

Our Performance



Our People

Supporting the wellbeing and development of employees

Linkage to UN SDGs



Summary

Why it matters: Our people are our greatest asset. Our objective is to continue to be a purpose focused business driven by high performing and committed teams.

Our approach:

Our key focus areas are:

- attracting, retaining and developing talent to build and maintain a top quality team; and
- reinforcing a strong culture of health and safety, within a zero harm environment.

Our performance:

37k training and development hours

Remain a Living Wage employer globally

What's next:

We intend to remain responsive to changing trends within the workplace so that our employees globally remain engaged and high performing.

Attracting, Retaining and Developing Talent

Dechra is committed to attracting, retaining and developing talent in order for us to continue to deliver our ambitions through a highly skilled, committed and motivated workforce that enjoy coming to work and can return home safely every day.

We are the fastest growing business in the Animal Health industry. Our Values, entrepreneurial attitude and agile approach to the way we do things are the backbone of our Culture and create a dynamic environment in which our people can thrive.

We are proud of the fact that this year we have retained our status as a Living Wage (or equivalent) employer globally, demonstrating the value that we place on each and every Dechra employee.

We conducted our second Employee Engagement Survey in April 2021 using the Great Place to Work (GPTW) survey. We had 1,720 respondents to the survey, this equated to 90% of the organisation.

We believe that offering internships and apprenticeships is a great way to attract new employees to Dechra. We offer a small number

of internship opportunities each year. During the year, we have partnered with the Northeastern University Roux Institute and welcomed a student to our Portland office as a Data Analyst Co-op. The student worked closely with our product Development Statistician in the Global Clinical Team to learn about the application of statistical methods in the animal health industry and the drug development process.

We develop our workforce via:

- A dedicated internal digital learning platform, Delta, where employees across the Group have spent 7,195 hours completing various training courses;
- Leadership Development programmes. This year the International and Corporate Leaders have completed their programme; the North America Leadership Development programme and a two year programme for Future Facing Leaders have commenced;
- All our Group development programmes incorporate our three core modules of One Dechra; Diversity, Equity and Inclusion; and Sustainability; and
- A significant amount of our operational training takes place 'on the job'.

Please refer to our 2022 Annual Report and Accounts for further information.

CASE STUDY

Climate Race

In November 2021 we launched the Dechra Climate Race, #ActNow, to help raise awareness and understanding amongst Dechra employees of the small steps and simple changes required to reduce our impact on the environment. To assist with embedding climate change awareness we engaged a third party, who provided a gamified learning via a mobile App.

Everyone can play a part in reducing our carbon footprint, which is one of the key priorities of Dechra's "Making a Difference" sustainability ambition. During the four weeks of the challenge, Dechra employees globally were divided into 104 teams and via an app were quizzed on sustainability topics. In December 2021, the Dechra Climate Race reached the finish line. The enthusiasm and dedication during the challenge was fantastic. The Dechra Climate Race contributed a total CO₂e savings of 368 tonnes, 263,503 completed deeds and 85,325 questions were answered.

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Safe Working Practices

We believe that work related injuries and ill health are preventable and that all employees have the right to work in safe and healthy conditions. Our Health and Safety Strategy has four elements:

Continuous Improvement

LTAFR: we are now reporting all lost time accidents which resulted in any absence or inability to conduct the full range of normal working activities (not including the day of the accident). During the 2022 financial year, we have experienced 12 LTAs resulting in an AFR of 0.34 compared to 0.31 last year (11 accidents). Seven of the accidents occurred at our manufacturing sites in Australia and Brazil, who joined the Manufacturing Safety programme in 2020 and have a developing safety culture.

Nine of these accidents were influenced by unsafe behaviours and this will be addressed throughout the coming year through the delivery of our B-Safe programme for leaders.

Assure: The App based Assure online hazard, accident and near miss reporting and HSE management system has now been rolled out to all our Manufacturing and Logistics sites. During the 2022 financial year, the Assure system has also been extended to include office locations in Sansaw, Northwich, Portland and Kansas. The App is available on mobile phones and through OneDechra in all countries, which enables all employees to have easy access to raise accident and incident reports.

Safety Alerts: When significant HSE incidents occur, these are quickly communicated across relevant parts of the business to ensure that learnings are shared, preventing similar incidents across the Group. During the 2022 financial year, a total of ten alerts were raised (2021 financial year: 23).

Risk Reduction: The High Level Risk Assessment is overseen by Health Safety and Wellbeing Committee who review the significant risks across the organisation. Risk assessments are dynamic and are updated as activities change. The risk assessment is reviewed in the event of any incidents or changes in the business or at least annually.

