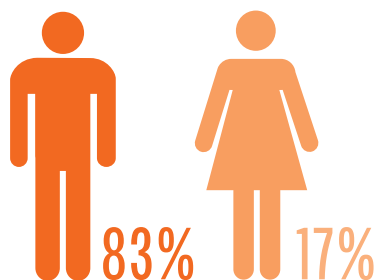
		2011	2012	2013	2014
Employees trained in all domains	%	82	83	86	87
	hrs	4,479	4,454	6,558	5,991
Trained in safety & security	%	56	55	56	59
	hrs	2,046	1,813	3,013	2,156
Trained in environment	%	36	49	44	40
	hrs	108	428	432	632
Number of employees trained in anti-corruption		132	136	163	172

SAFETY:

		2011	2012	2013	2014
Lost time injury frequency per million working hours	LTIF	1.82	0.24	0.73	0.20
Frequency rate per million working hours	(number of accidents)	76	18	21	18

NUMBER OF TOTAL WORKFORCE

655



SAFETY (FREQUENCY RATE)

18

number of accidents per million working hours



SAFETY (LTIF)

0.20

lost time injury frequency per million working hours



ANTI-CORRUPTION TRAINING
employees

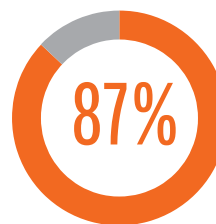


ENVIRONMENT TRAINING
employees



SAFETY & SECURITY TRAINING
employees

average of
employees trained
in all domains



= 5,991 hours



Sustainability & Environmental Responsibility

Considering the solid growth of global population and, therefore, the faster consumption of resources, sustainability will be our children's inheritance. It is a reaction by society to ensure the endurance of the system and to keep Earth balanced.

Enis Orucu, Production Manager, EOC Turkey

Sustainability key area

Environmental Responsibility



A large part of sustainability is taking responsibility for protecting the environment from potential issues and risks, as well as reducing the company's impact on the world around us. EOC Group lives up to these responsibilities in a variety of ways.

ENVIRONMENT

G4-EN10 G4-EN15

With each action, every EOC Group department, division and site considers its impact on the environment. Some general environmental concerns that EOC Group is currently working on include water pollution, energy consumption and CO₂ emissions.

TACKLING WATER POLLUTION

G4-EN10

In the chemical industry, there is a real risk of water pollution. EOC Group has undertaken a number of projects in order to minimise this risk as much as possible.

Water treatment centres

EOC-DP

EOC India has the ultimate aim of zero water discharge at any of its plants. To achieve this, EOC Group has installed EFTs (*Effluent Treatment Plant*). The treated water is then re-used for gardening, further reducing the quantity of wastewater discharge.

To conduct a pilot test of a biological wastewater treatment centre, EOC Belgium has partnered with VITO, a leading European independent research and technology organisation in the areas of cleantech and sustainable development. The

test uses membrane filtration technology to reduce the wastewater from the emulsion division.

Filtering water

EOC Belgium installed
14 new Eaton filters to reduce
contaminated adhesive waste by **60%**.

In Belgium EOC Group has installed 14 new Eaton filters instead of the usual basket basket filters. A balloon inside the new filters has reduced the wet, contaminated adhesive waste by 60 percent. The waste is collected into drums before being collected by an external waste disposal company. The new filters are also easier to empty, reducing the required manpower. In the first two months after installation, approximately 8,000kg less contaminated product was removed from the filters each month, extending the time between waste transports from four to six weeks.

EOC UK has installed a wastewater recycling system to filter out contaminants. The recycled water is then stored and used in production. Water meters are used to continuously monitor recycled water levels to ensure that untreated water isn't accidentally released into the drainage system. While additional care is needed when using recycled water in production to

ensure product quality and conformity, overall the wastewater recycling system has lowered utility bills, production costs and water consumption.

Maintenance and water pollution

Maintenance improvements to the pipes and tanks have reduced spillages, leaks and environmental contamination. All maintenance procedures follow the relevant local legislation.

Reusing water

EOC the Netherlands has been looking into reusing wastewater from the production of adhesives since the discharge is expensive to correctly handle as it causes coagulation in the sewer system. To find an effective solution, EOC Group has redeveloped the production process to integrate the reused wastewater. This has the benefit of reducing overall water consumption, raw material usage and financial costs, while still manufacturing a quality product that meets customer standards.

Cleaning

Within EOC Group, processes have implemented to integrate the water used for cleaning the production tanks in the next batch of the same product. To ensure EOC Group's high quality standards are not compromised, EOC Group plans



People are aware that they need to be energy efficient, but there are worries that businesses still use energy intensive processes. It is important that companies are committed to sustainability and set a good example.

Edwin Trip, Branch Manager, EOC the Netherlands

the production schedule carefully and has created cleaning instructions to avoid unnecessary cleaning and to minimise water usage.

MEETING REGULATIONS, STANDARDS AND LEGISLATION

G4-EN6 G4-EN10 G4-EN15

All EOC Group locations meet all relevant local, national, regional and international environmental, chemical storage and transportation policies, regulations, standards and legislation.

MANAGING WASTE

Good waste management is important for both environmental and economic reasons. Not only does it reduce the potential for environmental contamination, good waste management reduces production costs as raw aren't wasted and there is less waste to dispose of correctly. That's why EOC Group has implemented a number of projects for waste management.

Recycling and recovery

EOC China separates waste and keeps it dry and cool to minimise the chance of leakages and contamination. When the waste warehouse is full, the waste treatment company collects everything for safe disposal.

EOC Poland collects and sorts waste, including batteries,

defective products, wood, paper and plastic, before it is sent to companies that specialise in recycling and recovery.

Packaging



Additionally, EOC UK is reducing packaging waste as much as possible by replacing 25kg bags with bulk bags weighing 1,000kg each.

BIODIVERSITY

It is important to maintain the biodiversity of the planet while carrying out daily activities.

Three EOC countries that are **actively working to maintain biodiversity** in their local areas are India, the Netherlands and Poland.

In Delhi, EOC India has created a plantation outside the factory to reduce air pollution. And in Mumbai, EOC India is shifting towards using surfactants that do not adversely affect aquatic life. As India doesn't have any legislation banning the use of harmful substances, this shows EOC Group's desire to reduce the use of harmful substances and minimise the environmental impact of EOC Group's actions.

In the Netherlands it is legally required to produce a Soil Risk Assessment to minimise the potential impact of hazardous substances on the soil. EOC Group is following the recommendations of this assessment carefully.

EOC the Netherlands' **cradle-to-cradle philosophy** stimulates thinking about the sustainable use of raw materials and waste protection.

The use of boric acid at EOC the Netherlands was discontinued in 2014 for social and environmental reasons. Boric acid is a hazardous material which can harm the health of employees as it can affect the nervous system. By discontinuing the use of boric acid, EOC Group has improved overall safety during the production process and for material handling and storage. EOC the Netherlands sees this as part of their cradle-to-cradle philosophy which stimulates thinking about the sustainable use of raw materials and waste protection.

The EOC Poland location is surrounded by a protected nature zone, which means EOC Group needs to obtain permission for every new investment on the site. Permission is only granted for investments that do not have a potentially negative environmental impact. For example, during the preparation work for a new investment, EOC Group needed to chop down a number

of trees. To maintain the biodiversity of the area, EOC Poland will be planting specific types of new trees in a defined area.

EOC Group will continue to monitor the biodiversity around the site in Poland following the purchase of 54,000m² of industrial land so the company can expand with a new surfactants factory. Construction is due to start in 2017. In addition to increased local employment, the factory will expand EOC Group's production turnover enabling the company to increase supply to customers in Eastern Europe.

