

THE INEOS
SUSTAINABILITY
BOOK





INEOS SHIPS
ETHANE GAS
TO EUROPE.

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Section 1

GENERAL OVERVIEW

WE ARE HERE: IN THE PIPES
AND INFRASTRUCTURE FEEDING
OUR TOWNS AND CITIES.

INTRODUCTION: WHY A SUSTAINABILITY E-BOOK?

At INEOS, sustainability is fundamental to how we do business, it is a feature of all of our activities. It is a key driver of innovation and thus highly integrated in all our activities.

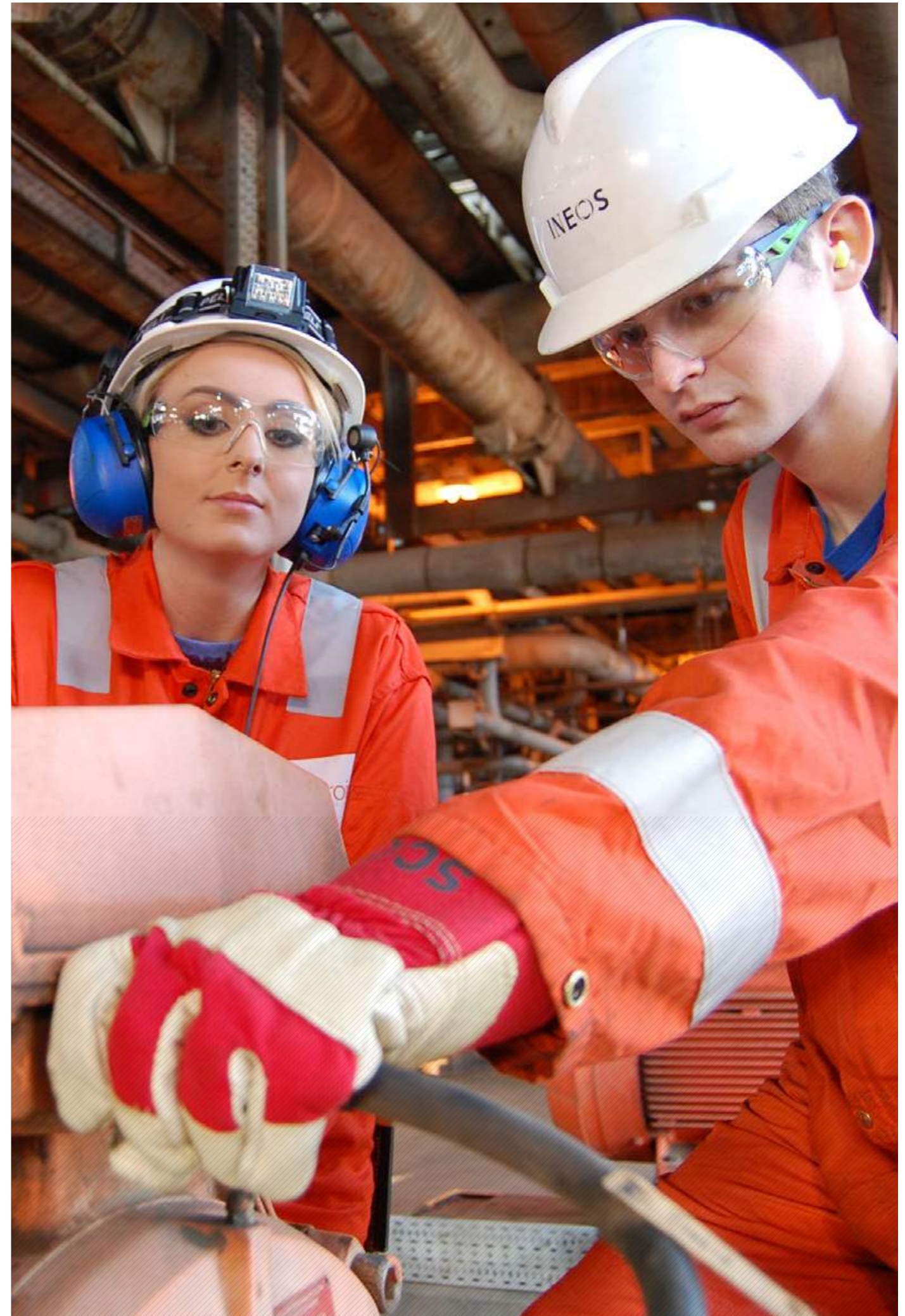
Being one of the most influential global manufacturers of petrochemicals, speciality chemicals and oil products, we face the challenges of energy-intensive industries. We respond to these challenges by providing novel and sustainable solutions.

In the current climate of increasing and tightening policy frameworks, we fully endorse worldwide ambitions for climate change mitigation and contribute to building a sustainable future.

With our sustainability eBook, we aspire to increase awareness of all our stakeholders, within INEOS and along our value chain. Through training and forums we remind our employees of the importance of sustainability in every aspect of their daily activities. We reach out to our suppliers, customers and other stakeholders, such as local communities, government agencies, industry associations, etc., and improve the overall understanding of what INEOS does to contribute substantially to sustainable development.

WE FULLY ENDORSE
WORLDWIDE AMBITIONS
FOR CLIMATE CHANGE
MITIGATION.

We wish to engage with our varied stakeholders, maintain the existing trust and acknowledge information relevant to how we understand sustainability and how we take it into account.



Via our 18 businesses, we can propose a diversified product portfolio with a wide range of end market applications. Our businesses produce the raw materials that are essential in the manufacture of a wide variety of goods.

Some of the best examples are solvents used in the production of insulin and antibiotics; chlorine used to purify drinking water; biofuels to improve the sustainability of modern transport; modern plastics to package, protect and preserve food and drink; plus paints, textiles, building insulation, etc. The products that we manufacture enhance almost every aspect of modern life.

In 2016, sales were at \$40 billion. We operate high-quality and low-cost production facilities at 72 favourable site locations in 16 countries and employ approximately 18,000 people. However, it is in our values to look for new opportunities and ways of creating jobs and make these figures grow.

General overview

INEOS' STRUCTURE: As one of the world's largest chemical groups with leadership positions in key segments, we have been able to create a strong and long-term relationship with our customers by providing them with satisfaction thanks to our high quality and reliable products.



THE PRODUCTS THAT WE MANUFACTURE ENHANCE ALMOST EVERY ASPECT OF MODERN LIFE.



Section 2

SUSTAINABILITY AT INEOS

For INEOS, sustainability is working to develop innovative, sustainable solutions to current and future challenges.



Sustainability at INEOS

VISION, MISSION AND KEY VALUES:
Our focus is on opportunities that make good business sense. And we believe that sustainability makes good business sense.



We are convinced that sustainability brings value to our people, our environment and our company. Our drive to develop innovative, more efficient and sustainable products and processes comes from our valued customers and employees. We have the ambition to be the supplier of choice to our customers and the employer of choice to our talented employees.

As one of the leaders in the chemicals industry, we take great pride in being an entrepreneurial and forward-thinking company. We highly encourage a feeling of empowerment in our employees in order to foster innovative, more efficient and sustainable ideas.

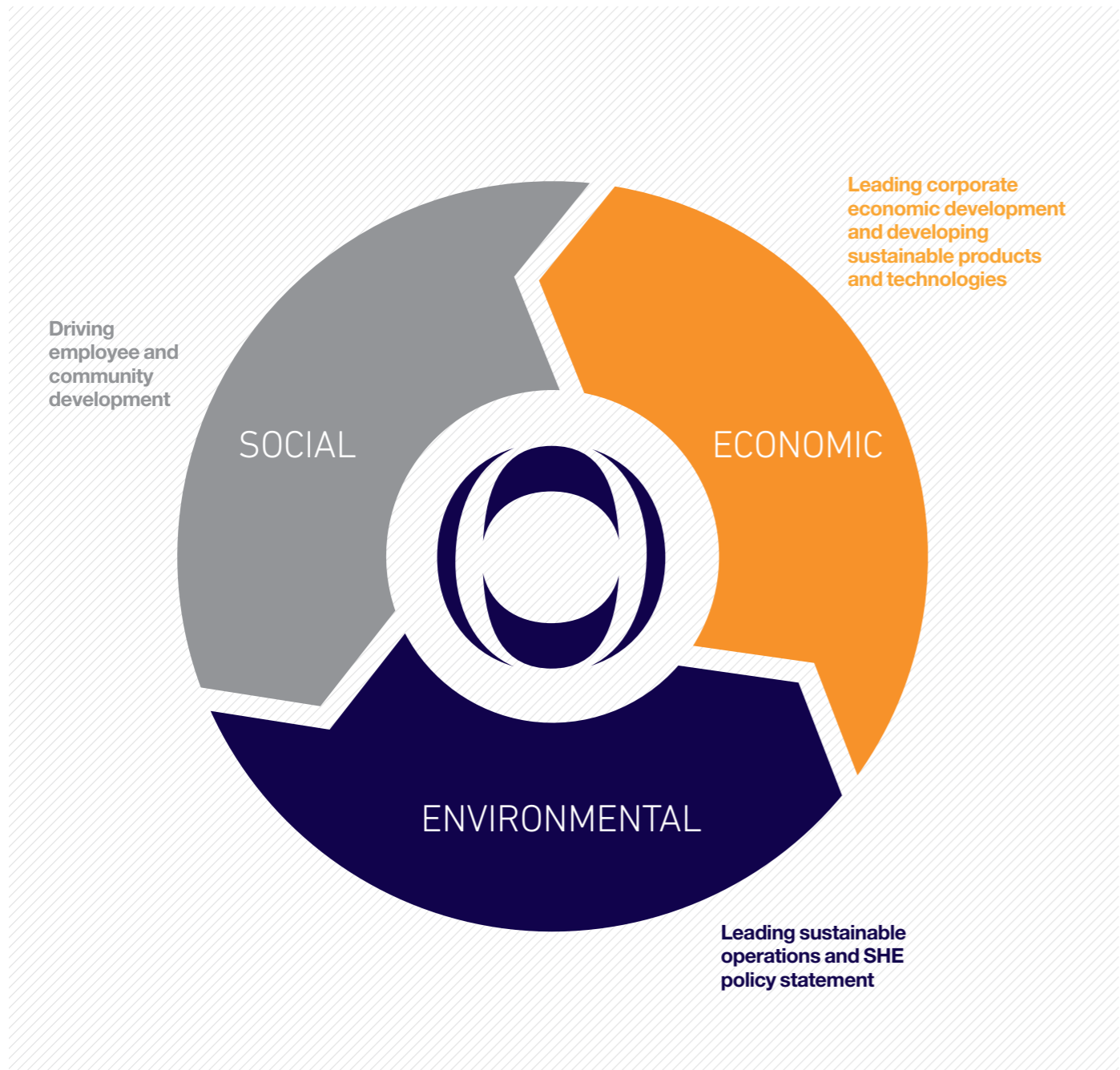
At the core of our business is our will and belief that our expertise can be put at the service of society and the environment. The diversity of products that we produce clearly improves the quality of life of people in many aspects and works towards a more sustainable environment.

