



The chemistry inside innovation™

2021 HUMAN CAPITAL REPORT



- ▶ Diversity, Equity and Inclusion page 4
- ▶ Development page 10
- ▶ Well-being page 13
- ▶ Community page 17
- ▶ References page 20

A WORD FROM THE CEO



I'm delighted to share with you our first-ever Human Capital Report. This inaugural report is important to me for two reasons: I believe it demonstrates why Celanese is a great company and because it focuses solely on the driver of our success — our people.

'People' is the first of six values we hold high at Celanese: "Promote a rewarding, engaging and inclusive workplace with opportunities for collaboration, development and leadership."

'People' is also the first of three enablers in our corporate vision: "Improving the world and everyday life through our people, chemistry and innovation."

In my career, I've come to appreciate that an organization's greatness is tied directly to its people and how they work together. I have had the opportunity to meet with employees from across the world and have personally seen how they live our values every day.

People are the source of our strategy, creativity and innovation. People make, move and sell our products. People drive engagement and give back to our communities and each other. People bring their hearts and minds to problem solving. People develop each other. And perhaps like never before, we've experienced how people support each other in times of stress and uncertainty.

I believe our employees are not a resource or an asset of Celanese; **they are Celanese**. So as you read our report, I ask you to think about the people and the chemistry they have created that is powering our business results and our work on diversity, equity, inclusion, leadership, development, innovation, community and more.

Much of what you'll find in the pages that follow isn't new — it's what Celanese has been doing for a long time. In other ways, we are pushing boundaries and opening new frontiers because we simply want to be better than we were in the past. We are sharing this now to provide a clearer view of the people and processes that make Celanese a great place to work, to do business with and to invest in.

Thank you for your support.

A handwritten signature in black ink, appearing to read "Jennifer H. Holmgren".

Chairman of the Board,
Chief Executive Officer
and President

THE HEART OF OUR HUMAN CAPITAL REPORT

From around the globe, it is our employees who help us realize our vision to improve the world and everyday life, and it is through them that we can support our communities, promote a diverse and respectful workplace, and remain focused on integrity and respect for the people and world we share.

There was never a clearer opportunity for us to demonstrate our values than in 2020 when so much confronted humanity and impacted our employees in every location where we operate.

With the COVID-19 pandemic, we prioritized the focus of our products on the people who work in the medical community. Our manufacturing operations adjusted and expanded our supply chain base to support the increased global demand for our polymer and specialty materials required for vital medical equipment and supplies, PPE shields, respirators, and ventilators. And, our Engineered Fabrics Team delivered emulsion polymer solutions for engineered fabrics found in products like pre-moistened disinfectant wipes. We also focused on many of the communities in which we operate by shipping tens of thousands of protective face masks to be distributed to those in need.

Internally, we focused even more on the well-being of our employees who faced a storm of challenges during the year — isolation, concern over vulnerable parents, school closings, economic anxiety, racial strife, and a difficult political climate in many countries, including the U.S.

With these external challenges affecting us all, we looked for ways to enhance our support for employees. We did this not just with new resources, including a new program targeted to caregivers, but also through efforts to simply listen to stories — sometimes painful and always authentic — from our employees about race, discrimination and a desire for equal treatment.

As we enter another decade of business, we are excited about our strategic plan and prepared to take on the challenges that come our way. We will continue to work to meet the current and future needs of our employees and communities and make progress toward our vision to improve the world and everyday life.



7,600+ PEOPLE

THEY ARE THE HEART
OF THE CELANESE
HUMAN CAPITAL
REPORT.

-
- ▶ See the Celanese values on page 21.

DIVERSITY, EQUITY AND INCLUSION

We believe that providing a workplace that promotes a culture of respect and belonging for all employees is important to our business success and to driving innovation and growth. Every year, we strive to take concrete and substantive steps to realize our goals of enhancing the well-being and human rights of people and communities around the world.

In 2020, we took two steps to further our journey by:

- ▶ Broadening our strategy to “Diversity, Equity and Inclusion” because we felt it vital to hold ourselves accountable — not just for increasing diversity and building inclusivity, but also for promoting equity in pay and opportunities among our employees;
- ▶ Drafting and publishing a Human Rights Policy that articulates our:
 - Internal expectations on diversity, equity and inclusion; environmental, health and safety; and anti-harassment, and
 - External expectations against corruption, forced labor, conflict minerals and more.