ENERGY

G4-EN6



The impact of energy choices, from the type of fuel used to overall consumption, has a direct impact on the sustainability of EOC Group's business. That's why energy decisions are carefully considered to minimise any negative influences.

REDUCING ENERGY CONSUMPTION

G4-EN6

G4-EN15

Energy consumption is an important element when considering environmental impact. That's why plans to reduce energy consumption play a leading role in EOC Group's sustainability programmes.

We have to remember that we are not the owners of the land that we are walking on. We have the duty to supervise it for our children.

Alberto Pavarin, Branch Director, EOC Italy

Energy consumption surveys

In several countries EOC Group has undertaken comprehensive surveys to highlight areas where energy consumption can be reduced in both the short and the long term. Short-term solutions, with a ROI of less than five years, have already been implemented in many places. And long-term solutions will be carried out when equipment needs to be replaced in order to limit the financial impact of these investments.

In the Netherlands, this type of 'Energy Savings Report' and the connected implementations is legally required. Following these legal requirements, EOC Group has examined all the energy saving possibilities of the plant, from construction and climate systems to production processes and behaviour, to reduce CO₂ emissions and energy consumption. Short-term solutions have already been implemented, such as automatic light switches and frequency pumps. This is used to raise awareness of energy consumption issues, step-by-step.

Measures with a longer ROI are implemented when older equipment is replaced, wherever possible. In this way the financial cost of the investment is partly covered and production can grow while using less energy per tonne of product. In the Netherlands, a single energy meter measures the results of the 'Energy Savings Report' for the entire building each week.

Raising awareness of energy consumption

EOC Belgium introduced the ENO campaign in 2014 at the Oudenaarde site. It will be implemented at the Evergem site in 2015. So far, the campaign has resulted in a calculated reduction of 740 MWh of energy in 2014. Energy consumption at the Evergem site will be monitored via the energy monitoring network.

The internal ENO corporate campaign aims to raise awareness of energy usage by all employees. Everyday actions, from turning lights off in areas where nobody is working to the correct usage of cooling and ventilation, can make a major difference to overall energy levels.

In 2014 three themes were chosen: lighting, compressed air leaks and heat loss.

Emissions from lighting can quickly add up. EOC Belgium can save up to 19.9 tonnes of CO₂ by simply turning lights off after everybody has left a working area or not turning on lights when they're not necessary. EOC Belgium can reduce CO₂ emissions by a further 20 tonnes (*over 50,000 kWh of electricity*) by fixing faulty light fixtures and replacing broken bulbs.

In production at EOC Belgium 25 percent of air consumption and 10 percent of steam consumption is lost due to leaks.



Two ENO campaign posters created to encourage employees to turn off unnecessary lighting and to turn the heating down by a single degree.

This is an annual average loss of more than 200 tonnes of unnecessary CO₂ emissions (870,000 kWh) from just the Oudenaarde site. An awareness campaign has encouraged employees to detect and report leaks.

The prevention of heat loss is important in reducing costs, reducing energy consumption and reducing CO₂ emissions. In autumn 2014 EOC Belgium launched a two-sided campaign to keep heat inside buildings. Keeping doors and windows closed so the heat doesn't escape, can reduce heating costs by five percent, a total of 11.2 tonnes of CO₂ emissions (69,920 kWh). Turning the thermostat down a single degree in the offices and control rooms can reduce fuel consumption by seven percent, a saving of 3.6 tonnes of CO₂ emissions (20,000 kWh).

The ENO campaign will continue to raise awareness of the chosen themes to reduce energy consumption and CO₂ emissions. This campaign is set to continue.

Insulation

EOC Poland has recently finalised the thermo insulation of the final part of the roof of the old building. This will result in less

heat loss and lower heating costs. It is the last action currently possible to save energy in the existing buildings.

Equipment

In Poland energy saving processes for high consuming equipment has been developed, including only switching equipment on when it is necessary for production. This will reduce energy consumption.

EOC Portugal aims to reduce electricity consumption with the installation of a more efficient compressor and increased awareness of energy usage. Energy consumption will be monitored and verified on a weekly basis.

ALTERNATIVE FUEL SOURCES

G4-EN15

When it comes to fuel sources and power supplies, all decisions made by EOC Group have an environmental impact. Hence, EOC Group is looking into alternative fuel sources for several locations.

Recycling, using clean energies, reducing consumerism, controlling industrial activity, controlling consumption of limited natural resources - all have to be made viable and part of the standard norms of civilised society.

Mamta Kapadia, Managing Director, EOC India (Mumbai)

The long-term goal in Poland is to have a natural gas connection. Unfortunately, there are technical obstacles on a public-municipality level, so EOC Group has investigated alternatives. The new heating system for production areas and the warehouse uses LPG (*liquid petroleum gas*) instead of Thermo Oil. LPG is cleaner, more efficient and generates fewer CO₂ emissions, plus using LPG eliminates the need for fuel storage and reduces the risk of pollution in case of a fuel leak. The new heating system uses modern, efficient devices to further reduce fuel consumption. EOC Group has also installed solar panels to heat water, again reducing energy costs and environmental impact.

In China a new steam condensate recycling system has been installed to collect the steam condensate from the reactor to heat the boiler. In 2014 this saved 0.039m³/kg of natural gas.

A number of projects have been undertaken in India due to the concerns EOC Group has with interruptions in grip power supply and high diesel consumption. To tackle this VFDs (*Variable frequency drives*) have been installed to monitor the consumption of major power consuming equipment and standard lighting has been replaced by CFL (*Compact Fluorescent Light bulbs*).

Additionally, EOC India has recently installed a dedicated grid power supply to ensure uninterrupted power for production purposes, including processing XSB batches. This reduces the need for DG (*Diesel Generator*) and maximises production

uptime at the plant while reducing fuel costs, lowering emissions and lowering noise pollution. EOC India is also exploring the possibility of using natural gas when it becomes available.

EOC Group is in the initial stages of an important energy reduction project in Mumbai, India. When the project is finalised, it will directly inject steam into the reactor instead of indirectly heating it. This will reduce heat loss, which will lower furnace oil consumption, environmental impact and fuel costs as well as improving batch time.

TRANSPORT

Emissions from transportation make up a large proportion of EOC Group's environmental footprint. As environmental friendly solutions are investigated and implemented, EOC Group needs to ensure that punctuality and reliability standards aren't jeopardised.

Tracking solutions are reducing CO₂ emissions and fleet operating costs in Belgium and the UK.

Vehicle tracking devices

G4-EC8

G4-EN15

EOC Logistics in Belgium and EOC UK have installed vehicle-tracking devices in the fleet. The Belgian GPS tracking and fleet management devices, called *CarCubes*, were installed in 2014 to calculate the most efficient routes, monitor vehicle usage and assist with planning. In 2015 the *CarCubes* will incorporate paperwork, including journey overviews and fuel consumption. The British devices, called *YouTrack*, follow the fleet from delivery to delivery, updating customers about their delivery status, re-routing drivers to avoid traffic and calculating driver hours. The devices reduce fuel consumption, maintenance requirements, driving time and unscheduled stops.



Energy efficient vehicles

EOC UK has replaced two diesel-powered vehicles with hybrid technology based vehicles in order to reduce CO₂ emissions. This policy will be expanded for the entire fleet over the coming years. In addition to reducing the carbon footprint, the policy has tax benefits and helps to prepare the company for future legislation.

EOC Belgium and Poland have replaced older vehicles in the fleet with energy-efficient, new models. These new models use less fuel and produce fewer emissions as well as being easier to drive.

In Belgium 13 new trucks have been leased to replace three trucks from 2007 and ten from 2009. The new trucks in Belgium comply with *EURO 6*, a European standard that aims to substantially reduce pollutants and emissions of nitrogen oxides (*NO_x*) and particulate matter (*PM*).