THE DIVERSITY OF PRODUCTS THAT WE PRODUCE CLEARLY IMPROVES THE QUALITY OF LIFE OF PEOPLE.



OUR APPROACH TO SUSTAINABILITY:

We understand the concept of sustainability in its wider sense comprising all three dimensions: economic, environmental and social. We believe that we can – and that it is our role – to operate and keep our businesses growing within the scope of these three factors.



Being sustainable in all our activities worldwide simply makes good business sense. We believe sustainability drives innovation and that profit can be made out of it. Therefore, we continually look to improve efficiency and reduce emissions of our processes, notably in terms of resource and energy use. Moreover, we strive to bring the benefits and added value of our expertise and know-how across our whole value chain. In this sense, we always look for possibilities of partnerships and business clusters. We create industrial symbiosis, contributing to the very heart of corporate responsibility, and to the resource and energy efficiency targets.

To that end, our sustainability strategy revolves around five main key areas:

- 1  Delivering products that make a difference
- 2  Manufacturing the future
- 3  Providing excellence in safety, health and environment
- 4  Building the best workforce
- 5  Forming strong partnerships

FOR INEOS, SUSTAINABILITY IS WORKING TO DEVELOP INNOVATIVE SUSTAINABLE SOLUTIONS TO CURRENT AND FUTURE CHALLENGES.

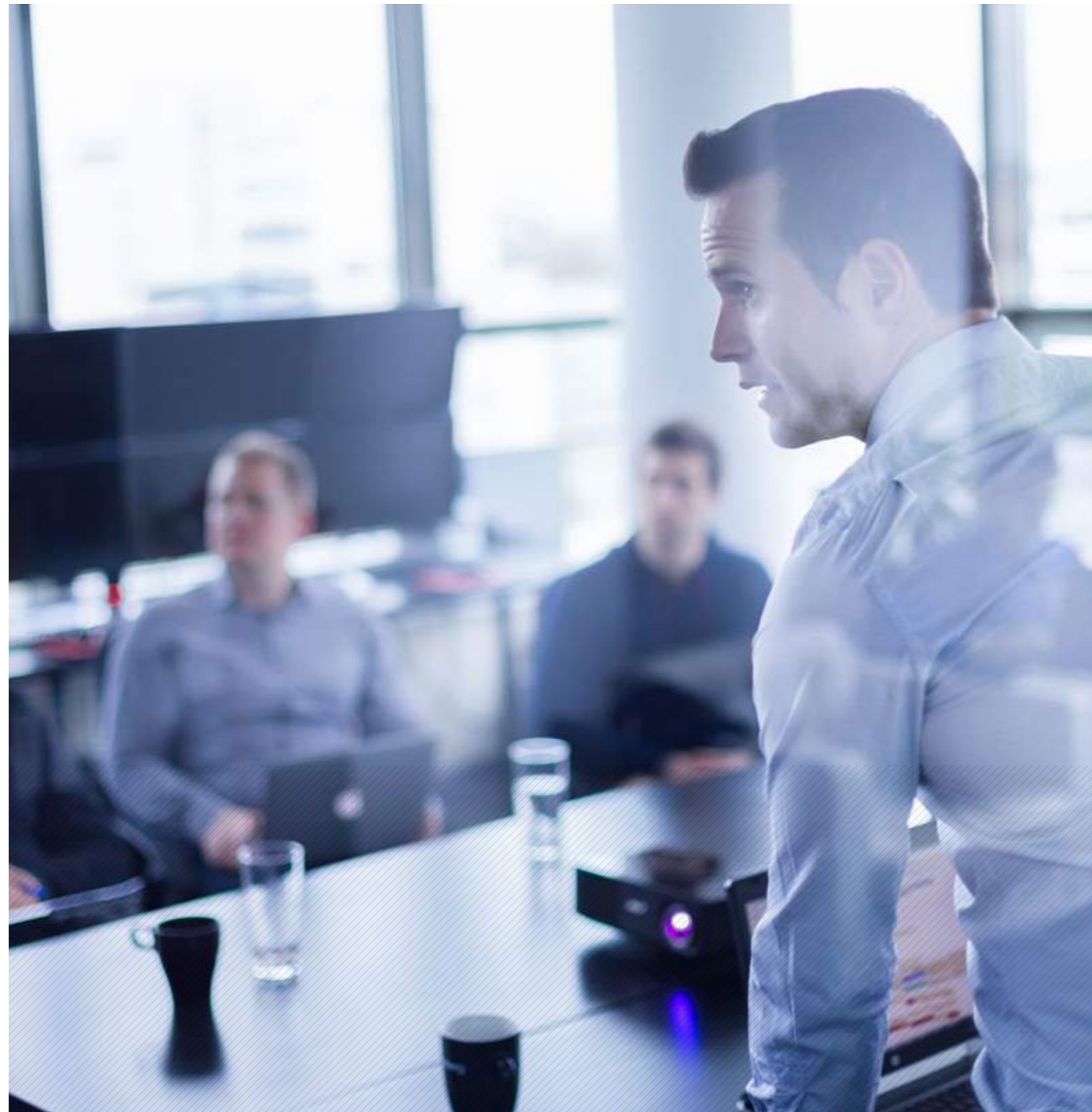
However, the way we see sustainability within our industry does not stop at resource and energy efficient production. Our business also encompasses the social aspects of sustainable development. Indeed, for each improvement that we bring to our processes, products or management systems, we recognise the benefits that they bring to society and how they provide an overall increased quality of life for people. INEOS products make a significant contribution to saving life, improving health and enhancing standards of living for people around the world.

Our PVC helps store blood for longer



CAPTURING EXISTING EXPERTISE AND SHARING BEST PRACTICE:

We believe that a lot can be achieved if we all put our resources and knowledge together.



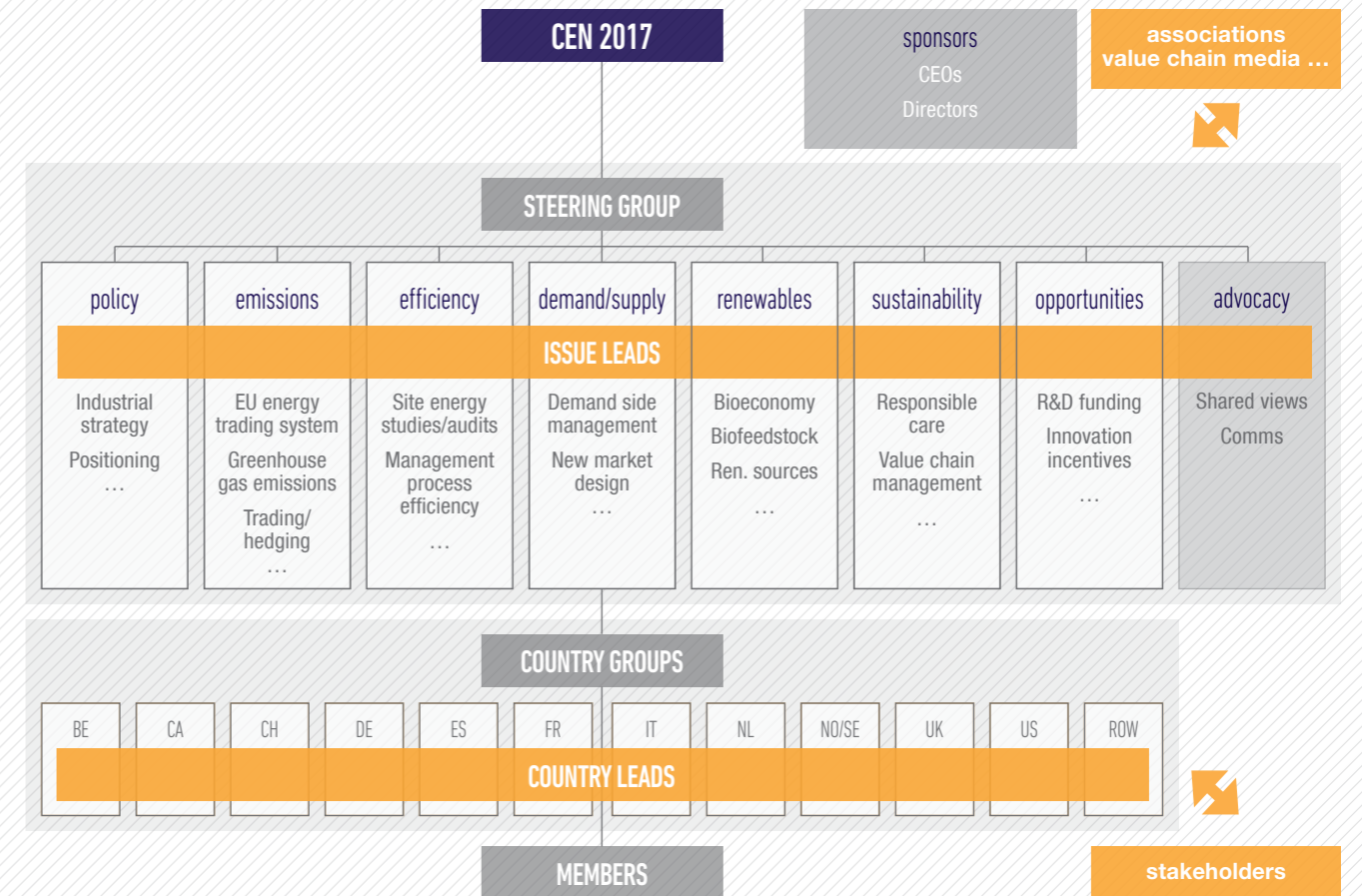
Since 2012, we have a group-wide network that operates across businesses for all carbon and energy-related matters. We work at policy and advocacy level, while supporting on-site best practices and initiating new business opportunities. It gives us the potential to raise awareness and coordinate our businesses around a common understanding of key issues and topics.