We know that we have much work to do to accomplish all of our Diversity, Equity and Inclusion (DE&I) objectives, but it is gratifying to receive external recognition, such as a perfect Corporate Equality Index score of 100 from the Human Rights Campaign Foundation for the third year in a row.

IN 2020, CELANESE CEO LORI RYERKERK WAS NAMED CEO OF THE YEAR BY D CEO MAGAZINE, A BUSINESS-ORIENTED PUBLICATION.

The magazine wrote that “she wanted to not only continue making strides with diversity and inclusion and corporate citizenship, but also expand and grow the initiatives because she viewed them as an integral part of the company’s overall success.”



DIVERSITY AT THE TOP

We strive to incorporate our DE&I objectives into all levels of the company.



**50% OF BOARD MEMBERS
ARE WOMEN**

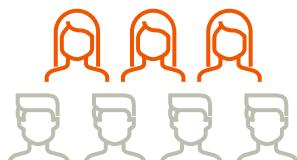


**10% OF BOARD MEMBERS
ARE PEOPLE OF COLOR**

Our Board of Directors represents our pursuit of a diverse and inclusive environment at Celanese. Fifty percent of the Board members who oversee and govern Celanese are women and 10% are people of color.



29%
**U.S. MANAGERS
ARE PEOPLE OF COLOR**



**3 OUT OF 7
SENIOR EXECUTIVES
ARE WOMEN**



28%
**GLOBAL MANAGERS
ARE WOMEN**

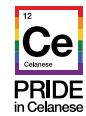
Of our seven senior-most executives who manage the company day to day, three are women, including CEO Lori Ryerkerk. Among Celanese management level roles globally, 28% are held by women, and in the U.S., 29% are held by people of color.

The numbers and percentages contained in this report are based on estimates or approximations and may be based on assumptions.

DE&I GUIDING PRINCIPLES

As we strive to be an employer of choice that maintains a culture of respect with representation of people from diverse backgrounds and experiences, we have established a DE&I support structure that includes:

- ▶ The Global DE&I Council, an advisory committee comprised of 18 employees across the globe, from multiple functions and all job levels. The Council is led by an executive leadership team member, which helps with support and visibility.
- ▶ Employee Resource Groups (ERG), employee-led groups that help to inspire, develop, and increase the visibility, representation, and promotion of members through activities and events while strengthening cultural awareness and competence for all employees. These eight ERGs have 39 chapters in 12 countries and are focused on making a real difference in the development and inspiration among historically underrepresented groups of employees.



To keep us grounded in our approach, all of our DE&I efforts anchor to five guiding principles we refer to as the **5 Rs: recruitment, representation, retention, respect, and reputation.**

RECRUITMENT

We believe a successful diversity recruiting strategy is built on intentionality, accountability, and a defined approach with measurable outcomes. Our managers are empowered and encouraged to assemble a diverse pool of candidates for every open position, and we have established diversity recruiting processes for select sites and teams within the organization.



We also focus on sourcing talent in a variety of ways, such as through the National Society of Black Engineers, Society of Women Engineers and American Institute of Chemical Engineers (AIChE). In partnership with the AIChE, we've also underwritten the Future of STEM Scholars Initiative (FOSSI), a national industry-wide program that provides scholarships to students pursuing STEM degrees at Historically Black Colleges and Universities (HBCUs) and connects these students to internships, leadership development, and mentoring opportunities.

Additionally, we encourage employee referrals, leverage firms who specialize in using analytics to access untapped talent and cultivate strong relationships with colleges and universities across the country.

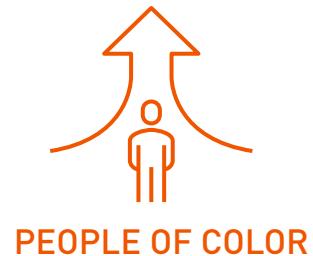
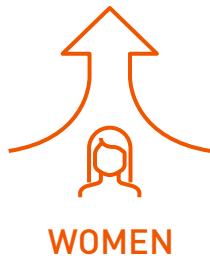
Anti-Discrimination Statement

Celanese has well-established policies like our Business Conduct (BCP) and Equal Employment Opportunity (EEO) Policies that expressly prohibit discrimination, harassment and retaliation. Celanese also makes multiple reporting channels available globally for employees to report concerns, including potential violations of its policies or the law. These include an Ethics Helpline, which is available 24/7 and accessible by phone or the web.