In Poland, EOC Group has extended the truck fleet with bulks, tarpaulins and refrigerated units with a capacity of 24 tonnes. This will improve delivery efficiency and flexibility, lowering transport costs and create local jobs.

Loading and unloading

EOC the Netherlands has acquired a loading bridge to facilitate the loading and unloading of containers. Instead of unloading sea containers in the harbour onto a truck, they can be unloaded at the plant. This reduces fuel consumption, increases efficiency, lowers handling requirements and generates less pollution.

Changing transportation methods

While EOC Group is heavily invested in road transport, the company understands that there are alternatives available in many countries and EOC Group is interested in discovering the most sustainable solution.

EOC the Netherlands is investigating the entire transportation process for the country to find more sustainable, efficient and

flexible solutions. Currently all transport is done by road, except some imports that arrive by ship from Asia.

In Belgium road transport remains important thanks to its flexibility. Longer distances, however, are best served by rail when the tonnages are sufficient. A constant amount is shipped by sea. Air, the quickest and most expensive option, is only used for samples or urgent demands.

Maintaining transport quality

A well-maintained fleet ensures EOC Group's products arrive at their destination in the same perfect quality that they leave the plant. In addition to visual and odour inspections, paper trails and checklists, EOC Group undertakes a number of extra controls.

For example in Poland, every bulk truck needs to present a washing certificate before being loaded. Other trucks, e.g.

isotherm, refrigerated and tarpaulin, undergo a comprehensive visual check. If any potentially harmful substance is found, it is checked with a supervisor and sent to the lab if necessary. The truck is thoroughly cleaned.

EOC the Netherlands believes that part of transport quality can be directly connected to the quality of the supporting paperwork. Codes on product labels need to correspond to transport documentation to ensure correct and timely delivery.

Expanding fleet partners

In several countries, EOC Group works with a number of trusted partners to provide fleet services. Each partner complies with EOC Group's transport policies as well as with all relevant regulation. In Poland, EOC Group partners provide a broad range of quality transport options at a competitive price for customers. And in Turkey, EOC Group's professional partners easily handle the quantities and regions EOC Group works in.

EOC GROUP'S PROGRESS

G4-EN6

G4-EN10

G4-EN15

2014 was a productive year for Environmental Responsibility at EOC Group. The company has achieved significant global progress towards the main environmental focus points – energy savings; reusing, recycling and reducing waste; less CO₂ emissions; and reduced water use and lower water pollution.

However, everyone at the company understands that continuous improvement is the way forward to develop, implement, measure and improve sustainable global restructuring programmes.

ENVIRONMENT PERFORMANCE DATA 2014



TOTAL GHG EMISSIONS

0.032

metric tonnes CO₂/tonnes of product produced



TOTAL COD EMISSIONS TO WATER

0.167

kg/tonnes of product produced

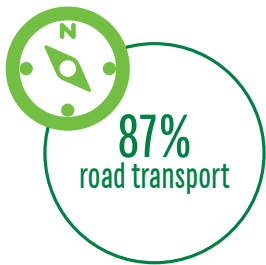
TOTAL TOC EMISSIONS TO WATER

0.067

kg/tonnes of product produced



EMISSIONS TO AIR kg/tonnes of product produced



87%
road transport



TOTAL WASTE

11,851

metric tonnes

HAZARDOUS WASTE

2,010

metric tonnes

DIRECT ENERGY USAGE

441,106

Gigajoule



DIRECT ENERGY EFFICIENCY

0.313

in production GJ/metric tonnes of product produces

0%

100%

24%

DRINKING WATER

TOTAL WATER WITHDRAWAL m3/tonnes of product produced

1.306

Note: As legislation varies from country to country, not all EOC Group companies have been required to collect the data listed above. Check page 78-79 which countries have reported for each point mentioned.

Environmental Performance Data 2011 - 2014

As legislation varies from country to country, not all EOC Group companies have been required to collect the data listed below. In order to be transparent about what the recorded data covers, the EOC Group companies that have reported data for each point are mentioned. EOC Group will encourage the individual countries to record this data from now on.

○ countries which have not reported data ● countries which have reported data

EMISSIONS OF GHG (greenhouse gases)

	2011	2012	2013	2014
Total emissions metric tonnes CO2/tonnes of product produced	0.031	0.034	0.031	0.032
○ India Delhi, Italy, Poland	● China, Thailand, Belgium, the Netherlands, Portugal, Turkey, UK			

EMISSIONS TO WATER

	2011	2012	2013	2014
Chemical Oxygen Demand (COD) kg/tonnes of product produced	0.212	0.215	0.176	0.167
○ India Mumbai, Italy, Poland, Turkey, UK	● China, Thailand, India Delhi, Belgium, the Netherlands, Portugal			
Total Organic Carbon (TOC) kg/tonnes of product produced	0.052	0.083	0.067	0.067
○ India Delhi, India Mumbai, Italy, the Netherlands, Poland, Turkey, UK	● China, Thailand, Belgium, Portugal			

EMISSIONS TO AIR

	2011	2012	2013	2014
Volatile Organic Compounds (VOCs) kg/metric tonnes of product produced	0.011	0.012	0.018	0.015
○ China, India Delhi, India Mumbai, Italy, the Netherlands, Poland, Turkey	● Thailand, Belgium, Portugal, UK			
Nitrogen Oxides (NOx) kg/metric tonnes of product produced	0.035	0.029	0.046	0.032
○ India Delhi, India Mumbai, Italy, the Netherlands, Turkey, UK	● China, Thailand, Belgium, Poland, Portugal			

WATER WITHDRAWAL

	2011	2012	2013	2014
Total water withdrawal m3/tonnes of product produced	1.341	1.313	1.221	1.306
○ India Mumbai, Italy, the Netherlands, Poland	● China, Thailand, India Delhi, Belgium, Portugal, Turkey, UK			
Drinking water m3/tonnes of product produced	0.253	0.247	0.290	0.315
○ India Mumbai, Italy, Turkey	● China, Thailand, India Delhi, Belgium, the Netherlands, Poland, Portugal, UK			

○ countries which have not reported data ● countries which have reported data

TRANSPORT

		2011	2012	2013	2014
Road transport	%	90	89	88	87
○ India Delhi, India Mumbai, Italy, Portugal		● China, Thailand, Belgium, the Netherlands, Poland, Turkey, UK			

ENERGY CONSUMPTION

		2011	2012	2013	2014
Direct energy usage	Gigajoule (GJ)	455,920	460,420	454,156	441,106
○ China, Thailand, India Mumbai, Poland		● India Delhi, Belgium, Italy, the Netherlands, Portugal, Turkey, UK			
Direct energy efficiency in production	GJ/metric tonnes of product produced	0.539	0.400	0.441	0.313
○ China, Thailand, India Mumbai, Italy, the Netherlands, Poland		● India Delhi, Belgium, Portugal, Turkey, UK			

WASTE TREATMENT

		2011	2012	2013	2014
Total waste	metric tonnes	10,540	10,175	12,564	11,851
○ India Mumbai, Italy, the Netherlands		● China, Thailand, India Delhi, Belgium, Poland, Portugal, Turkey, UK			
Hazardous waste	metric tonnes	1,636	1,222	1,782	2,010
○ India Mumbai, Italy, the Netherlands		● China, Thailand, India Delhi, Belgium, Poland, Portugal, Turkey, UK			

Note: The Environmental Performance Data indicates that in some cases the values for 2014 have not decreased, compared to (a) previous year(s). This is mainly due to a number of elements, for example: the production sites require different energy consumption; the production volumes differ per year and per country; a specific production can result in higher waste water, etc ... It is clear that EOC Group invests in a number of initiatives which are not visible in the data immediately, but will be visible in the long-run for the specific productions.