The network informs and shares across INEOS relevant C&E matters of interest to all businesses via weekly monitoring mails, monthly mails and in an annual meeting but, most of all, via our Alfresco-shared drive. We put strong emphasis on sharing our expertise and best practice.

CEN issues cover themes such as emissions, efficiency, renewables, demand/supply, and sustainability, but also policy, innovation, advocacy, and more. With this initiative we are able to provide common answers and shared grounds on prevailing issues, whether operational, business or communication related.

CEN is governed by a steering group that has regular calls. Through it we engage in an open way with political officials to shape policymaking in this area. The network is sponsored by the CEOs and directors of various INEOS businesses. It also benefits from regional information sharing, hence CEN has active leads and teams per country (next to per issue) constituting the steering group.

INEOS CARBON & ENERGY NETWORK



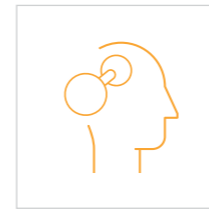
Section 3

RESPONSIBILITY VIA COMPLIANCE

Sustainability in our operations also means that we take very seriously our responsibilities for safety and the environment, as well as efficiency and good performance. To this end, we commit to delivering a continuous improvement in our operations and activities, notably through compliance.



RESPONSIBLE CARE®: In 2014, a new version of the Responsible Care® Global Charter was developed by the International Council of Chemical Associations (ICCA). We are proud to have been a signatory of the original 2006 version and the renewed one.



A corporate leadership culture



Safeguarding people and the environment



Strengthening chemicals management systems



Influencing business partners



Engaging stakeholders



Contributing to sustainability



Signing the Charter is part of our commitment to strengthening chemicals management systems, safeguarding people and the environment, and to engaging to work toward sustainable solutions through our value chain.

Responsible Care® is considered a means through which the chemical industry will contribute to sustainable development. By following the guidelines and measures of Responsible Care® we commit to safely conduct our business in an ethical and environmentally responsible manner, to utilise our capabilities responsibly, and provide the foundation for development and capital investments resulting in a steadily improving safety, health and environmental performance.



REACH: INEOS is committed to fulfilling its Registration, Evaluation, Authorisation and restriction of Chemical substances (REACH) obligations under its commitments to responsible care and free trade, and in limiting risks of exposure to chemicals for health and the environment.

REACH requires that all substances manufactured in, or imported into, the EU in quantities >1tpa are registered with the European Chemicals Agency (ECHA). The registration process requires that companies submit to ECHA a chemical safety dossier detailing the intrinsic properties, and a risk assessment for known uses for each of the substances they manufacture or import.

This means that we take our responsibility towards free trade and to limiting risks of exposure to chemicals for health and the environment very seriously. We manage the risk associated with the products that we provide our customers with and make sure that they receive the information they need to handle them safely. However, INEOS' commitment to the principles of Responsible Care® means that we often go far beyond REACH in the stewardship we apply to our products.



INTERNAL AND EXTERNAL AUDITING

We also highly value the view of our stakeholders and in our relationships with them we want to be able to demonstrate transparency, whether it is on an environmental or social performance. As transparency can be a key parameter for supplier selection, we go through internal and external audits in order for our customers to assess our sustainability performance, for example with regard to environmental policies and measures put in place, labour practices and human rights, business ethics issues, etc.



WE TAKE OUR RESPONSIBILITY TOWARDS LIMITING RISKS OF EXPOSURE TO CHEMICALS FOR HEALTH AND THE ENVIRONMENT VERY SERIOUSLY.

ISO: Our manufacturing sites are highly committed to conform to international, often ISO, standards.

The International Organization for Standardization is an international standard-setting body composed of representatives from various national standards organisations

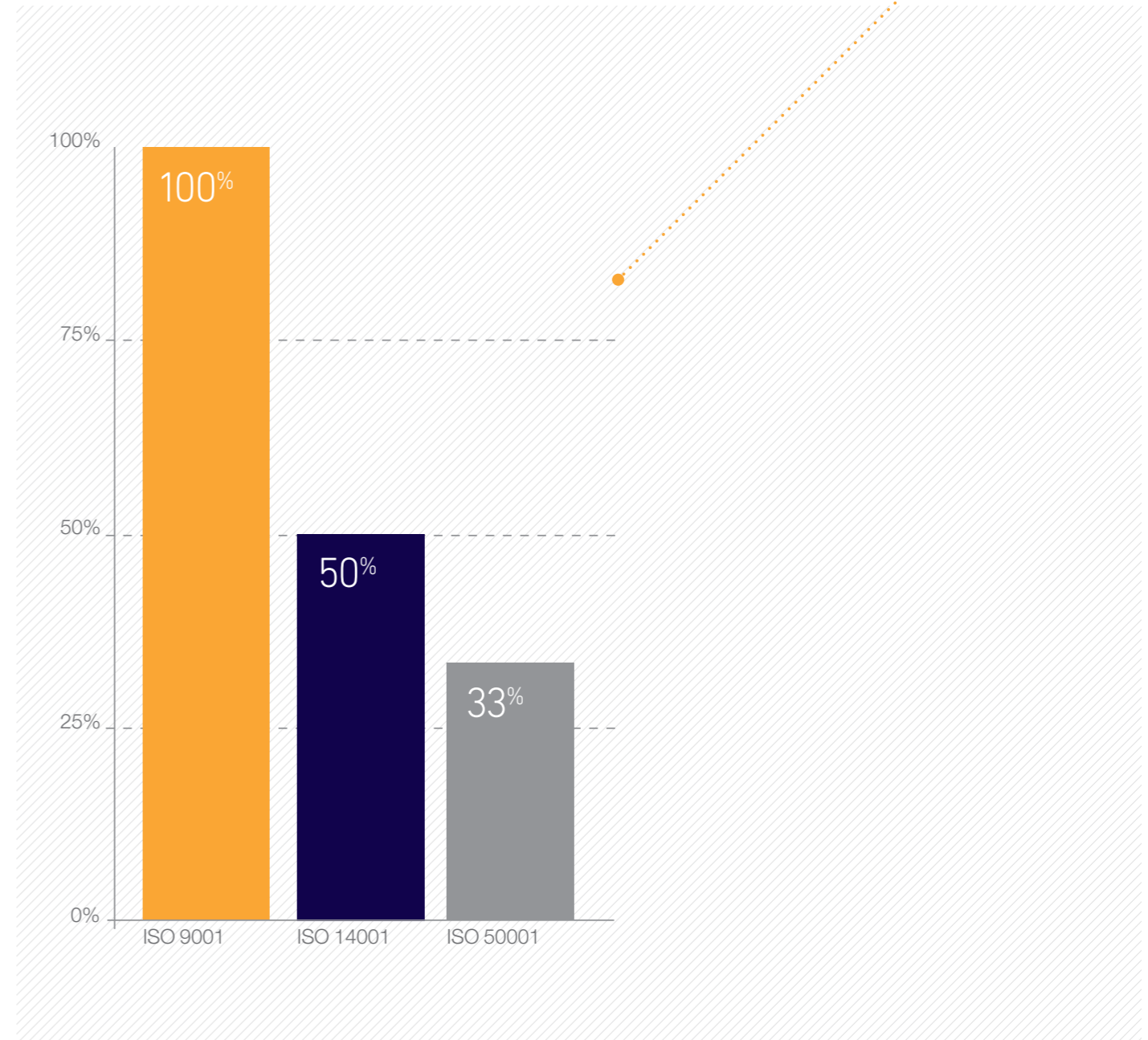


By external auditing and obtaining certifications on our quality, environment and energy management systems, we are able to guarantee safe, reliable and efficient production around the world and ensure continual improvement of our performance.