REPRESENTATION

Overall, we have seen real progress in the last three years in our efforts to become a more diverse organization. Globally, women make up 24% of our total workforce. In the U.S., people of color represent 30% of our employee population.

PERCENTAGE OF
EXECUTIVES, MANAGERS
& PROFESSIONALS ALSO
TRENDING UP



RETENTION

Our voluntary attrition rate is closely tracked by key demographics because it partially tells us whether we're succeeding in creating a culture of respect and belonging within our company. Notably, our overall attrition rate of 6% is the lowest we have seen in years, and we are trending in the right direction on the retention of African American/Black, Hispanic, Asian and female employees as well.

In fact, attrition for women (6%) as well as African American/Black (6%), Hispanic (5%) and Asian (4%) employees are at their lowest levels in the last three years.



"WE BELIEVE THAT CREATING A CULTURE THAT VALUES DIVERSITY, EQUITY AND INCLUSION IS IMPORTANT TO MAINTAINING OUR COMPETITIVE ADVANTAGE AND THAT HAVING A WORK ENVIRONMENT WHERE ALL EMPLOYEES ARE TREATED EQUITABLY WILL HELP CELANESE ATTRACT AND RETAIN THE BEST AVAILABLE TALENT, MAXIMIZE EMPLOYEE ENGAGEMENT, AND DELIVER INCREASED PRODUCTIVITY."

*- Tom Kelly
Senior Vice President Materials,
Global DE&I Council Executive
Sponsor*

RESPECT

Across the globe, we:

	RESPECTFUL WORKPLACE WORKSHOPS	Have hosted "Respectful Workplace Workshops" at sites around the world that provide a forum for open discussion about how to advance diversity, inclusion, engagement, and a safe work culture.
	UNCONSCIOUS BIAS TRAINING	Hosted "Unconscious Bias" training for hundreds of people managers.
	ROUNDTABLE DISCUSSIONS	Held roundtable discussions with CEO Lori Ryerkerk and Black/African American employees to hear their experiences and discuss how we can continue to advance our DE&I efforts to ensure everyone feels valued, respected, and has equal opportunities for success.
	SMALL-GROUP CONVERSATIONS	Engaged in a series of powerful, small-group conversations about race inspired by the 1619 podcast. Discussions included more than 140 employees across the globe and were co-facilitated by senior leaders and members of our Black Employee Resource Group.

REPUTATION

Celanese has garnered recognition for our DE&I efforts from several sources, including from the National Diversity Council, which named Celanese one of the Top 25 Companies in Texas for Diversity, and from the Human Rights Commission (HRC), which awarded Celanese a perfect 100 on its Corporate Equality Index for the last three years. We have also been recognized by *D CEO Magazine* with the Corporate Citizenship Award for the last two years.

To us, DE&I is not just about gender and race/ethnicity, so we also are excited that we received a Family-Friendly Company Award for the fourth consecutive year from the Three Princes, Three Princesses Foundation in Hungary, which celebrated our flexible work arrangements, strengthened communication and global employee assistance program.

Celanese also reaffirms our goal of pay equity, regardless of gender or race/ethnicity, and to annually conduct an analysis utilizing an external third party to confirm we are making equitable decisions.

PERFECT 100 ON CORPORATE EQUALITY INDEX FOR THE LAST THREE YEARS

- HUMAN RIGHTS COMMISSION

TOP 25 COMPANIES IN TEXAS FOR DIVERSITY

- NATIONAL DIVERSITY COUNCIL

CORPORATE CITIZENSHIP AWARD FOR THE LAST TWO YEARS

- D CEO MAGAZINE

FAMILY-FRIENDLY COMPANY AWARD

- THREE PRINCES, THREE PRINCESSES FOUNDATION IN HUNGARY

SUPPLIER DIVERSITY

We extend our diversity and inclusion efforts to our suppliers as well. We recognize that we live and operate in communities where our company is a primary source of commerce and employment, and we are proud to offer opportunities to local and regional businesses in these areas to help them grow.