Assessing EOC Group's progress

In the sustainability programme EOC Group has established a number of strategic priorities for the short- and medium-term. While the company has made significant progress achieving some of these aims, others are still in the early stages.

HERE ARE SOME OF THE INITIATIVES THAT ARE IN PROGRESS:

EOC India plans to continue enhancing its product range in order to generate better economic returns that will justify investing in upgrading infrastructure and facilities.

In China, EOC Group is optimising partnerships with key customers to ensure more sustainable production. The company is one of the leading manufacturers in the local green movement.

EOC UK is developing and implementing a dynamic business plan that will allow full realisation of all targets to create a long-lasting and sustainable business. This business plan incorporates the company's environmental responsibilities and aims to find solutions to obstacles such as high raw material pricing.

In Belgium, the Netherlands and Portugal, EOC Group continues to focus on the reduction of waste and energy saving projects, making environmental responsibility a fixed part of the company's objectives.

EOC Poland is finalising the installation of the new production line, which has been developed to be as sustainable as possible. The company plans to continue to maintain a balance between the ways EOC Group works and the surrounding natural environment and community.

**IN 2014 A NUMBER OF PROJECTS WERE FINALISED.
HERE IS A SELECTION:**

In Mumbai, EOC Group has improved staff housing; installed a new chilling water system to reduce water loss and improve cooling efficiency; and installed a tanking facility to reduce waste during packaging. In Delhi a new XSB latex production facility was opened to expand the company's potential market reach and treated water is now being used for gardening purposes to improve the site's appearance.

In China new mixer tanks for compounds have been constructed and new emulsifier product lines have been introduced for emulsion polymerisation customers.

EOC Group has been busy implementing GMP at EOC Surfactants, introducing total waste management solutions and investing in solar energy in EOC Belgium.

In the Netherlands, EOC Group has started installation of a second adhesive reactor with an extra hotmelt cooling belt to increase turnover.

EOC Poland now has the permits, including environmental, for a new waterborne polymer dispersion of polyvinyl acetate production line. It will be used for PVAc (*polyvinyl acetate*) emulsion, a new business area for EOC Poland. The plant has also expanded with the purchase of an additional five hectares of land.

EOC Portugal has started up a new emulsions reactor to produce PVAc emulsion in a sustainable way. The installation of a new compressor has lowered energy usage. Additionally, tests have been carried out to investigate the best method to filter wastewater on-site.

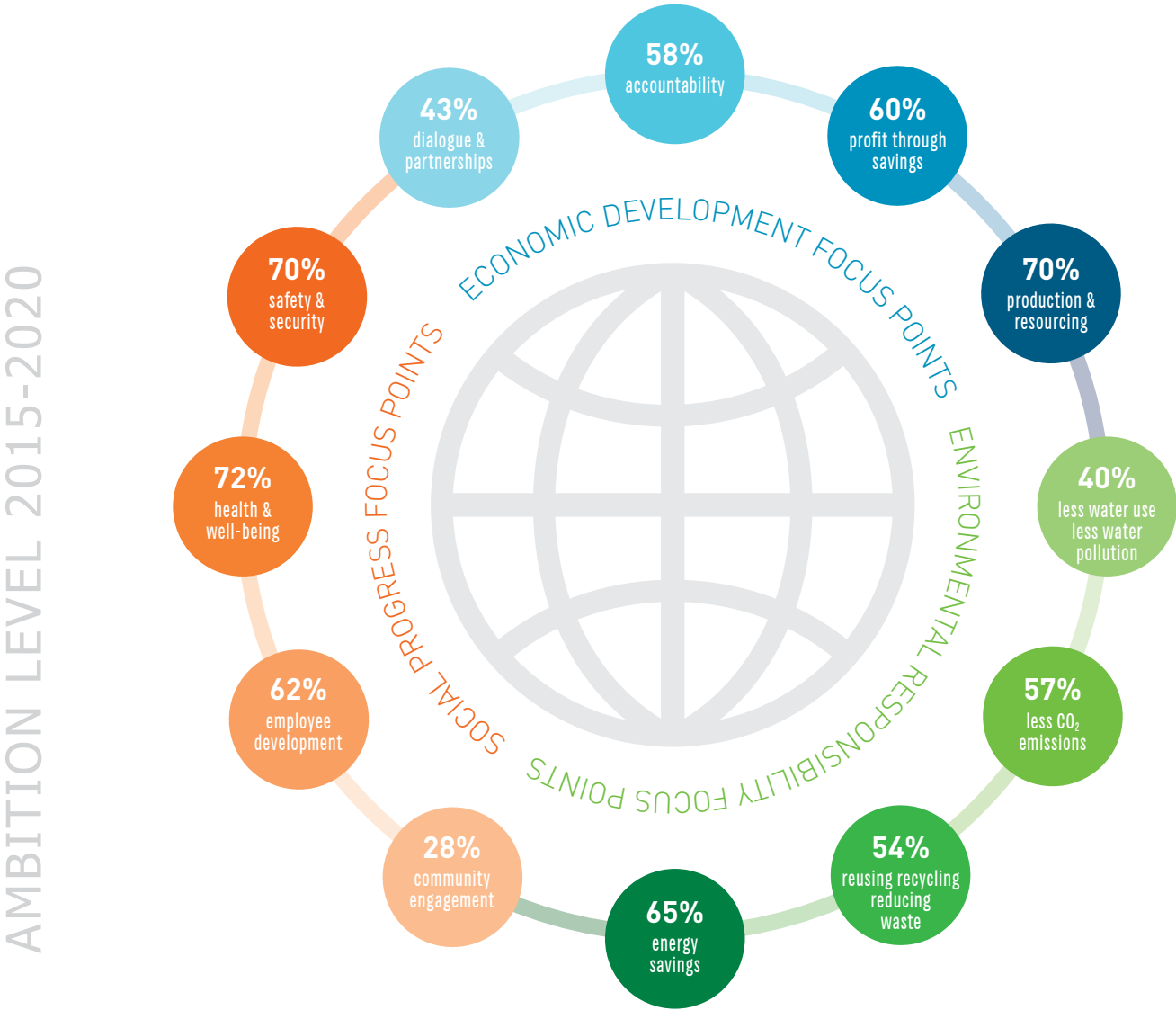
In the UK, EOC Group has installed cranes to enable the usage of bulk bags of raw materials in production; fitted a new dextrin production plant, including pipework, storage tank and road tanker; and purchased a new fleet of hybrid trucks.

These initiatives have helped to raise awareness of sustainability within EOC Group, which should help the company introduce future sustainability initiatives. However, not all projects were successful in this period. EOC the Netherlands planned to install a second hotmelt cooling belt in 2014, which is now planned for mid 2015. And, EOC Poland unexpectedly experienced damage to its transformer for its electricity supply.

Additionally, the economic situation in some countries, such as Portugal, needs to improve for the company to be able to implement all the sustainable initiatives they have planned.

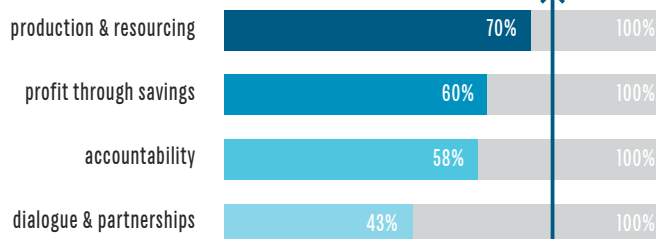
Even so, most EOC Group locations are positive about the company's recent performance. By offering different industry segments a good range of sustainable products, EOC Group's customers are satisfied.

EOC Group is proud of its global average* implementation status of the 12 focus points from the three sustainability key areas: economic development, social progress and environmental responsibility.



