

Sanford Health & Safety Policy

1. Purpose

- 1.1 The purpose of this Policy is to confirm Sanford's commitment to reducing health and safety risks as far as reasonably practicable preventing injuries and driving continuous improvement in workplace safety through structured planning, strong leadership, and active engagement.

2. Scope

- 2.1 This Policy applies to all Sanford Directors, employees, sharefishers, contractors, and visitors in any Sanford workplace, including land-based operations, vessels, barges, and aquaculture sites.

3. Policy Statement

- Providing and maintaining safe workplaces, equipment, and systems of work.
- Conducting annual divisional risk assessments to identify and prioritise risks and improvement opportunities for the Annual Health & Safety Plan.
- Ensuring site leaders own and lead their site-specific Health & Safety Plans, embedding safety into operational decision-making.
- Complying with all relevant health and safety legislation and industry standards.
- Driving Annual Plans through site Health & Safety Committees, led by site leaders with clear accountability for outcomes.
- Undertaking quarterly reviews of critical risk controls to verify effectiveness and address any gaps.
- Adopting a leader-led approach, where leaders actively champion safe behaviours, respond to issues, and set the tone for a proactive safety culture.
- Consulting and engaging with our people and their representatives on health and safety matters.
- Providing the necessary training, supervision, and resources to work safely.
- Supplying appropriate personal protective equipment (PPE) and ensuring it is correctly used.
- Reporting, recording, and investigating all incidents promptly and accurately.
- Supporting the safe and timely return to work of injured workers.
- Taking corrective or disciplinary action where breaches of safety requirements occur.
- Continuously improving health and safety performance through learning, innovation, and shared accountability.

4. Responsibilities

4.1 Board

- Provide visible leadership in health and safety, considering risks and controls in strategic decision-making.
- Monitor performance against this Policy and annual objectives.

4.2 Board Health & Safety Committee

- Review and approve the Policy and associated objectives.
- Monitor progress based on reports from the Managing Director (MD) and management team.

4.3 **Management & Site Leaders**

- Lead by example and actively promote a health-and-safety-first mindset.
- Own their site-specific Health and Safety Plan, ensuring it reflects the outcomes of the annual risk assessment.
- Ensure quarterly critical risk control reviews are conducted, documented, and actions are completed.
- Chair Health & Safety Committee meetings and drive completion of agreed actions.
- Ensure employees understand and comply with this Policy.

4.4 **Employees**

- Follow safe work practices and comply with this Policy.
- Report hazards, incidents, and near misses promptly.
- Participate in health and safety training, meetings, and improvement initiatives.

5. **Planning & Reporting**

- Annual Risk Assessment: Conducted each year to identify priorities for the Annual Health & Safety Plan.
- Annual Plans: Developed and delivered via Health & Safety Committees, owned and led by site leaders.
- Quarterly Critical Risk Control Reviews: Undertaken to confirm control effectiveness and identify improvements.
- Monthly Reporting: Sites and business units submit progress updates, including H&S Committee minutes, to the MD.
- Incident Notification: All serious harm, lost time, critical risk linked or high-potential incidents must be reported to the MD immediately.

6. **Review**

The Health and Safety Committee will review this Policy annually and recommend any proposed changes to the Board for approval.

Approved

David W Mair