Through the Celanese Supplier Diversity Program, we work to develop and include small and diverse-owned businesses in our supply chain, specifically those with a majority owner who is a woman, person of color, veteran, person with a disability or LGBTQ+.

As corporate members of the National Minority Supplier Development Council (NMSDC) and the Women's Business Enterprise National Council (WBENC), Celanese helps to advance the agenda of providing equitable access to capital and procurement opportunities for businesses owned by women and people of color. By partnering with advocacy groups and business associations like NMSDC and WBENC, we seek to provide education about our procurement process and information about proposal opportunities to diverse-owned businesses.

We also established an Executive Supplier Diversity Council, comprised of leaders from across the organization, that serves in an advisory capacity and is charged with advancing and monitoring the implementation of the supplier diversity strategy and progress on the program's established goals.

Celanese encourages our third-party business partners to share our commitment to maintaining the highest ethical and legal standards. Our Third-Party Code of Conduct is designed to make our partners aware of our expectations of them regarding critical areas of corporate responsibility.

IN 2020, THE ECONOMIC IMPACT THROUGH OUR SUPPLIER DIVERSITY PROGRAM SUPPORTED \$48 MILLION IN WAGES TO SMALL BUSINESSES AND BUSINESSES OWNED BY PEOPLE OF COLOR, WOMEN, AND VETERANS. THE CUMULATIVE REVENUES OF ALL BUSINESSES IMPACTED THROUGH OUR SUPPLIER DIVERSITY PROGRAM IN 2020 WAS \$168.7 MILLION.

"THERE IS A MULTIPLIER EFFECT WHEN WE SOURCE FROM AN UNDERREPRESENTED BUSINESS. WE ARE HELPING TO BREAK DOWN BARRIERS AND BRING ECONOMIC BENEFITS TO THE COMMUNITY."

*– Ashley Duffie
Vice President Procurement,
Supplier Diversity Council
Executive Sponsor*



DEVELOPMENT

One of our goals is to enable employees to reach their fullest potential by providing the tools and resources necessary to grow their careers.

We are committed to fostering an engaging and inclusive workplace with opportunities for collaboration, development, leadership and advancement. Our Talent Management Strategy aims to provide a consistent, efficient and measurable approach to how we acquire talented people, manage and assess their performance, and support their professional development.

Our annual performance management process enables structured, meaningful goal setting and steers performance and development conversations. Throughout the year, managers and employees hold regular check-ins to align on expectations and discuss performance feedback, development progress and support needed. Performance consists of both achieving results and demonstrating the Leading@Celanese attributes in support of our strategy and values.

Our Talent Management Strategy also includes an annual global talent planning process to assess current and future talent needs across the organization. These discussions equip our senior leaders to make more informed decisions and action plans aligned to the business strategy and help support the development of a diverse pipeline of successors for critical roles.

We report to our Board of Directors on the progress of our strategy and initiatives, including sharing key metrics around employee development, diversity, talent pipelines, and executive succession planning.

WE ARE **COMMITTED**
TO FOSTERING
AN ENGAGING
AND INCLUSIVE
WORKPLACE WITH
OPPORTUNITIES FOR
COLLABORATION,
DEVELOPMENT,
LEADERSHIP AND
ADVANCEMENT.



► Read more about
Leading@Celanese in
the Leader Development
section on page 12.

CAREER ENABLEMENT

We believe in giving employees clear opportunities to pursue their unique career goals and helping our leaders be a resource, champion and coach.

All of our roles at Celanese exist within a Global Career Framework. Our framework is intended to provide employees clarity around opportunities that can exist at Celanese and remove artificial barriers to help them make career choices. Employees can use this framework to map out a career journey — upward in some cases or in lateral directions in other cases — to increase their scope and responsibility and gain new experiences within their current role or a new role.



"THE GLOBAL CAREER FRAMEWORK AT CELANESE INCREASES THE CHALLENGES AND BROADENS THE HORIZONS FOR OUR TALENTED EMPLOYEES. AND, FOR CELANESE, IT CREATES AN ENGAGED, FULFILLED AND BALANCED WORKFORCE FULLY EQUIPPED TO DRIVE A SUSTAINED COMPETITIVE ADVANTAGE."