The diagrams below show the average implementation status for Asia, India and Europe for the 12 focus points. The figures have been calculated based on KPIs set by each country and averaged to give a global status for each focus point. As these figures are averages, it means that not all locations have the same status. As part of the company's 2020 goals, EOC Group aims to achieve a status of 75 percent for all focus points in all countries. This will be achieved by: aligning sustainability initiatives globally; introducing new corporate programmes and measurement systems; increasing awareness and training; implementing new policies; and improving stakeholder interaction and communication.

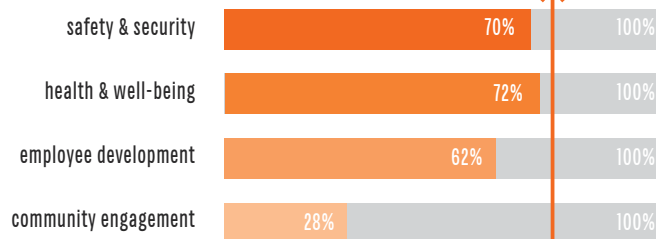
75% by 2020



ECONOMIC DEVELOPMENT

In daily business, EOC Group considers the financial impact as well as the implications for the earth's natural resources. This includes the impact of markets and customer dictating prices that result in lower margins requiring savings to ensure margins remain at a sustainable level so the company can continue to invest in the future. Increasing the investment of dialogue and partnerships are vital for all the regions the company operates in.

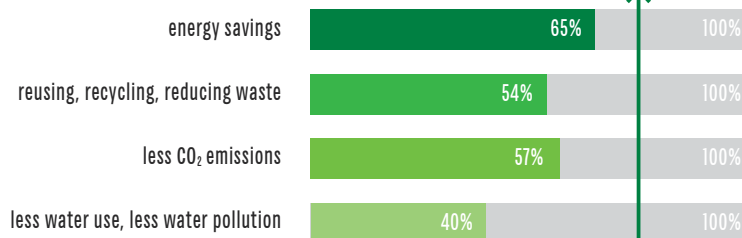
75% by 2020



SOCIAL PROGRESS

EOC Group's absolute first priority is safety and security. No operation that could be classified as unsafe is carried out at EOC Group. And no compromises are made to ensure the health and well-being of all employees and visitors to EOC Group. The development of a positive impact within the communities in which the company works is becoming key in all regions.

75% by 2020



ENVIRONMENTAL RESPONSIBILITY

As a chemical company EOC Group is aware of its potentially negative environmental impact. That's why the company increases its awareness and changes behaviour to reuse, reduce and recycle. This lowers EOC Group's carbon footprint, water use and water pollution. And this has the added benefit of reducing costs and waste while saving energy, which will lead to a greater impact in the future.

* This is the first year of calculating the implementation status of the 12 focus points on a global level.

Sustainability & Behaviour

The aim of the Code of Conduct is to develop a common perspective towards ethical behaviour within the organisation.

The company cannot prosper without a professional Code of Conduct that will guide behaviour, develop working relationships and build a value-driven organisation that will be seen as a standard for doing business.

Without a good Code of Conduct, ethical dilemmas can impair the company's reputation.

Sirilak Srimuang, Financial Controller, EOC Thailand

Code of Conduct

EOC Group is committed to managing its business in accordance with its declared values. These values recognise that good social citizenship is an essential ingredient in creating and maintaining a sustainable future. It is reflected in the manner in which EOC Group interacts with its employees, business partners and host communities. This statement briefly summarises EOC Group's commitments.

HUMAN RIGHTS

EOC Group is committed to the principles expressed in the United Nations Declaration of Human Rights *(and its protocols)* and the fundamental Principles and Rights at Work developed by the International Labour Organisation (*ILO*) in all of the countries in which it has *(or will have)* a presence.

FREEDOM OF ASSOCIATION

EOC Group recognises the right of the employees to become, and remain, members of Trade Unions and the right of their representatives to negotiate and bargain collectively on their behalf. In circumstances where Freedom of Association and Collective Bargaining are restricted *(or prohibited)* under legislation, EOC Group works with employees, where they wish to do so, to establish alternative means of representation that are mutually acceptable. EOC Group provides reasonable access for employee representatives and ensures that they do not suffer any disadvantage or discrimination as a result of their role as a representative.

CHILD LABOUR

EOC Group does not employ in any way, any individual who has not either reached the mandated school-leaving age or the minimum age set for employment in any country in which the company operates.

FORCED LABOUR AND ABUSE

EOC Group is committed to treat employees in a humane manner. EOC Group does not tolerate any form of abusive behaviour not only related to employees, but also to those whom EOC Group conducts business with, e.g., suppliers, customers, members of host communities, local and national officials.

EMPLOYEE RESPECT

EOC Group values the contribution made to the business by its employees. EOC Group is committed to create and maintain a working environment which is safe, respects individuality, is non-discriminatory, appoints and promotes employees on the basis of suitability, rewards fairly, encourages *(personal and professional)* development, and has effective mechanisms of communication.

DIVERSITY AND NON-DISCRIMINATION

As a multinational company, EOC Group values the differences reflected in the diverse workforce.

EOC Group is committed to a working environment that rejects discrimination on any ground and eliminates any unfair practices that may arise in day-to-day conduct of the business in the process of recruitment, internal promotion, selection

for training or any other activity. In addition, EOC Group is committed to treat fairly and without prejudice, those with whom there is contact externally.

FAIR COMPENSATION

EOC Group ensures that the pay rate for the standard working week *(or part thereof in the case of part-time employees)* in each country in which the company operates, at least matches the minimum standard set by the local government or legislature. In the event that no such standard is in place, EOC Group uses accepted industry standards or recognised norms to determine or adjust the relevant pay rates.

EOC Group maintains the practice of reviewing all wage and salary levels in accordance with the relevant collective agreements or, where none exist, at appropriately regular intervals.

ANTI-CORRUPTION

EOC Group is committed to act lawfully, ethically, with integrity and responsibility in the way the company operates towards its people, organisation, communities, business partners and markets. EOC Group also expects all concerned parties to conduct business in an ethical and lawful manner, act with integrity and in compliance with all applicable legislation, including anti-bribery and anti-corruption laws:

- *EOC Group does not tolerate any form of bribery or corruption;*
- *EOC Group expects everyone to avoid participation in or knowingly benefit from any kind of corruption, extortion or bribery;*
- *EOC Group also prohibits facilitation payments;*
- *EOC Group markets products in compliance with all applicable rules and regulations, and in line with ethical standards;*
- *EOC Group is committed to achieve a high standard of ethical behaviour in everything that the company does.*

EMPLOYEE DEVELOPMENT

One of EOC Group's key objectives is the continuous training and development of employees, encouraging each employee to reach his/her maximum potential. EOC Group supports learning and development programmes reflecting the necessity to constantly review and, where the necessity arises, raise the standards of business performance. EOC Group encourages the exchange of 'best practices' concerning knowledge, skills, health and safety.

INTERNAL COMMUNICATION

EOC Group values regular, timely and efficient meetings with employees and their representatives, conducted in an open and constructive manner, to exchange views on all matters affecting the business including health and safety, working conditions, terms and conditions of employment and the performance of the business.

EOC Group uses appropriate media, such as intranet and newsletters, and departmental, functional and employee representative meetings at local levels.

COMMUNITY INVOLVEMENT

EOC Group recognises that the company's plants, wherever situated, are a part of that local environment and community. As a socially responsible organisation, EOC Group is committed to develop a constructive and mutually supportive relationship with the host communities in whose domicile the company is privileged to operate. As a consequence, appropriate community activity and involvement is encouraged and promoted.

Apart from managing the business, a key element of each Plant Manager's role is to represent EOC Group within the local community and contribute to its development.