We greatly value the ISO form of compliance since the requirements set out by ISO are internationally recognised and show use of best practices across our operations.

100% OF OUR INEOS SITES WORLDWIDE ARE ISO 9001 CERTIFIED.

100% of our INEOS sites worldwide are ISO 9001 certified. More than half are ISO 14001 certified. And by 2018, over one third of our sites will be ISO 50001 certified. Moreover, with the new revisions of the quality and environmental standards, we are hoping to bring these figures higher and improve our management systems in even more sites to reach greater harmonisation.



Section 4

OUR INDUSTRY INVOLVEMENT

We are strongly committed to contribute to the many ambitious targets set out for our industry, whether it is in terms of safety, emission reductions, energy efficiency, innovation, etc. Therefore, we engage in the most important collective associations and councils of our industry.



WORKING WITH OUR INDUSTRY



CEFIC AND PLASTICS EUROPE

We are very present at European level, notably with Cefic, the European Chemical Industry Council. Being a board member, we are involved in the advancements and decisions that are made by European policymakers, which concern our industry. We are also proud to participate in PlasticsEurope, the leading European trade association, which develops and provides legislative, environmental, technical and communications programmes.



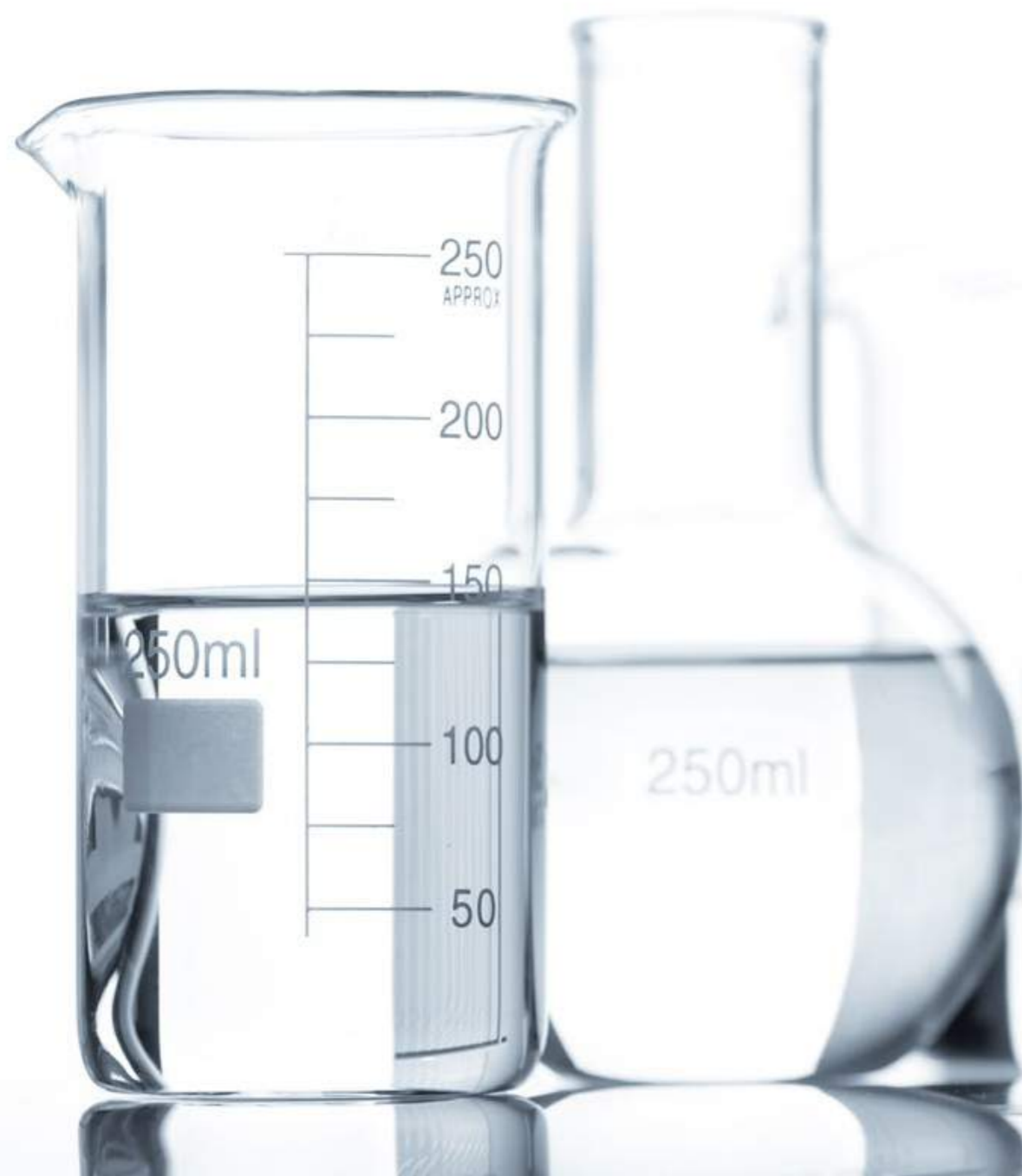
SPIRE

SPIRE is a Public-Private Partnership (PPP) with the purpose of pushing concrete action towards innovation in resource energy efficiency, and optimising cooperation between different process sectors. From this partnership came the EPOS project with a focus on cross-sectorial industrial symbiosis. The CoPro project also emanated from the SPIRE community and we are extremely proud to be a partner in such innovative projects that drive our industry towards a sustainable future.



SUSCHEM

SusChem can be seen as the mediator between the Chemical Industry needs and the European Commission funding in R&I. We are a member of SusChem Europe but we also chair SusChem Switerland. The platform provides a frame for projects, training, transfer of technologies, competences and skills.



Section 5

PRODUCTS THAT MAKE A DIFFERENCE

Reducing costs and driving down
environmental impact through our
products.



Products that make a difference

SUSTAINABLE PRODUCTS: The contribution that our industry can bring to reducing carbon emissions is significant.



At INEOS, we take on the challenges of emissions reductions by making products that positively impact carbon efficiency and lead to CO₂ savings. Our industry is energy and carbon-intensive, but it is highly efficient. The products we produce and supply to other industries and society enable significant resource and energy savings; and as a consequence reduce overall greenhouse gas emissions. For every tonne of CO₂ emitted during production, chemical products save two tonnes of CO₂ during use.



Areas where most savings are made are transportation, heating, construction, packaging, consumer goods, power and lighting. Our products also provide the raw materials for renewable energy technology, including wind turbines and solar panels.

Many examples of sustainable products can be mentioned, whether it is insulation materials used in the construction industry and for housing; lightweight materials for lower fuel consumption in the automotive industry; lighter and more easily recyclable plastics for food packaging; or lightweight and durable piping.



IT IS NOW THE MATERIAL OF CHOICE FOR WIND TURBINE BLADES AND A NEW GENERATION OF HIGHLY-EFFICIENT PLANES AND CARS.

Products that make a difference

CARBON FIBRE: A new material for a low carbon world.



Carbon fibre is a vital component in an increasing number of products. Lightweight and incredibly strong, it is now the material of choice for wind turbine blades and a new generation of highly-efficient planes and cars. When used in the manufacture of aircraft, fuel efficiency can be improved by as much as 30% without compromising safety.

As the world's number one supplier of acrylonitrile – the main component in carbon fibre – INEOS is at the forefront of this revolution. More than 90% of the world's acrylonitrile production capacity is based on our technology, and manufacturers of the latest carbon fibre passenger planes and aircraft components rely on our products every day.

Not only does carbon fibre result in lower fuel costs and lower emissions, it also makes the body of the plane stronger, meaning that windows can be larger and internal air pressure can be kept at more normalised levels, which all contribute to improving the experience of air travel.



Products that make a difference

LIGHTER, MORE RECYCLABLE PLASTICS



Plastics are a valuable commodity; they account for 4% of the global consumption of oil and gas. INEOS is working to get 'more for less' – to decrease the amount of oil, gas and other raw materials used in their production.

Our R&D efforts include a broad range of projects focused on improving process efficiency at our production plants and developing new, more sustainable products for our customers. The thinking is simple: if plastics are stronger and lighter, they require fewer raw materials to make and use less energy in transportation. They are often easier to recycle.

INEOS Olefins & Polymers is focused on reducing the weight of high value plastics, while maintaining their strength, rigidity and durability. For example, our lightweight, durable piping, which is used in distribution networks for water and gas, is corrosion free and can last up to 100 years – significantly longer than steel.

It is also more reliable, easier to install and leaks less. Our PERT (polyethylene resistant to temperature) piping is being used to provide a simple, low cost hot water piping system for thousands of homes around the globe.

We are also improving the efficiency of plastics production by developing high-rigidity packaging that can be moulded using up to 20% less energy over a shorter life cycle.