– Julian Duckmant Sr.
Director Raw Materials Procurement, Amsterdam

While the Global Career Framework exists throughout our organization, we also have several targeted career-enablement programs to allow our employees to pursue their development goals:



ONLINE LEARNING

Online learning provides employees with knowledge to help build skills, perform successfully in their jobs and attain certifications.



THE TECHNICAL CAREER LADDER

The Technical Career Ladder seeks to provide employees in Manufacturing and Technology & Innovation with the opportunity to advance their careers through the acquisition of new skills. The Technical Career Ladder focuses specifically on technical, business and leadership competencies, as well as business impact.



TUITION REIMBURSEMENT

Tuition reimbursement is available for qualified employees to take undergraduate or graduate courses at approved universities with Celanese helping to offset some of the cost.

LEADER DEVELOPMENT

Few elements of our Human Capital strategy are more important than leader development.

The foundation of our approach is the Leading@Celanese framework, which defines the attributes, competencies and related behaviors that we believe make a great leader. Examples of our expectations include thinking and acting strategically, delivering value through initiative and execution, and leadership attributes such as authenticity, flexibility and valuing diversity. Leading@Celanese is a common language we use to inspire higher levels of engagement and have clearer conversations about development.

“EMPLOYEES WANT THEIR LEADERS TO BE VISIBLE. THEY WANT THEIR LEADERS TO BE AUTHENTIC, SPEAK THEIR LANGUAGE, AND RELATE TO WHAT THEY'RE GOING THROUGH. PEOPLE WANT THEIR LEADERS TO CARE ABOUT SOCIAL ISSUES AND SUSTAINABILITY.”

– CEO Lori Ryerkerk in an interview with D CEO Magazine



Our programs support leadership development across the organization.

- The **Manufacturing Leadership Learning Journey** helps facilitate the success of Manufacturing leaders across the globe, which is a significant benefit for our largest group of people leaders. The full program is available and distinct for each leadership level and includes a mix of classroom/real-world simulation, online activity and coaching. In 2020, 16,000 hours were logged in the program, an average of 23 hours or almost three full workdays, per participant.
- In non-Manufacturing areas of Celanese, we provide people leaders with leadership development through **facilitated leadership webinars** to help apply targeted learning and best practices to daily work and strengthen leadership impact. In 2020, approximately 175 leaders globally attended each leadership topic in the series.

- The **Celanese Community Impact Program**, an innovative leadership development experience launched in the fall of 2019 to bring corporate expertise to select non-profit organizations and help our leaders gain a new perspective on the needs in their community while honing their leadership skills. During our pilot year, senior leaders stepped out of their roles at Celanese for six weeks to immerse themselves in capacity-building projects with local non-profit organizations.
- Individual development for senior leaders is also supported through **development feedback assessments and targeted development moves** and projects.
- In June 2020, Celanese launched an online platform to support on-demand, self-directed learning for people leaders and individual contributors.

We hope the Community Impact Program will be transformational for all involved, as we strive for deeper involvement in the community and a fresh, new perspective on leadership, innovation and reflection.

WELL-BEING

When our employees come to work, their safety is paramount to us and our way of doing business.

But beyond just their physical safety at our work locations, we want our employees to know that we are focused on their whole well-being — physical, emotional and financial. All three are crucial components to the fulfillment of our people strategy of a rewarding, engaging and inclusive workplace and to our ability to deliver quality and reliability in all that we do.

We are fully committed as an organization to providing our employees the tools and resources to help them take ownership of their well-being.

PHYSICAL WELL-BEING

Our efforts to support our employees' physical well-being starts with comprehensive health benefits offered to all U.S. employees who work more than 20 hours per week, plus their eligible family members. Around the world, we offer other benefits that are competitive in each of the countries where we operate.