ENVIRONMENT

EOC Group aims to efficiently use resources, minimising material and product wastage, promoting recycling, and optimising transportation requirements. EOC Group aims to produce goods in a sustainable manner with respect for people and environment, aiming for high energy efficiency, continuous lowering of environmental pollutants and zero complaints from local residents.

Corporate policy statement

EOC Group is fully aware of the extreme importance of socially responsible behaviour, as well as sustainable entrepreneurship. Therefore, EOC Group continuously focuses on creating products that are environmentally friendly and contribute to the improvement in everyone's quality of life.

Not only does EOC Group work according to environmental laws, but EOC Group also commits to the principles of social responsibility, which is increasingly incorporated in the company's daily strategy.

In this way, EOC Group aims to advance awareness and goodwill, whilst building a sustainable business.

The companies in the EOC Group commit to continuous improvement of their security, product hygiene-, environmental, energy and quality performance, with particular attention to:

- increasing customer satisfaction
- prevention of non-conformities
- prevention of major accidents
- the efficient use of natural resources in the development, production and delivery of their products and services.

To this end modern management techniques such as HAZOP, LOPA, HACCP, GXP and Six Sigma are used.

The companies in the EOC Group ensure compliance with all relevant laws and regulations and the use of best available techniques, taking into account the socio-economic potential of the companies.

The continuous improvement of safety, product hygiene, environmental, energy and quality performance is assured by measuring the impact of all products and processes and evaluating in order to manage their potential risks and non-conformities. This is done on the basis of specific objectives for the assurance systems.

This policy is communicated to all employees and contractors of the EOC Group through constant training and sensitisation, and is held available for inspection by customers, the general public and the authorities.

EOC Group is committed to continuous improvement of energy efficiency. This includes targets for structurally reducing

the energy consumption by means of optimising operations within the relevant environmental laws and regulations and its social responsibility toward efficient use of raw materials and excipients.

Attention to safety, product hygiene, environment, energy and quality is not only the responsibility of the respective managers but a fundamental part of everyone's job responsibility.

EOC Group is committed to make sufficient resources available to implement the management systems and to achieve the objectives. The objectives and policies will be measured and evaluated on a regular basis using indicators based on internal and external audits.

By committing to this policy, EOC Group seeks to benefit all its stakeholders and strengthen its responsibility in its operating areas.



Risk management

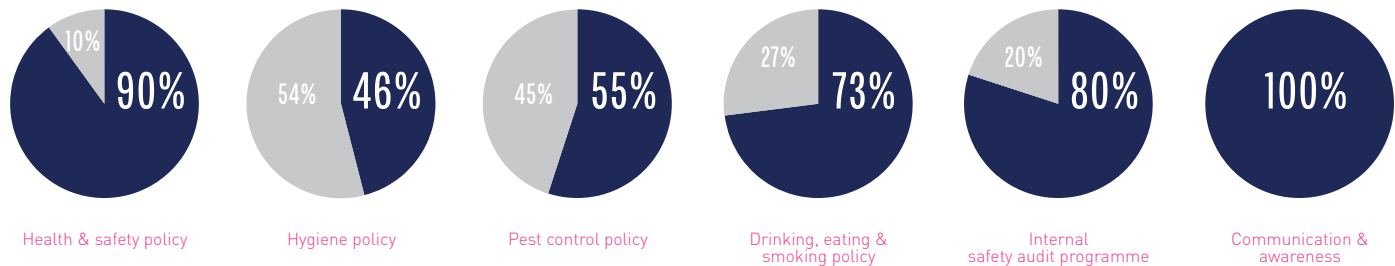
In the chemical industry, being unprepared increases the potential for an environmental or social disaster. EOC Group understands the risks involved in handling hazardous raw materials for both people and the environment.

Clear and practical policies and procedures have been embedded across all locations, processes and businesses lines in order to tackle the risks involved in handling hazardous materials. Each of these policies helps management to track potential issues and communicate them to internal and external stakeholders. Following up this process ensures that continuous improvements can be made, increasing safety for all stakeholders.

The risk mitigation policies, programmes and tools are regularly evaluated and audited to ensure optimal efficiency and minimise business and environmental impact. An annual status report based on the evaluations and audits is used as part of the company's Quality Assurance programme.

Average percent of implementation of following EOC Group standards:

Yes No



Key risk areas are addressed with relevant dedicated policies and risk-control programmes.

RISKS RELATED TO	IDENTIFIED RISKS	TOOLS
PEOPLE	<ul style="list-style-type: none"> Accidents to employees Accidents to third party individuals on EOC Group sites Occupational-related diseases 	<ul style="list-style-type: none"> Safety awareness initiatives, including programmes for behavioural safety and methods to improve the safety culture of employees, managers and contractors Dedicated safety management system at EOC Group sites Health and Safety Risk Assessment Support Active cooperation with external stakeholders (local, regional, national and international) Global Action Plan: short- and long-term action points concerning safety and security Protection of people and assets against the consequences of process incidents Integrated OHSAS 18001 Health and Safety Management System
PRODUCTS	<ul style="list-style-type: none"> Product-development risk Product-liability risk 	<ul style="list-style-type: none"> EOC Group's GMP Policy that continuously improves safety, product hygiene, environment and quality performance Implemented management techniques: 5S, HACCP, HAZOP, GxP, LOPA and Six Sigma Intensive testing procedures for products and their production processes Integrated ISO 9001 Quality Management System
ENERGY, CLIMATE CHANGE AND ENVIRONMENTAL MANAGEMENT	<ul style="list-style-type: none"> Global warming Decreasing water availability Increasing storms Flooding and sea-level rise 	<ul style="list-style-type: none"> Programmes to reduce energy consumption Policies and risk control programmes Awareness campaigns Monitoring and measures to prevent pollution and accidents Regular training Integrated ISO 14001 Environmental Management System
DIALOGUE ON RISKS AND CRISIS SITUATIONS	<ul style="list-style-type: none"> Damage to corporate reputation 	<ul style="list-style-type: none"> Crisis management Communication processes

Sustainability & Future

When we think about sustainability we think about families, children and all the generations that will come. A family is like a tree; if you keep the trunk healthy, the branches and leaves will also be healthy. If you do not water it properly, the tree will die, but if you water it too much, the tree will rot. It's the same with human beings, our environment and our world - if we exploit each of these three wisely, with respect and moderation, we will contribute to their well-being and steady progress. And if our globe is sustainable, our family will be sustainable as well.

Ewa Chlebna, Human Resource Assistant, EOC Poland

Looking to the future

Sustainability is a continuous process. In addition to following up existing projects, EOC Group is considering the future and investigating possible new initiatives. Here are some of these potential initiatives from around the world.

In Thailand, EOC Group is investigating the possibility of starting an R&D department to locally develop products requested by customers. Additionally, the company is looking into improving its supply chain management to reduce costs and improve efficiency; improve employee development through comprehensive additional training; reduce energy consumption by increasing awareness; and reduce waste from the production process. Initiatives based on these concerns will follow shortly.

In China, EOC Group is looking into the packaging of raw materials as the plant is designed for ISO container deliveries but receives raw materials in IBCs drums that take up more space and generate more waste. As production volumes increase, this issue will also become more urgent. EOC China also plans to introduce systemic training courses for employees and implement regular technical safety risk assessments as well as an annual health and hygiene inspection.

EOC India has some ambitious goals to investigate in the coming year, including reducing hazardous waste; improving employee satisfaction; reducing discharge of treated water to zero while increasing production; and conducting an energy audit to explore opportunities to reduce energy consumption, possibly by using alternative energy sources. EOC Mumbai aims to have a zero effluent plant that also uses self-generated wind or solar power to meet a significant part of its electricity requirement by 2020. New training courses will be established to improve the overall skill level of the organisation.