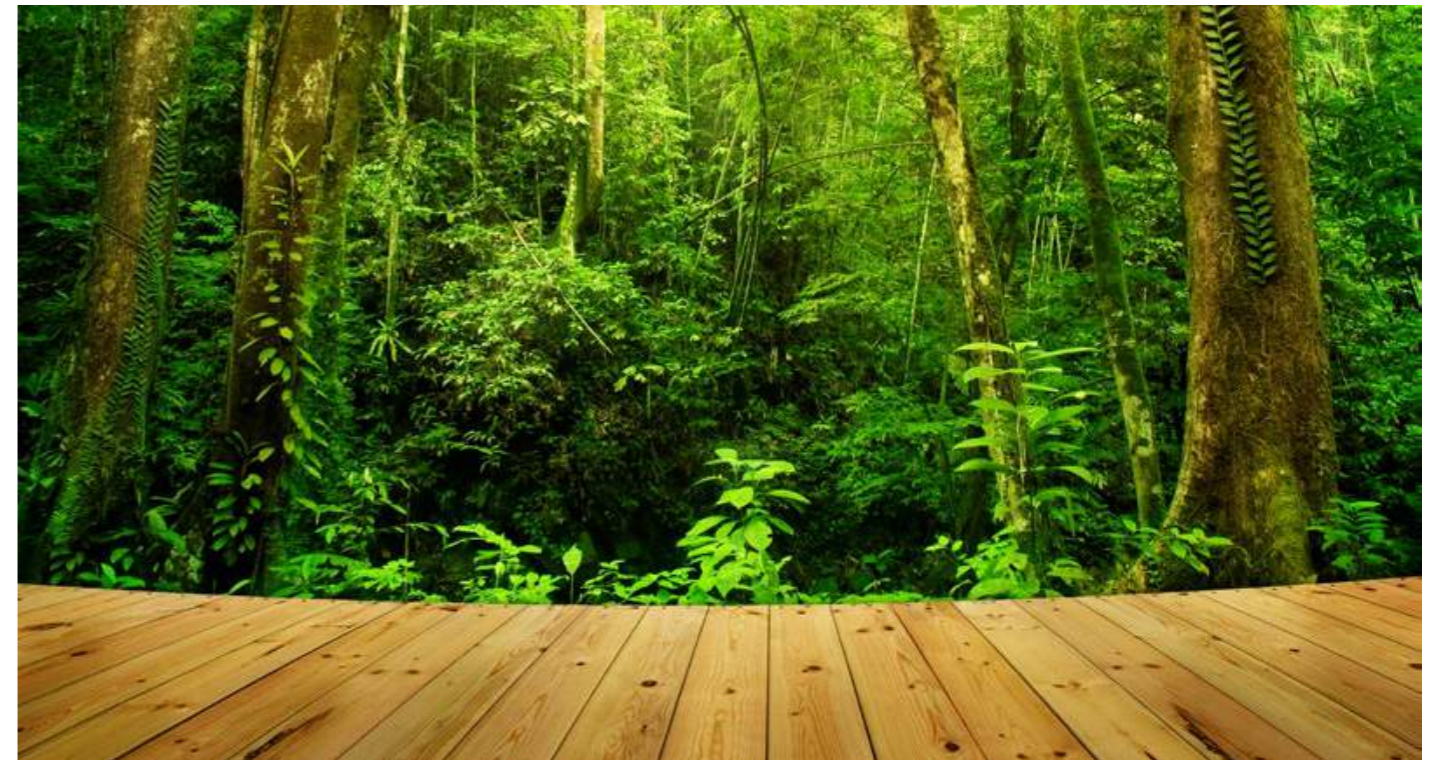
This means that the same number of injection moulding machines can produce 20% more product, whether that's a car fuel tank or the packaging used to extend the shelf life of food products.

We often work in partnership with our customers to develop new solutions. For example, we worked with a well-known soft drinks producer to help reduce the weight of the caps on bottles by around 25%, which is a direct saving on raw materials and waste, and makes the bottles lighter to transport.



Products that make a difference

RESYSTA®: A natural fibre compound



The Compounds unit of our INEOS Enterprises business provides an innovative and sustainable solution to our customers with Resysta® Compounds, a brand new PVC-based product in the market. It is a weather and water-resistant material made from renewable raw material, which shows exceptional eco-balance and is 100% recyclable. Resysta® is a material that sets new standards in terms of sustainability with a reliability over 15 years, minimal maintenance and is processable like wood. This is the kind of innovation that will help the move towards reducing the use of rainforest wood.

THIS IS THE KIND OF INNOVATION THAT WILL HELP THE MOVE TOWARDS REDUCING THE USE OF RAINFOREST WOOD.

Section 6

MANUFACTURING THE FUTURE

Working hard to develop innovative, sustainable solutions to current and future challenges.

INEOS' PRODUCTS HELP
MAKE CARS LIGHTER,
STRONGER AND SAFER.

REDUCE ENERGY CONSUMPTION:

Saving energy has always been a fundamental part of how we operate at INEOS because it makes good business sense.

Climate change considerations and legislation in some of our operating countries mean that we are also committed to meeting strict targets for CO₂ emissions. Our strategy is to first reduce our own energy use as much as possible and then to use the lowest carbon sources of energy that we can.

This approach is illustrated at our Runcorn site in the north of England. By investing in infrastructure and new process technology, the Runcorn plant has been optimised to run in the most energy efficient way possible. Initiatives implemented over the last few years include the installation of high efficiency motors, as well as energy meters that allow managers to have instant access to real-time data on energy use.

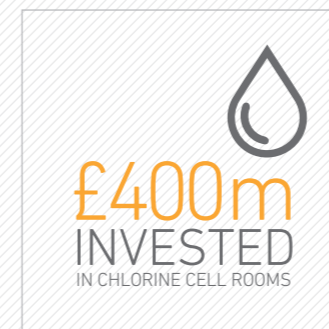


OUR STRATEGY IS TO FIRST REDUCE OUR OWN ENERGY USE AS MUCH AS POSSIBLE AND THEN TO USE THE LOWEST CARBON SOURCES OF ENERGY THAT WE CAN.

We also installed a new steam plant and invested in a new centralised control room and cross-site process automation system. Overall, these changes have led to energy savings in the last ten years of nearly 18% and annual CO₂ savings of around 250,000 tonnes per year.

Having reduced energy consumption at our Runcorn site, we have built what will be the largest energy from waste Combined Heat and Power (CHP) plant in the UK. This new plant will use Solid Recovered Fuel (SRF) from municipal waste.

We have invested more than £400 million in new chlorine cell rooms at Runcorn, which use the latest membrane technology. This technology removes the need for mercury in the process and delivers primary energy savings compared to the older mercury cell technology.



CHP, IMPROVED EFFICIENCY FROM HOUSEHOLD WASTE:

Strategically located near Liverpool and Greater Manchester, the energy from waste CHP plant at our Runcorn site provides efficient energy provision for those located nearby.



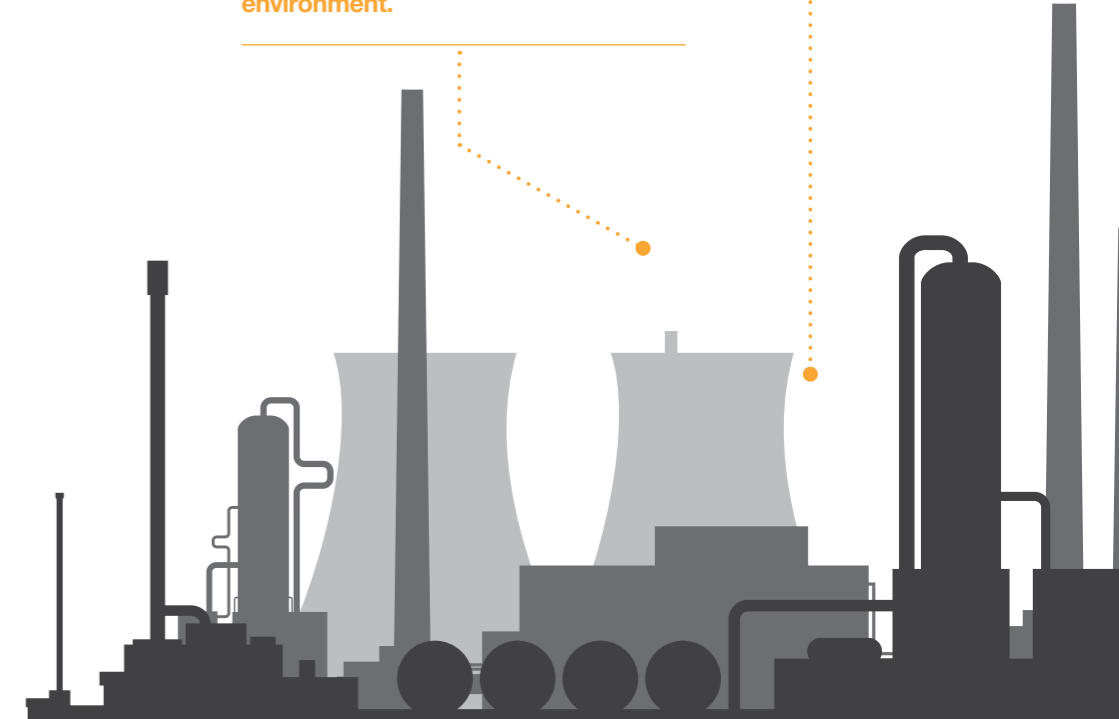
1 MORE THAN 75% OF GREATER MANCHESTER'S WASTE IS DIVERTED FROM LANDFILL TO THE RUNCORN PLANT.

With a total capacity to treat 750 ktpa of solid recovered fuel and to produce 83 MW of electricity and 51.2 MW of heat by steam export per year, the benefits derived from the plant are huge.

The facility supplies the neighbouring INEOS chemicals manufacturing facility with up to 20% of its total energy needs. It allows users to reduce the reliance on fossil fuels, therefore replacing substantial amounts of it. It helps divert more than 75% of Greater Manchester's waste from landfill. It presents a more sustainable way of waste disposal than landfills, which produce and emit a lot of GHG. With a well-regulated flue gas treatment system, emissions do not pose a threat to public health and the environment.