The cornerstone programs in the U.S. are:

- ▶ Medical coverage with above-industry-average employer contributions to a Health Savings Account, benefits for transgender employees and dependents, and access to a low-cost and convenient telemedicine service.
- ▶ Dental and vision coverage that offers employees choices and free or low-cost preventive care.
- ▶ Wellness programs that promote annual physicals for all employees and niche programs such as smoking cessation assistance. In 2018 and 2019, 98% of our U.S.-based employees completed an annual physical, a statistic we take great pride in.

To further create a positive impact in the lives of employees and their families, we offer other services at no cost to eligible participants:

- ▶ Access to an expert medical second opinion program for employees to seek help from board-certified doctors when dealing with illness, injury or chronic pain.
- ▶ A virtual physical therapy program to help with chronic musculoskeletal pain.
- ▶ A program to empower employees with diabetes to live better, healthier lives.

Equally important is our focus on safety. Protecting the health and safety of Celanese employees and contractors is a priority and important to our success in attracting and retaining the best industry talent across the globe.

We are committed to monitoring and improving our rates of occupational and process safety incidents. We track our total recordable incident rate (TRIR) and lost time incident rate (LTIR), among other statistics, across our facilities globally. For process safety, we use a data-driven program that helps us track and learn from safety incidents to identify and mitigate hazards and risks. We also regularly communicate updates to our employees on lessons learned from recent safety and process incidents, and we celebrate safety milestones within our operations.

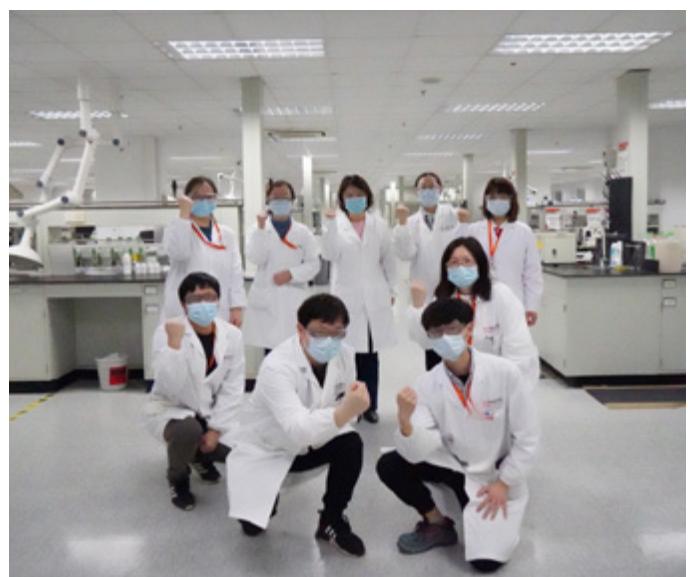


IN 2020, OF COURSE, WE HAD TO SIGNIFICANTLY ALTER OUR PRACTICES AND POLICIES TO HELP PROTECT OUR EMPLOYEES FROM THE COVID-19 VIRUS. WE QUICKLY IMPLEMENTED PROTOCOLS FOR:

- ▶ Facial coverings (masks)
- ▶ Good hygiene
- ▶ Social distancing and separation barriers installed
- ▶ Restrictions on business travel
- ▶ Preauthorization for close contact work
- ▶ Enhanced sanitation and cleaning at work sites
- ▶ Support for some employees (mostly non-Manufacturing) to work from home
- ▶ Restrictions on visitor access to plants and offices

In addition, our Emergency Preparedness team instituted an infectious disease and response procedure to address the handling of COVID-related health issues as they arose. For instance, we created and implemented a separate paid time off policy for our Manufacturing employees to quarantine at home if anyone was exposed to the virus from a co-worker.

Because safety was a value of ours well before the COVID-19 pandemic and because our employees are focused on safety daily, our coronavirus measures were adopted quickly and seamlessly.