Culture and Leadership

The Group Health, Safety and Wellbeing Committee meets quarterly, chaired by Paul Sandland. Key actions in the 2022 financial year are outlined below.

Life Saving Rules (LSR): Our seven rules have been cascaded across Manufacturing sites in a number of ways to make the rules as relevant and memorable as possible to site employees. The Follow all Workplace Transport Rules LSR is being communicated as part of the development of the Group HSE Standards for pedestrian and warehouse safety. The Drive Responsibly LSR has been communicated during summer 2022 to mobile employees and regular business drivers as part of our Drive Responsibly campaign.

Financial Wellbeing: Financial wellbeing supports all other aspects of our life as it provides stability. In addition to being a Living Wage employer across the globe, we have launched a third party financial education platform as a free resource for all employees, initially in the UK, to provide financial information and coaching. Over 48% of UK employees have signed up to the service and we will be looking to extend similar supports to other countries where this is available. We also offer financial planning and educational resources to all USA employees through Fidelity

CASE STUDY continued

Climate Race

In October 2022, the Dechra #ActNow-Sprint Relay will be launched. A Sprint with content for one week will loop around global Dechra with the important message:

It's a call to #ActNow – working together to Make a Difference.



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B-Safe: In the 2022 financial year, we launched our B-Safe training, this is our new behavioural safety programme, which teaches our manufacturing leaders to hold positive conversations about safety, focussing on safe behaviours including our Life Saving Rules. Each leader who has completed B-Safe training is targeted to complete safety conversations throughout the year. Positive and regular conversations aim to continuously improve safety standards and continue to build trust within our organisation. Completion of B-Safe conversations will be a leading indicator for the 2023 financial year and demonstrates the developing maturity of the safety culture across Dechra.

THRIVE: The wellbeing of our employees is our priority and throughout the pandemic and during the return to the workplace, our goal has been to support our employees to enable them to flourish. Last year we developed our wellbeing THRIVE programme, and in the 2022 financial year we have evolved this to provide meaningful support to achieve positive physical, emotional, social and financial wellbeing of all employees globally.

Emotional Wellbeing: All employees globally are offered subscriptions to an online platform, which provides sessions of guided meditation and promotes mindfulness. This was launched in October 2021, and is now regularly used by over a quarter of all Dechra employees. Our employees are encouraged to use the platform on a private and voluntary basis at any time they choose.

Physical Wellbeing: In the UK we hosted a live Menopause webinar, delivered by a medical practitioner and this was attended by an audience of over 50 employees, both male and female employees were encouraged to attend. The webinar was very positively received and following the session we have developed a short guide available to all employees and Line Managers stating simple adaptations which are available to support women during this life stage.

Social Wellbeing: The return to the workplace following the pandemic has occurred at different times across our regions. We believe strongly in supporting social interactions but we also recognise the benefits of hybrid working and how this can help to create a good work-life balance. We have established our principles for hybrid working and developed training for all employees who continue to work from their home either full or part time, including health, safety and wellbeing content.

Compliance

Group HSE standards for safety critical tasks have been further developed and rolled out. New standards developed in the 2022 financial year include 'Exposure Monitoring' and 'Workplace Transport and Pedestrian Safety'. For the existing standards previously published, gap assessments are monitored across each Manufacturing location to evaluate the current level of compliance and the action plan required to close the gaps. In addition, the Group HSE team has visited the manufacturing facilities in Zagreb, Fort Worth and Melbourne during the 2022 financial year.

Capability

To further embed Health, Safety and Wellbeing as an integral part of working at Dechra, essential courses have been developed. When new employees join the business, the mandatory courses are allocated automatically within 24 hours of starting work.

For Health, Safety and Wellbeing, this includes the following courses described below:

- Health, Safety and Wellbeing Induction – In January 2022 we launched our Corporate Safety Induction to help all new employees understand our Safety Policy and what this means to them. This was launched with an online campaign including the video filmed by Paul Sandland stating our corporate commitment to Health, Safety and Wellbeing.
- Healthy Workplaces – The Delta training module for COVID-19 has been reviewed and refreshed to reflect the current global situation. This module is mandatory for all new employees.
- Hybrid Working – a 'Hybrid Working – Essential Health, Safety and Wellbeing Guide', module has been developed, which includes content related to physical safety within the home, mental health and wellbeing, work-life balance, ergonomic comfort and electrical safety.