2 With a well-regulated flue gas treatment system, emissions do not pose a threat to public health or the environment.

3 The Runcorn facility supplies the neighbouring INEOS chemicals manufacturing facility with up to 20% of its total energy needs.



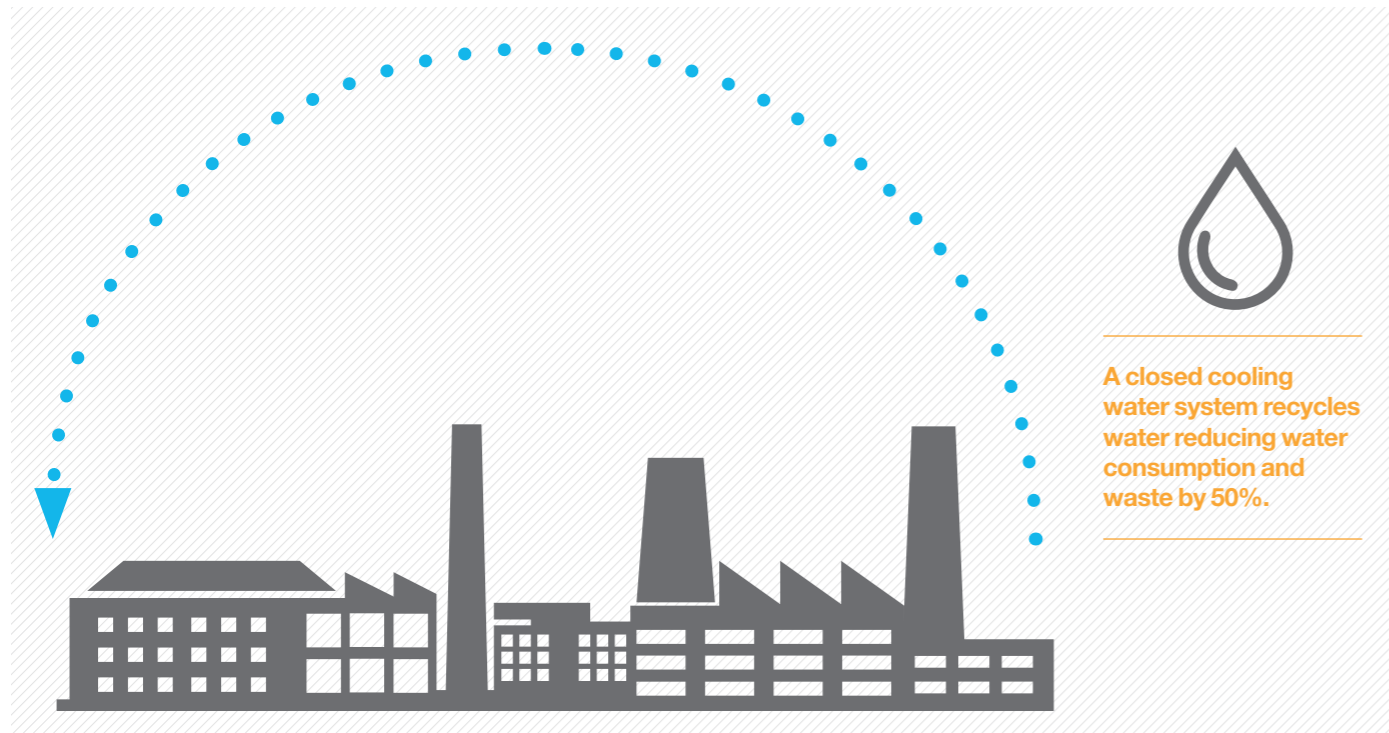
SUSTAINABLE WATER REUSE:

Our INEOS Styrolution business is a good example of the focus that we place on monitoring water consumption and water conservation.



At the Decatur plant in Alabama, USA, a closed cooling water system was installed in order to use the same water repeatedly to cool down strands in the strand bath. This state-of-the-art measure results in a reduction of water consumption and discharged water of more than 50% of the site's total water consumption.

Several other initiatives have been implemented by INEOS Styrolution in different plants around the world, notably in Thailand where water is recycled from the centrifuges in order to be reused in the production process, and in India where rainwater harvesting facilities have been constructed in order to conserve rainwater and increase the groundwater level in the long term.



THE VINYLOOP® INITIATIVE:

Providing a recycled vinyls solution.



WE FIRMLY BELIEVE THAT THE CIRCULAR ECONOMY OBJECTIVES FOR A SUSTAINABLE FUTURE ARE REACHABLE NOTABLY THROUGH ADAPTED RECYCLING PROCESSES.



Our INEOS business, Inovyn, is at the forefront of sustainability with the VinyLoop® initiative, a partnership with Serge Ferrari, which offers recycled vinyls solutions. We firmly believe that the circular economy objectives for a sustainable future are reachable notably through adapted recycling processes.

The materials that INOVYN produces are used in almost every aspect of modern society, keeping people housed, healthy and connected.



VinyLoop® is a technology to recycle difficult-to-treat PVC waste, which produces a virgin-like recycled PVC compound. It can be considered as a 'virgin' material in terms of quality and property consistency.

VinyLoop® is a recycled PVC compound that can be processed in extrusion, calendaring and injection moulding, which are the most appropriate methods for processing PVC and other thermoplastics.

OPERATION CLEAN SWEEP®:

We are continuously looking for new ways of having a positive impact on our environment.

INEOS has signed the Operation Clean Sweep® pledge. OCS® is an international programme designed to prevent resin pellet, flake and powder loss, and help keep this material out of the marine environment. The goal is to achieve zero pellet, flake and powder loss by implementing or improving good housekeeping and pellet, flake and powder containment practices. As signatory of Responsible Care®, we see our participation in the initiative, via the signed pledge of OCS®, as a clear commitment to the former in many respects, and believe communication of this through our supply chain is of high importance.



OCS® HAS SIX KEY AREAS OF ENGAGEMENT

1

Improve our worksite set up to prevent and address spills.

2

Create and publish internal procedures to achieve 'Zero pellet (powder) loss' goals.

3

Provide employee training and accountability for spill prevention, containment, clean-up and disposal.

4

Audit our performance regularly.

5

Comply with all applicable local, national regulations governing pellet containment.

6

Encourage our partners (contractors, transporters, etc.) to pursue the same objectives.

THE FUTURE OF LOGISTICS:

Transportation is a major user of energy and producer of carbon emissions.



Transportation is a major user of energy and producer of carbon emissions. Our supply chain logistics know that the most environmentally friendly mode of transport is nearly always also the most cost effective. Furthermore, the most carbon efficient mode of transport for us also reduces risk from a health and safety perspective. At INEOS, we focus on driving down both the cost and the environmental impact of transportation, while maintaining our high quality and safety standards.

The most efficient means of transporting commodity chemicals is to avoid transportation in the first place. Where we can, INEOS will negotiate product 'swaps' with other production units of the same commodity closer to a customer to avoid transportation altogether. This can be between our own sites or other suppliers. If this is not possible then the next best option is via a pipeline.

Our businesses generally encourage customers to co-locate on the same industrial sites or at locations that are connected. This approach means that we can deliver product directly via pipeline.

Our next preferred option is to use a ship or barge, then rail and, finally, road. As part of our work with our transport providers, we also strongly advocate training for drivers on fuel-efficient driving.

WE ENCOURAGE BUSINESS CLUSTERS, WHICH MEANS WE CAN DELIVER PRODUCT DIRECTLY VIA PIPELINE.

CROSS-BUSINESS SUPPLY CHAIN NETWORK

Through our cross-business supply chain network, managers meet regularly to share best practice including how to make the most of low carbon logistics. In addition, all our suppliers are required, through our contractual arrangement with them, to be most efficient in providing a service on our behalf. With large tenders we aim to leverage the size of the contract to drive further fuel and cost efficiencies. This mindset, together with efficient transport planning, helps us to maintain safety, drive cost down and improve carbon savings across our supply chain.



ON-SITE CLEAN TRANSPORT VIA E-CARS: At INEOS, we are always looking for increased efficiency and better environmental impact of our production, wherever possible.

Our INEOS Oxide business is looking at increasing the use of electric cars on their sites in Lavéra, Köln and Antwerp where try-outs have revealed that significant benefits come from such investment.

No waste and no pollution are the main benefits of introducing e-cars on our production sites, which can lead to reductions in our emissions. But what is more, this innovative and forward-thinking project could lead to INEOS becoming one of the first chemical companies to use energy generated by its own CHP processes to move people and goods around on-site.

Where CHP plants generate surplus power, it can be used to produce electricity for transportation by electric cars across sites.



INEOS has been quick to explore whether to switch to electric cars at its sites around the world, and is looking to equip all European and US sites with electric cars.

BUSINESS CLUSTERS FOR SUSTAINABLE CHEMISTRY

WE STRONGLY BELIEVE THAT BUSINESS CLUSTERS REPRESENT A GREAT OPPORTUNITY FOR THE INDUSTRY BY PROVIDING ECONOMIES OF SCALE, INFRASTRUCTURE AND RESOURCE EFFICIENCY ACROSS MULTIPLE ORGANISATIONS.

In Stenungsund, in western Sweden, our Inovyn site is part of one of the cluster initiatives that have been formed in the region with other big chemical companies such as Borealis, AkzoNobel, Perstorp and AGA.

We strongly believe that business clusters represent a great opportunity for the industry by providing economies of scale, infrastructure and resource efficiency across multiple organisations.