EMOTIONAL/SOCIAL WELL-BEING

We know our employees are mothers and fathers, sons and daughters, friends and volunteers, musicians and woodworkers and so much more. In addition to benefits offered within each country, we believe in supporting the whole person who works for Celanese through a variety of programs to support their emotional and social well-being, such as:

	MENTAL HEALTH CARE	Access to free mental health care through a 24/7, confidential employee assistance program in countries across the globe, plus a targeted vendor solution that has proven to reduce barriers to care, get employees to qualified clinicians more quickly and help them cope with stress, anxiety, grief and depression.
	PAID TIME OFF BENEFIT	A paid time off benefit that every full-time employee globally enjoys. On top of accrued paid time off, each employee around the world has two days per year he/she can take with pay to volunteer in their community.
	PARENTAL LEAVE	Generous parental leave for moms and dads in the U.S. and the Netherlands who have welcomed a child to their family through birth or adoption. Our birth moms who work for us also have private, on-site nursing rooms at most locations and free access to a service that helps moms ship breast milk when they are traveling for business. Our employee assistance program also is available to help with parenting and relationship challenges and finding child care.
	MINDFULNESS COACHING	Mindfulness coaching programs that help build resilience and inner strength for employees and regular communication to leaders on how to help their teams manage stress through the challenges of the past year.
	PEOPLE CARE PROGRAM	Our People Care program, which was developed to aid employees affected by a disaster (man-made or natural), help with safety and immediate needs, and provide access to resources necessary to recover.

"PEOPLE ARE THE COMPETITIVE ADVANTAGE OF CELANESE, AND THIS REPORT CLEARLY STATES THE CRITICALITY OF OUR VALUES IN DRIVING EVERYTHING WE DO. THE CELANESE CULTURE IS AN ACCOMPLISHMENT EVERYONE SHARES IN, AND IT WILL SUSTAIN STRONG RESULTS IN THE FUTURE."

*– Scott Richardson
Executive Vice President and Chief Financial Officer*

► **Read more about work
in our communities on
page 17.**

FINANCIAL WELL-BEING

Celanese strives to establish fair and competitive pay levels that are based on local markets and job descriptions and are not based on gender, age, ethnicity, nationality or other personal characteristics or beliefs. Our goal is to provide compensation and benefits that are competitive and comply with applicable laws. Our compensation philosophy, anchored by the principles of pay for performance, is communicated and available to employees. We are committed to complying with local legal requirements and collective bargaining agreements regarding working time, conditions and appropriate compensation.



WE UNDERSTAND THAT PAY IS ONLY ONE COMPONENT OF FINANCIAL WELL-BEING. THERE ARE MANY OTHER WAYS WE SUPPORT OUR EMPLOYEES, SUCH AS:

- ▶ A 401(k) retirement plan in the U.S. that includes a match on employee contributions
- ▶ A separate annual retirement contribution for every eligible U.S. employee
- ▶ An Employee Stock Purchase Plan that offers employees discounts on Celanese stock
- ▶ A financial literacy program for employees in Asia, and similar financial and retirement guidance, support and resources for employees in the U.S.
- ▶ Supplemental benefits, such as critical illness insurance and a hospital indemnity plan, that are paid for by Celanese
- ▶ Backup child or adult care paid for by Celanese for those times when employees need help immediately
- ▶ Adoption assistance that helps defray agency fees, court costs and legal fees for employees adopting a child
- ▶ Voluntary coverage that helps employees locate attorneys and pay for legal help

COMMUNITY

Celanese strives to make a positive difference in our communities, donating our time and resources to help meet needs and improve the world — one person, one project at a time. For more than 100 years, we have intentionally cultivated a community-minded spirit to engage where our people live and work. These are just some of the ways we do that.

VOLUNTEERING

Imagine if 4,414 people invited another 1,249 family members and friends to join them in volunteering in their community. This happened at Celanese in 2020. Together, our employees, friends and families logged 118,935 hours in the service of others. In 2019, we logged over 250,000 volunteer hours globally. We anticipate eclipsing one million hours of volunteerism in 2021 after just five years of tracking this metric.

**118,935 VOLUNTEER HOURS
IN 2020**
4,414 EMPLOYEES PARTICIPATED

**900,000 VOLUNTEER HOURS
SINCE 2016**
75% OF EMPLOYEES HAVE PARTICIPATED

"I AM SO PROUD OF CELANESE EMPLOYEES WHO CONTRIBUTE THEIR ENERGY, ENTHUSIASM AND BUSINESS ACUMEN TO VOLUNTEER PROGRAMS. I'M PROUD OF OUR LEADERS WHO MAKE SPACE FOR INDIVIDUALS TO PARTICIPATE, OUR TALENT MANAGEMENT AND HR PROFESSIONALS WHO OFFER GROUP AND INDIVIDUAL COACHING TO MAXIMIZE TEAM EFFECTIVENESS AND SUSTAIN CHANGE BEYOND THESE PROGRAMS."

