

# Group Health and Safety Policy Statement of Intent

2026



## Group Health and Safety Policy – Statement of Intent

Health and Safety (H&S) comes first in everything we do. We all play a vital role with a collective responsibility to do the right thing, even when no one is looking.

We care about ourselves and our colleagues. Everyone in our Group is empowered and supported to speak up if things are not right. In support, we will listen, respond, learn and continually improve as one team.

### Our Group H&S Policy commitments include:

- Group H&S performance will be discussed at all Group Executive Committee (GEC) and Board meetings
- Appropriate resources will be made available to support our H&S journey
- Our Group Reporting & Safety Management Platform will be adopted by all operating companies / functions
- Annual H&S objectives and targets, in line with the Group H&S Excellence Framework and other strategic initiatives, will be subject to a formal review, at least annually
- Wherever we operate, we will comply with all relevant H&S legislation. If our Group standards are higher than, and not in conflict with, local standards we will operate to the higher set of standards.
- All Serious Injuries, will be reported to GEC, once the initial facts are known and within 48 hours (by the relevant GEC member)
- Our operating companies / functions will implement and maintain specific and local H&S organisation, responsibilities, governance and arrangements. These will be sufficiently resourced, subject to continual improvement and at least an annual review

### It is my expectation that we all embrace the following principles in our everyday:

- **Everyone is responsible** for H&S and must avoid conduct that would put anyone at risk, adhering to all H&S instructions, procedures, policies and training
- We recognise that being **injury and incident free** is a mindset we must all aspire to, in everything we do
- We must conduct all our business in a **legal, ethical and responsible manner**. Every business decision or plan must proactively consider potential H&S risks and impacts
- We must take our own and each other's H&S into our hands with a **culture of not walking by**. We must have honest, direct and respectful conversations with each other, our suppliers, partners and our visitors
- Everyone is **empowered to stop** any activity whenever or wherever they feel H&S is compromised and must speak up to report any H&S incident or concern in their work area or equipment, or other hazards, without delay



- The ownership of H&S performance and hazard identification, risk evaluation and management, resides with our **leadership and their teams**, supported through professional and competent advice, guidance and assistance from qualified and experienced practitioners
- Consistent proactive organisational **learning and prevention** when things do not go right (as well as when they do) must be embraced consistently at all levels. We have a zero-blame mindset, rather than individual culpability, following any H&S incident or violation, unless there has been willful neglect or criminal intent
- We must create an **open and inclusive wellbeing culture** that takes proactive steps and encourages us to support each other to reduce the risk of mental ill-health

This Policy applies to all Group operating companies and functions. While these standards and commitments guide our own operations, we also encourage suppliers and partners to abide by the standards outlined in this Policy.

**Nimesh Patel**  
Group Chief Executive  
21 Jan 2026