Everything is based on renewable resources, recycling, cooperation and efficiency. With their joint vision of 'Sustainable Chemistry in 2030', the aim is to make Stenungsund the hub for the manufacture of sustainable chemical products and green chemistry.

Not only do clusters make good business sense but, in Stenungsund, the industry employs around 2,500 people, contributing to significant economic growth.



Section 7

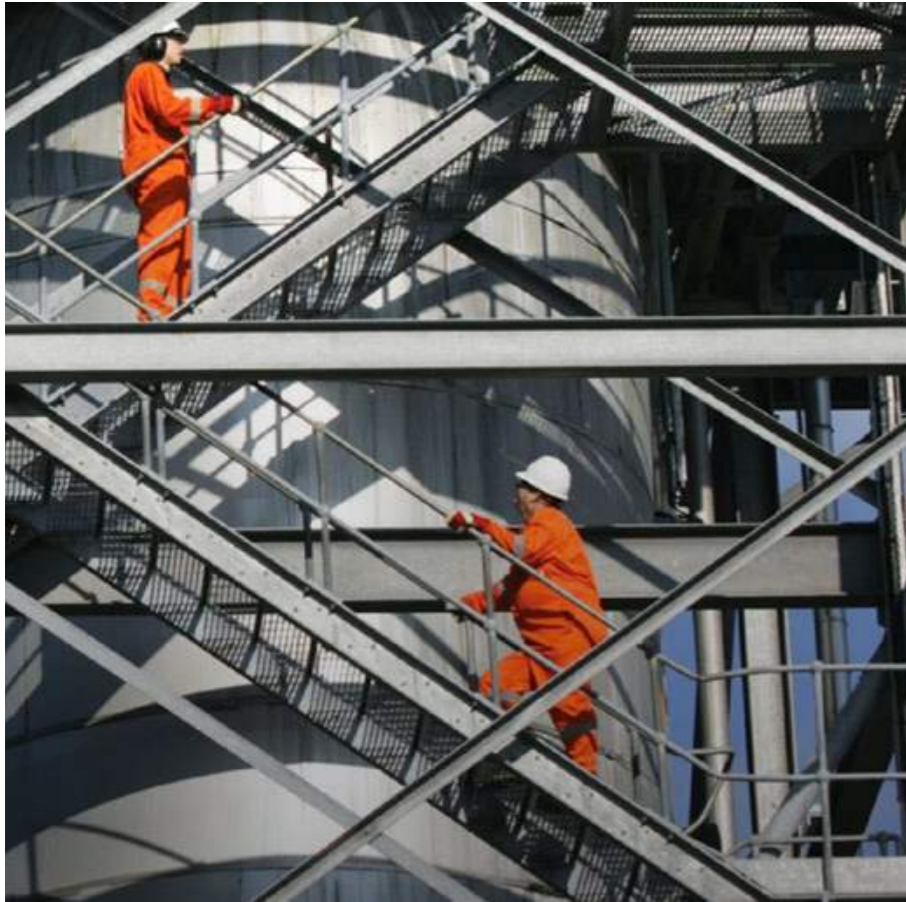
PROVIDING A SAFE ENVIRONMENT

Safety, health and environment are our highest priorities at INEOS.



INSTILLING A SAFETY CULTURE:

It is the responsibility of everyone at INEOS to ensure the highest standards of health and safety in everything that we do.



WE FOCUS OUR ATTENTION ON SAFETY IN BOTH THE PROCESSES WE APPLY AND THE BEHAVIOUR WE EXPECT.

Our commitment to safety starts at the top, with the Executive Board of each INEOS business being responsible for safety performance. All employees and contractors receive extensive safety training, participate in safety teams, contribute to incident learning, and suggest ongoing improvements in safety standards and procedures.

The INEOS safety principles define what is expected of all our employees, contractors and businesses on a day-to-day basis. Each INEOS business is measured on its adherence to the principles and its performance against specific safety targets.

Safety performance is also linked to our employee-bonus scheme, which further helps to embed a safety culture. We focus our attention on safety in both the processes we apply and the behaviour we expect.

Systems and operational procedures have safety built in to ensure the plant and equipment is being operated properly.

Any changes in processes or procedures are subject to a risk assessment and, if necessary, a hazard study to analyse any potential safety risks or impacts. We have strict emergency procedures and, if required, a plant can be shut down completely until an issue is fully resolved.

Everyone has the responsibility and the right to stop any unsafe work or situation in order to ensure a safe-working environment for themselves and their co-workers. Speaking up about safety issues is encouraged. We support near-miss reporting so that we can learn from these, and put in place corrective action to ensure that incidents can be avoided.

The success of our business depends on ensuring a safe environment for our staff and the wider community around each of our sites, which is why safety is our highest priority.



EXCELLENCE IN SAFETY, HEALTH & ENVIRONMENTAL PERFORMANCE: A top priority for INEOS.

We aim to meet or exceed all legislative requirements in these areas. We set annual performance targets that are monitored daily and reported to the Chairman. As we are committed to continuous improvement in all aspects of our operations, businesses are benchmarked against each other as well as the best in the industry. Best practice is shared across sites, businesses and competitors.

We also aim to minimise the impact our facilities have on local people and local environments. This means working in close partnership with community groups and key stakeholders to ensure that we are a responsible neighbour and partner.

Efficiency is absolutely central to our business. As a producer of commodity chemicals, the efficiency of our processes has a significant impact on our profitability. We have a clear focus on reducing energy and material inputs, and a clear priority to minimise waste. This means that we can minimise costs as well as reducing environmental impacts.




At INEOS, we create culture that reinforces our SHE performance.



Our approach to safety is equally rigorous and is focused on three key areas, which cover activity both inside and outside our facilities:

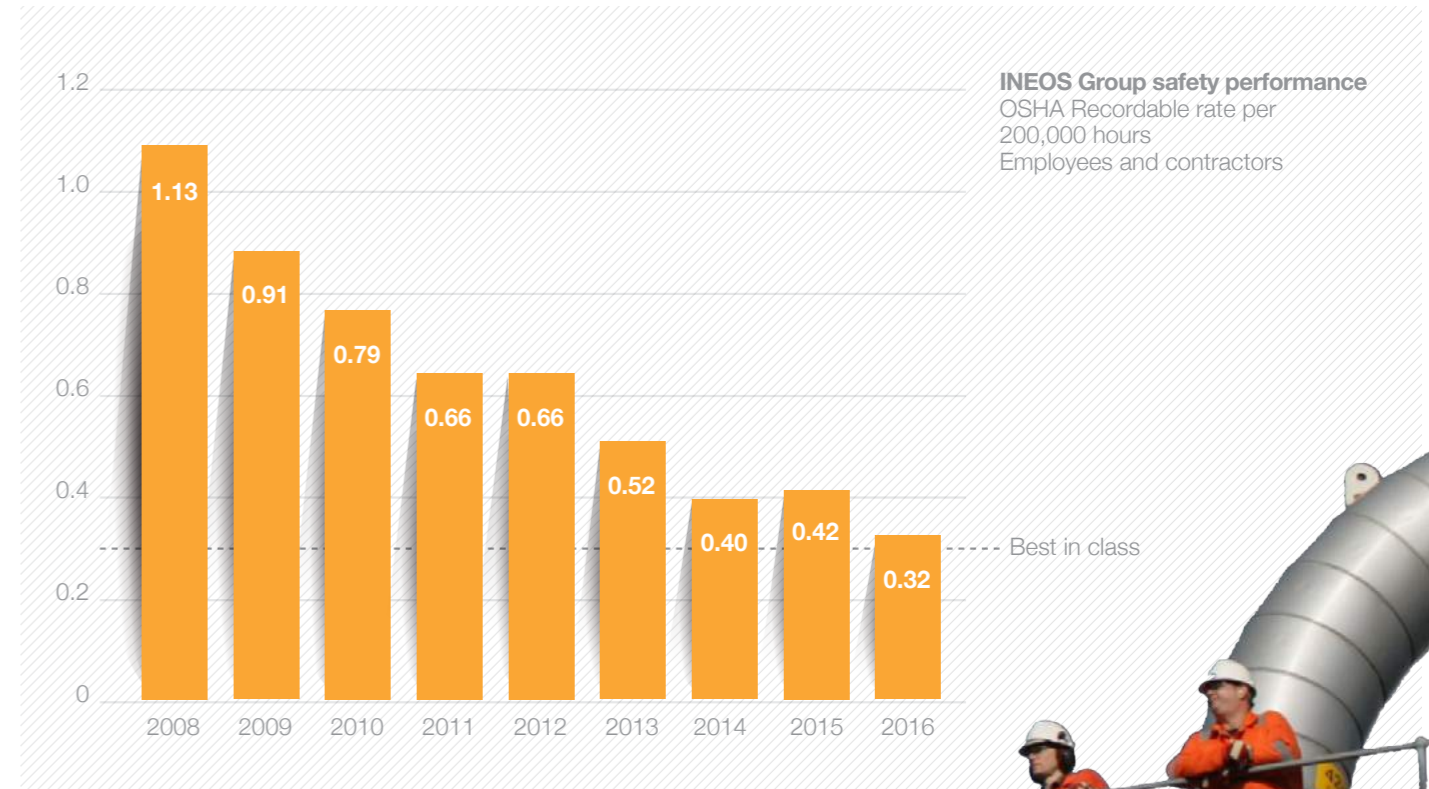
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1 PROCESS SAFETY
Which involves continual safety improvements to existing manufacturing processes, as well as designing new processes.
- 

2 BEHAVIOURAL/ HUMAN FACTOR SAFETY
Which involves instilling a safety culture among all our employees to ensure INEOS is a safe place to work.
- 

3 PRODUCT SAFETY
Ensuring that INEOS products are used, handled, stored and disposed of responsibly by our customers.

INEOS GROUP SAFETY PERFORMANCE: Within any of our activities from plant construction to process operation, risk is a known factor that can be managed.