— CEO Lori Ryerkerk

We support our employees in their volunteer efforts by providing each U.S. employee with 16 hours of paid time off per year to spend in their community, whether it is serving people experiencing homelessness, supporting organizations providing a path to home ownership, picking up trash along a river or sorting food at a food bank. And, we make it easy for them to schedule and coordinate their volunteer activities through The Giving Hub, a global system accessible through our intranet.

FINANCIAL SUPPORT

We continue to be inspired by the reach and impact of the Celanese Foundation, an employee-led 501(c)(3) non-profit focused on creating opportunities for at-risk families in all countries where Celanese has employees.

In 2020, the Celanese Foundation supported more than 900 charities and donated more than \$1,500,000 to organizations worldwide.

Additionally, Celanese matches qualified employee charitable donations and offers Dollars for Hours, rewarding employees for their volunteer time with small grants to be donated to eligible organizations all over the world.

“GIVING IS A TWO-WAY GIFT. THE APPRECIATION AND HAPPINESS ARISING FROM CORPORATE SOCIAL RESPONSIBILITY (CSR) ACTIVITIES HAS ENCOURAGED OUR EMPLOYEES TO WORK EVEN HARDER TO BRING MORE VALUE TO THE COMMUNITY. CSR EVENTS HAVE ALSO ENHANCED COLLABORATION AMONG EMPLOYEES.”

– *Qing Li (Maria) Xia
Director Government Relations,
Shanghai*



DISASTER RELIEF

In 2017, Hurricane Harvey struck the coast of Texas and became one of the most devastating storms to ever hit the U.S. We quickly stepped in to provide immediate support for basic needs for our employees. That work led to the permanent creation of our People Care program, which responds to locations in a coordinated manner when our employees' communities are in crisis.

Specifically in the U.S., we equipped three travel trailers that we can mobilize quickly to an impacted area with supplies, such as water, generators, tools, and a mobile office.



COMMUNITY PARTNERSHIP

Our people strategy has always been a journey, not a destination. Sometimes it takes us in new and interesting directions, as it did in 2019 when we conceived of the Community Impact Program.

As a company, we wanted to upskill leaders and staff at non-profit organizations and create deeper partnerships with underserved areas of our community. We also wanted our leaders to grow from the opportunity to mentor non-profit leaders and gain a new perspective on what leadership and selflessness look like.

By working with another organization (Social Venture Partners Dallas) to help us realize our vision, we piloted a program where Celanese would loan senior leaders for six weeks at a time to one of three small non-profits in the Dallas area working to make a difference with limited resources. This endeavor, fully funded by Celanese, has helped the non-profits with strategy, human resources, communication, budgeting and planning, and more.

Although Celanese was awarded the Innovative Collaboration of the Year award from *D CEO Magazine* in 2020 for the program, our desire is that our employee participants already felt rewarded through the personal experience, team-building and collaboration, development and community impact.

REFERENCES

LINKS TO ADDITIONAL INFORMATION

- ▶ Celanese Code of Conduct

- ▶ Celanese Foundation

- ▶ Celanese Leadership and Board of Directors

- ▶ Celanese Website

- ▶ Conflict Minerals

- ▶ Diversity and Inclusion

- ▶ Financial Information / Investor Relations

- ▶ Human Rights Policy

- ▶ Modern Slavery Statement

- ▶ Safety

- ▶ Supplier Diversity Program

- ▶ Sustainability

- ▶ Third Party Code of Conduct

OUR VALUES AT CELANESE



people



safety



customers



quality



community



shareholders

Note: This report contains statements that are forward-looking. Forward-looking statements are generally identified through the inclusion of words such as aim, believe, expect, strive, goal, intend, plan, commit, and will, or similar statements or expressions. Forward-looking statements inherently involve risks and uncertainties that could cause actual results to differ materially from those predicted. Forward-looking statements are also aspirational and not guarantees or promises that goals or expectations will be met. The numbers and percentages contained in this report are based on estimates or approximations and may be based on assumptions.