Employees who have worked at EOC Group for more than five years will be offered the opportunity to follow educational courses that will encourage them to develop their potential and increase staff motivation throughout the company.

In Italy, EOC Group is planning to install a new plant in 2016 to produce PVAc for adhesive production. Sustainable production techniques will be included wherever possible. EOC Italy is also studying possible solutions to reduce wastewater using an evaporation system. Depending on the outcome of the study, a pilot test will be carried out before implementation across the site.

EOC UK's future sustainability plans focus on replacing diesel trucks with electric ones; increasing the number of road tankers; investing in larger bulk storage facilities to reduce IBC usage; and continued employee training about sustainability issues. The company also plans to gain full accreditation for ISO 14001 in 2015, continue with energy efficiency lead programmes to further reduce energy usage and costs and develop a full hygiene initiative by 2020.

In Poland, EOC Group is constructing a new surfactants factory, which will create new, local skilled jobs. The new factory will produce PVAc, which will help to reduce the cost of basic raw materials for EOC Group's current production.

EOC Poland is also implementing a water discharge collecting system that will manage water used for cleaning purposes. The project's ultimate aim is to minimise the use of water and reduce utilisation costs.

EOC Poland is currently investigating the best investment opportunities to ensure lower energy usage cost per tonne of product. This is especially important as energy consumption is expected to double in late 2015 thanks to major increases in production. Another issue is the purification and treatment of wastewater. New initiatives are expected from 2016 onwards.

As the environmental permit has recently been approved, EOC Belgium will start implementation of the plans to use groundwater at Evergem in 2015. By 2020 the company also plans to use renewable energy for 50 percent of its operations and 80 percent of its offices.

In the Netherlands, EOC Group will be increasing awareness of the value of clean and fresh drinking water and working to increase the reuse of rainwater. EOC Group will also be investigating the entire production process in detail for sustainable production options that can be implemented during maintenance and/or replacement activities. The company also plans to promote healthy living by encouraging employees to participate in sporting activities.

Glossary

ADR	Accord Dangereux Routier <i>(International Carriage of Dangerous Goods by Road)</i>	KPI	Key Performance Indicator
CPC	Certificates of Professional Competence	LED	Light-emitting diode
CO₂	Carbon dioxide	LOPA	Layers of Protection Analysis
COD	Chemical Oxygen Demand	LPG	Liquid Petroleum Gas
DG	Diesel Generator	LTIF	Lost Time Injury Frequency
EBIT	Earnings Before Interest and Taxes	NGO	Non-governmental organisation
EBITDA	Earnings before Interest, Taxes and Amortisation	NO_x	Nitrogen Oxides
EFT	Effluent Treatment Plant	N2O	Nitrogen emissions
ERP	Enterprise Resource Planning	OHSAS 18001	Health and Safety Standard
FTE	Full Time Employee	PM	Particulate matter
5S	A workplace organisation method that uses a list of five Japanese words: Seiri <i>(tidiness)</i> , Seiton <i>(orderliness)</i> , Seiso <i>(cleanliness)</i> , Seiketsu <i>(standardisation)</i> , and Shitsuke <i>(discipline)</i>	PTE	Part Time Employee
GHG	Greenhouse Gas	PVAc	Polyvinyl Acetate
GJ	Gigajoule	R&D	Research & Development
GMP	Good Manufacturing Practices	RCA	Route Cause Analysis
GRI	Global Reporting Initiative	REACH	Registration, Evaluation, Authorisation and Restriction of Chemicals
GxP	Good X Practice <i>(a general term for Good Practice quality guidelines and regulations)</i>	ROI	Return on Investment
HACCP	Hazard Analysis and Critical Control Point	RSI	Repetitive strain injuries
HAZOP	Hazard and Operability Analysis	SAP	Systems, Applications & Products in Data Processing
HGV	Heavy Goods Vehicle	SCADA	Supervisory Control and Data Acquisition
IBC	Intermediate Bulk Container	Six Sigma	A set of techniques and tools for process improvement
ISO	International Organisation for Standardisation	SOP	Standard Operating Procedures
ISO 9001	Quality Management System	SO_x	Sulphur Oxides
ISO 14001	Environmental Management System	SVHC	Substance of Very High Concern
		TOC	Total Organic Carbon
		VOCs	Volatile organic compounds
		XSB	Carboxylated Styrene Butadiene Latex
		XSBR	Carboxylated Styrene Butadiene Rubber

GRI index

GRI indicators can be found in guide boxes next to relevant content throughout this report. Additionally, the full list is published from page 96-101.

GRI indicators are based on the standard disclosure areas. One EOC Group own indicator is used.

Disclosure	Description	Reported	Cross-reference chapter and/or notes	Page(s)
STRATEGY AND ANALYSIS				
G4-1	Statement from the most senior decision maker of the organisation	●	Message from the CEO	8-9
ORGANISATIONAL PROFILE				
G4-3	Name of the organisation	●	About this report	10
G4-4	Primary brands, products and services	●	Global production	14-15
G4-5	Location of organisation's headquarters	●	Countries of operation	12-13
G4-6	Number of countries where the organisation operates	●	Countries of operation	12-13
G4-7	Nature of ownership and legal form	●	About this report	10
G4-8	Markets served	●	Global perspective	16-17
G4-9	Scale of the organisation	●	Economic performance data 2011-2014	51
G4-10	Number of employees	●	Social performance data 2011-2014	64-65
G4-11	Percentage of total employees covered by collective bargaining agreements	○		
G4-12	Organisation's supply chain	○		
G4-13	Significant changes during the reporting period	○		
G4-14	Explanation of whether and how the precautionary approach or principle is addressed by the organisation	○		
G4-15	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organisation subscribes or endorses	●	Regulations, standards and legislation	32-37
G4-16	Memberships in associations and/or (inter)national advocacy organisations	●	Engagement with stakeholders Membership list can be found on www.eocgroup.com under Profile-Philosophy > Memberships	20-26

Disclosure	Description	Reported	Cross-reference chapter and/or notes	Page(s)
IDENTIFIED MATERIAL ASPECTS AND BOUNDARY				
G4-17	Entities included in the organisation's consolidated financial statements or equivalent documents	●	This report covers EOC Group's operation sites in the following geographic areas	12-13
G4-18	Process for defining report content and the aspect boundaries	◐	Message from the CEO About this report	8-9 10
G4-19	Material aspects identified in the process for defining report content	●	EOC Group's guide to global progress Sustainability key areas	4 38-39
G4-20	Aspect boundary within the organisation for each material aspect	○		
G4-21	Aspect boundary outside the organisation for each material aspect	○		
G4-22	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement	○	Note: No previous global sustainability report	
ABOUT THIS REPORT				
G4-23	Significant changes from previous reporting periods in the scope and boundary	○	Note: No previous global sustainability report	
STAKEHOLDER ENGAGEMENT				
G4-24	List of stakeholder groups engaged by the organisation	●	Engagement with stakeholders	20-26
G4-25	Basis for identification & selection of stakeholders with whom to engage	●	Engagement with stakeholders (intro)	20
G4-26	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	●	Engagement with stakeholders	20-21
G4-27	Key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns, including through its reporting	●	Engagement with stakeholders	20-21
REPORT PROFILE				
G4-28	Reporting period	●	About this report	10
G4-29	Date of most recent previous report	●	About this report - Previous report covered Belgium	11
G4-30	Reporting cycle	●	About this report	10
G4-31	Contact point for questions regarding the report or its contents	●	About this report	10
G4-32	GRI Content Index, the 'in accordance' option the organisation has chosen and the reference to the External Assurance Report if any	●	About this report Note: No assurance statement	10
G4-33	Policy and current practice with regard to seeking external assurance for the report	●	Note: No assurance statement	
GOVERNANCE				
G4-34	Governance structure of the organisation	◐	Sustainable governance	19
ETHICS AND INTEGRITY				
G4-56	Organisation's values, principles, standards and norms of behavior	●	Code of Conduct	85-87