WE BELIEVE THAT ALL ACCIDENTS ARE PREVENTABLE.

To achieve our objective of 'zero injuries', INEOS requires all employees and contractors who work under our control to adhere and contribute to the ongoing development of our strict safety, health and environmental standards and procedures.

By making safety, health and the environment an integral part of our business, we encourage a culture of continuous improvement across all activities in all locations.



Section 8

OUR PEOPLE

To us, another crucial aspect of sustainability is attracting and retaining the right people. To that end, we support our workforce through continuous development and professional growth.



BUILDING THE BEST WORKFORCE:

We work hard to ensure that INEOS is a rewarding place to work.

We encourage an entrepreneurial culture where talent can quickly rise to the top and where people are rewarded for taking the initiative, as well as for high performance. Fresh thinking and new ways of doing things are critical to our ongoing success and are key to innovation across sustainable products and processes.

Many of our employees have joined INEOS from companies such as BASF, Bayer, BP, Dow, Enichem, Hoechst, ICI and Solvay. We are a relatively new company built on a rich heritage. We continue to invest in our people when they join INEOS, building on the extensive industry experience they bring with them.

As we grow our company organically, we have developed new training programmes that include our modern apprenticeship schemes, our PhD strategy, and ongoing training for our technicians, executives and leadership teams.

FRESH THINKING AND NEW WAYS OF DOING THINGS ARE CRITICAL TO OUR ONGOING SUCCESS.



ENCOURAGING AN ENTREPRENEURIAL CULTURE



CULTURE

At INEOS we have a distinctive entrepreneurial culture. We employ talented people and encourage them to think beyond their job description. We positively reward those who rise to the challenge and take the initiative. We particularly value those people who relish the freedom we provide and make the most of their creativity and energy. It is an approach that helps us to drive innovation and address the challenges and opportunities that sustainability presents to our business.

ORGANISATION

As a private company, we also pride ourselves on being a lean organisation and we avoid bureaucracy. Our flat organisational structure has minimum hierarchy, which helps our overall efficiency and ensures there is plenty of scope for those who want to step up and take the initiative.

It also helps us to adapt quickly, which is particularly helpful when markets change and we need to react faster than our competitors. It also helps to put INEOS at the forefront of thought leadership in manufacturing and process technology development.

RECRUITMENT

We recruit and invest in the best people to fit within our culture and we are proud to do so by ensuring fair opportunities and offering a level playing field to everyone. A good example is the INEOS Olefins and Polymers (O&P) Leadership Development Programmes, which provide further support for our talented staff, developing the skills they will require to drive our business and deliver great service to our customers. Key elements of the programme are our Safety, Health and Environment (SHE) considerations, embedded within the principles of Responsible Care®. These are fundamental to everything we do and guide our performance targets at every level of the business.

WE VALUE PEOPLE WHO RELISH THE FREEDOM WE PROVIDE AND MAKE THE MOST OF THEIR CREATIVITY AND ENERGY.

INSPIRING THE NEXT GENERATION:

Many of our sites work with their communities to raise awareness of the value of science and technology to everyday life.



It is proven that learning through guided experiments and discussions allows children to be more actively stimulated, creating more interest.



TuWas! in Germany is a good example of INEOS working with communities to raise awareness of science and technology. The programme has been inspiring young students from age 6 to 12, since 2008. Through our investment and financial support in the programme, we are able to contribute to consolidating inquiry-based science education in Germany. Indeed, it is proven that learning through guided experiments and discussions, as well as activities, allows students to be more actively included in what they learn, and being more stimulated they gain more interest.

WE RECOGNISE THAT THE YOUNG PEOPLE WE WORK WITH MAY BECOME THE NEXT GENERATION OF INEOS EMPLOYEES, OUR SUPPLIERS OR CUSTOMERS OR NEIGHBOURS.

With this project, we are also able to bring together important stakeholders such as industry, school authorities, governments, etc., around the important matter that is the education of the future workforce of our society.

INEOS supports the very best in chemistry. We believe it is important to have a scientifically-literate society, recognising that the young people we work with may become the next generation of INEOS employees, our suppliers or customers or neighbours.



INVESTING IN SKILLS FOR THE FUTURE: A highly skilled workforce is vital for the long-term sustainability of our Company.



ARE YOU IN?

Cooperation between INEOS businesses and local universities presents a twofold win, especially in areas such as energy integration with a focus on cutting costs and carbon. First we bring expertise and tools from the academic world into our INEOS sites, which encourages creative thinking and innovative solutions; and likewise we invest in young graduates, via Master or PhD theses, to shape leaders for our INEOS businesses.

These programmes are extremely well regarded. As such, in the case of our Köln site, they attract on average around 3,000 applications per annum for around 60 available places.

Since 2012, we have been supporting 'Innogrants', first via École Polytechnique Fédérale de Lausanne (EPFL), then through the Fondation pour l'Innovation Technologique (FIT) programme in Vaud, Switzerland. With this support, we intend to encourage innovation and entrepreneurial culture, which we deeply value. FIT has seen around 250 projects in different fields of technology emerge since 1994, representing around 900 jobs created in Switzerland. We are proud to be able to contribute to developments in clean energy and green chemistry through this ongoing programme.



INEOS invests in bespoke training programmes that combine practical experience alongside academic study, which is providing exceptional graduate engineers.



WE INVEST IN YOUNG GRADUATES TO SHAPE LEADERS FOR OUR INEOS BUSINESSES.

Section 9

COMMUNITY ENGAGEMENT

Large-scale companies often seem inaccessible to the people living nearby. We want to develop relationships and communicate with the communities in which we operate. We want our neighbours to feel involved in our activity and build a trust.



OPEN COMMUNICATION WITH OUR NEIGHBOURS: We believe that regular, clear communications about our operations helps build trust with our neighbours. It is a demonstration of our commitment to the principles of Responsible Care®.

OUR LOCAL COMMUNITY GROUPS SHARE INFORMATION ABOUT THE WORK WE DO, OUR TRACK RECORD AND LOCAL TOPICS OF INTEREST.

We use different methods across our sites and facilities to share information with our neighbours, depending on the needs of each community. Our local community groups share information about the work we do, our track record and local topics of interest. Each site applies a local approach. Some of our sites use electronic updates to let the community know about any changes that may be happening on-site, for example, work that might generate noise or local disruption.

On the rare occasion that we have incidents at our sites, we work hard to get information out to the community as quickly as possible.

In some locations, such as Addyston, Ohio, our Styrolution business has a public advisory group that provides a forum for open and candid dialogue on topics of interest to the community and plant employees, including but not limited to environmental, health and safety issues, and the economic health of the Addyston facility.



We also host community forum meetings, like those we have organised in Runcorn and Grangemouth. These forums involve local residents, community groups and stakeholders. They enable us to provide updates on our business and introduce plans for the future. Importantly, they provide a platform for local people that live and work close to our sites to ask questions. In addition, we sometimes hold open-house days when local people can come and tour our sites to see for themselves exactly how we operate.

WORKING WITH OUR COMMUNITIES: INEOS aims to be a good and valued neighbour, and to maintain the trust of communities living and working close to our sites. This underpins our licence to operate.



Each of our sites has a coordinated approach to building and strengthening their relationships with their local stakeholders.

We are committed to the long-term sustainability of our operations and to supporting the communities around our sites. This manifests itself in a variety of ways – from staff volunteering to support worthy causes to local sponsorship and regular communications.



We work alongside schools and colleges in promoting science, technology and engineering. Bringing relevance to the school curriculum with either visits to our sites or 'employees in the classroom', we support and enhance the delivery of learning in schools. Meeting and working alongside our employees provides inspiration to the next generation of scientists and engineers.



We also look for ways to collaborate with neighbouring companies. In Belgium, Germany and Norway, for example, we have developed strong industrial clusters. These bring together local businesses to share resources, infrastructure and utility services. These clusters also work together to organise community events, such as the series of open days that took place in 2011 to promote the International Year of Chemistry.

MEETING AND WORKING ALONGSIDE OUR EMPLOYEES PROVIDES INSPIRATION TO THE NEXT GENERATION OF SCIENTISTS AND ENGINEERS.

LOCAL PARTNERSHIPS: In our effort to do sustainable business, INEOS joins forces with neighbouring companies and local organisations to form industrial clusters, which create benefits across all three sustainability pillars.

When businesses form clusters, we don't only aim to create economies of scale, it is also a major incentive to make efficient use of resources. By collaborating, resources and materials, infrastructure and services, and even utility supplies, can be shared. Several INEOS sites co-host cogeneration plants that supply the on-site heat and power needs, improving cost effectiveness and energy efficiency. And by sharing products and utilities, we optimise the use of resources, minimise chemical flows and reduce energy use.

Our aim is to bring benefits to the economy and make it more sustainable and competitive. Thanks to our many initiatives in all aspects of our activities, we are contributing to the circular economy and continuously providing solutions to move forward in the right direction.

BY COLLABORATING, RESOURCES AND MATERIALS, INFRASTRUCTURE AND SERVICES, EVEN UTILITY SUPPLIES CAN BE SHARED.





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