



Our aim is to create a sustainable business in which continuous improvement and excellence is intuitive in everything we do, developing a motivated and engaged workforce that embraces the ideals of a learning organisation.

We strive for first class performance in the fields of Safety, Health, Environment and Quality. Through our strategic objectives relating to leadership, people and process, we aim to be a High Reliability Organisation. This includes causing no harm to our people, our supply chain partners, or our stakeholders; improving their wellbeing, preventing pollution, protecting and enhancing the environment and minimising rework and waste of all forms.

Our senior management teams are responsible for putting in place the organisation and processes to deliver this.

We are committed to achieving this by;

- Meeting applicable legal requirements as a minimum.
- Fully embracing our STOPThink! behaviours and principles at all times. Encouraging everyone to speak up when something is unsafe, or things could be done better. It is everyone's responsibility to challenge unsafe acts and influence changes in behaviour.
- Recognising the SHEQ risk(s) in every task we do, taking the time to evaluate, reduce and manage these risks safely and responsibly.
- Providing clear, visible and tangible leadership throughout the company and setting personal examples of our commitment to SHEQ.
- Being relentless in developing our learning organisation culture, recognising where we can do better, capturing data and information that we can use to measure and improve performance, with the participation and consultation of our people where possible.
- Having an organisation and processes in place to ensure that we have people competent in SHEQ systems throughout the organisation.
- Working with our supply chain partners and peer groups to share learning and improve our SHEQ performance.
- Engaging with our other stakeholders and customers through an open-minded dialogue about the impacts of our activities to continuously improve our SHEQ performance.

This statement is implemented through the SHEQ Framework, Management System and the Objectives & Key Results (OKRs) contained within our SHE and Sustainability Strategies.

We will be assured we are doing the right thing by using leading and lagging indicators, a Risk Management Maturity Model (RM3) and the introduction of Science Based Targets for Carbon, to monitor our progress against these established objectives and targets.

Through this commitment to excellence in leadership, engagement and learning we confirm to all our employees and stakeholders that we will respect and care for them at all times.

Dave Smith

Dave Smith, Chief Executive, Osborne 1st December 2021

Policy Number: SHEQ-CP-001