ECONOMIC DEVELOPMENT

<i>G4 Disclosure</i>	<i>G4 Indicator</i>	<i>EOC Group's focus points</i>	<i>Cross-reference chapter and/or paragraph</i>	<i>Page(s)</i>
G4-EC1	ECONOMIC			
	Economic performance: Economic value	Profit through savings	Economic Performance Data 2011-2014: Key data	51
G4-EC8	ECONOMIC			
	Indirect economic impacts: (Productivity, economic development, skills & knowledge enhancement, jobs in supply/distribution chain)	Accountability	EOC Group's guide to global progress Engagement with stakeholders Creating value Sustainability key areas: Economic Development Production: Procedures and planning EOC Group's progress Training Transport Assessing EOC Group's progress Ambition level 2015-2020 Corporate policy statement Looking to the future	4-5 20-27 29-31 38-39 47 50 54-56 74-77 80-81 82-83 88-89 93-94
G4-EC9	ECONOMIC			
	Procurement practices (Local) suppliers	Production & resourcing	EOC Group's guide to global progress Engagement with stakeholders: Suppliers Creating value Sustainability key areas: Economic Development Procurement: Overseeing supply chain management, Choosing quality suppliers, Auditing suppliers Finance: Foreign exchange Ambition level 2015-2020 Corporate policy statement	4-5 23-24 29 38-39 42-43 44 82-83 88-89
EOC-DP	EOC GROUP'S OWN INDICATOR			
	There is no specific G4 indicator on Dialogue & Partnerships; instead this reports all EOC Group's focus points.	Dialogue & partnerships	EOC Group's guide to global progress Message from the CEO Engagement with stakeholders Regulations, standards and legislation Sustainability key areas: Economic Development Economic Development: EOC Group's progress Social Progress: EOC Group's progress Water treatment centres: VITO	4-5 8-9 20-27 32-36 38-39 50 63 68



<i>G4 Disclosure</i>	<i>G4 Indicator</i>	<i>EOC Group's focus points</i>	<i>Cross-reference chapter and/or paragraph</i>	<i>Page(s)</i>
→ EOC-DP	EOC GROUP'S OWN INDICATOR			
			Assessing EOC Group's progress	80-81
			Ambition level 2015-2020	82-83
			Code of Conduct: Internal communication	85-87
			Corporate policy statement	88-89
			Risk management	90-91

SOCIAL PROGRESS

G4-LA5	LABOUR			
	Occupational health & safety: Workforce represented in health & safety committees	Safety & security	EOC Group's guide to global progress Sustainability key areas: Social Progress Social Performance Data 2011-2014: Number of internal first aid helpers, prevention advisors, safety & security	4-5 38-39 64-65
G4-LA6	LABOUR			
	Occupational health & safety: Rates of injury, occupational disease, lost days, absenteeism, and work-related fatalities	Safety & security	EOC Group's guide to global progress Message from the CEO Regulations, standards and legislation Sustainability key areas: Social Progress Training: Management systems training Monitoring health Health and safety Considering health and safety issues Implementing health and safety initiatives Social Performance Data 2011-2014: Safety Ambition level 2015-2020 Corporate policy statement Looking to the future	4-5 8-9 32-36 38-39 56 57 58 58-59 59-63 64-65 82-83 88-89 93-94
G4-LA9	LABOUR			
	Training & education: Average hours of training for employees	Employee development	EOC Group's guide to global progress Message from the CEO Engagement with stakeholders: Community, Employees Creating value: Employees Regulations, standards and legislation Sustainability key areas: Social Progress Social progress: Training	4-5 8-9 25, 27 30 32-36 38-39 54-56



<i>G4 Disclosure</i>	<i>G4 Indicator</i>	<i>EOC Group's focus points</i>	<i>Cross-reference chapter and/or paragraph</i>	<i>Page(s)</i>
→ G4-LA9	LABOUR			
			Social Performance Data 2011-2014: Employee training	64-65
			Ambition level 2015-2020	82-83
			Code of Conduct: Diversity and non-discrimination, Employee development	85-87
			Corporate policy statement	88-89
			Risk management	90-91
			Looking to the future	93-94
G4S01	SOCIETY			
	Local communities:	Community engagement	EOC Group's guide to global progress	4-5
	Local communities engagement		Message from the CEO	8-9
			Engagement with stakeholders: Community	20-21, 25-26
			Creating value: Community	31
			Sustainability key areas: Social Progress	38-39
			Assessing EOC Group's progress	80-81
			Ambition level 2015-2020	82-83
			Code of Conduct: Community involvement	87
			Corporate policy statement	88-89

ENVIRONMENTAL RESPONSIBILITY

G4-EN6	ENERGY			
	Energy reductions:	Energy savings	EOC Group's guide to global progress	4-5
	Basis for calculating and amount of reductions in energy consumption achieved, types of energy included in the reductions, standards, methodologies, reductions in energy consumption and assumptions used		Message from the CEO	8-9
			Engagement with stakeholders: Customers	22-23
			Engagement with stakeholders: Community	25-26
			Regulations, standards and legislation	32-37, 70
			Sustainability key areas: Environmental Responsibility	38-39
			Finance: Environmental impact	44
			Production	45-47
			Energy	71-74
			EOC Group's progress	76
			Environmental Performance Data 2011-2014: Energy	78-79
			Assessing EOC Group's progress	80-81
			Ambition level 2015-2020	82-83
			Code of Conduct: Environment	85-87
			Corporate policy statement	88-89
			Risk management	90-91
			Looking to the future	93-94

<i>G4 Disclosure</i>	<i>G4 Indicator</i>	<i>EOC Group's focus points</i>	<i>Cross-reference chapter and/or paragraph</i>	<i>Page(s)</i>
G4-EN10	WATER			
	Water recycled and reused: Standards, methodologies, and assumptions used	Less water use, less water pollution	EOC Group's guide to global progress Sustainability key areas: Environmental Responsibility Production: New production lines, Cooling water Environment: Tackling water pollution, Meeting regulations and legislation EOC Group's progress Assessing EOC Group's progress Ambition level 2015-2020 Code of Conduct: Environment Corporate policy statement Looking to the future	4-5 38-39 46 68-70 76 80-81 82-83 85-87 88-89 93-94
G4-EN15	EMISSIONS			
	GHG emissions (Scope 1): GHG emissions in metric tons of CO ₂ equivalent, gases included in the calculation, emissions in the base year, standards, methodologies, and assumptions chosen consolidation approach for emissions	Less CO ₂ emissions	EOC Group's guide to global progress Message from the CEO Engagement with stakeholders: Suppliers Regulations, standards and legislation Regulations, standards and legislation Sustainability key areas: Environment Responsibility Managing production: Cleaning Environment Reducing energy consumption Alternative fuel sources Transport Environmental Performance Data 2011-2014: Emissions of GHG, Emissions to water, Emissions to air, Transport Ambition level 2015-2020 Code of Conduct: Environment Risk management Corporate policy statement Looking to the future	4-5 8-9 23 32-37, 70 35-36 38-39 48 68 71-73 73 74-77 78-79 82-83 85-87 90-91 88-89 93-94
G4-EN25	EFFLUENTS & WASTE			
	Hazardous waste	Reusing, recycling, reducing waste	EOC Group's guide to global progress Sustainability key areas: Environmental Responsibility Environmental Performance Data 2011-2014: Corporate policy statement Risk management Looking to the future	4-5 38-39 78-79 88-89 90-91 93-94



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