

We are committed to providing a safe and healthy work environment at all our sites for our employees, contractors and visitors. Safety is our number one priority. We work vigilantly every day to continue to build a stronger safety culture across our organisation.

## ✓ Occupational Health and Safety



Our employees, contractors and their families deserve our commitment to provide a safe and healthy workplace and we will continue to focus on driving down injury and severity rates.



### **Safety performance improves from strong safety and risk management focus**

For 2019, our safety performance improved with our Lost Time Injury Frequency Rate (LTIFR), Total Injury Frequency Rate (TIFR) and severity rate all decreasing to lower levels compared to each of the four years prior. The time lost from Lost Time Injuries in our business is an average of two days, the lowest for many years. Most sites achieved sustained serious injury-free periods during the year.

This result was achieved in an environment of significant change and transformation. During the year, the number of contractors working in our business increased as a result of several major projects underway simultaneously. The projects included relocating our napkin line to Springvale, Victoria, installing a new 109-metre-long Forte converting line with new packaging equipment at Kawerau, New Zealand, and establishing our new Distribution Centre at Altona, Victoria.

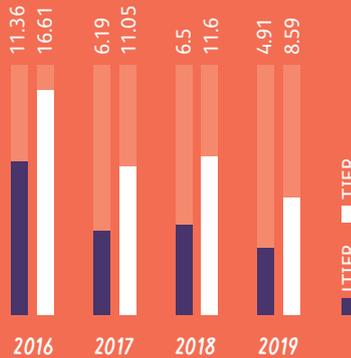
To have a reduction in all reportable injury measures, LTIFR, TIFR and severity rates across the board and no reportable injuries for any of the major projects is especially pleasing. While we are proud of the improvement in our result, there is more to be done. Our employees, contractors and their families deserve our commitment to provide a safe and healthy workplace and we will continue to focus on driving down injury and severity rates.

### **Lower number of drug and alcohol issues**

We also expanded our Drug and Alcohol program at our manufacturing sites in 2019 to focus on consultation and training before testing. Coupled with our Employee Assistance Program for support of those with drug and alcohol problems, the expanded program has led to a sustained, low number of issues during the year. Asaleo Care recognises that drug and alcohol problems are a community-wide concern and further support is often necessary to manage the related issues.



#### SAFETY PERFORMANCE



Asaleo Care's Reportable Injuries use key metrics, two of which are: Total Injury Frequency Rate (TIFR) and Lost Time Injury Frequency Rate (LTIFR). LTIFR is measured by calculating the number of injuries resulting in at least one full workday lost per million hours worked over a 12-month period. TIFR is measured by calculating the number of medical treatment and lost time injuries per million hours worked across a 12-month period.

### A strong culture of hazard and incident reporting

We have a strong culture of hazard and incident reporting with nearly two reports on average per person over the year, highlighting hazards that could cause harm. Employees, contractors and visitors are actively encouraged by our leadership to report any hazard or incident and to feel safe to speak up.

All employees and contractors who work on our Asaleo Care sites participate in safety training programs and are aware of the Company's safety standards, policies and practices and their obligations. The training supports the balanced approach to high-frequency/low-risk and low-frequency/high-risk hazards adopted in our Risk Management program.

Leadership development continued to support our Risk Management program and the balanced approach to high-frequency/low-risk and low-frequency/high-risk hazards. Where our standards were breached, performance management reinforced a culture of compliance.

### Our capital investment program reduces risk

We maintained our strong risk management focus in 2019 to ensure major hazards and other potential causes of harm continue to be addressed.

Capital investment and supportive risk elimination and mitigation programs implemented in 2019 included:

- + complete removal of asbestos in Nakasi, Fiji and ongoing removal of asbestos containing materials at Kawerau, New Zealand
- + work at heights elimination and reduction at Te Rapa, New Zealand through rerouting ductwork and relocating vacuum systems as well as improved roof access at Kawerau, New Zealand
- + machine guarding improvements for palletising and converting equipment at Kawerau, New Zealand

### OHS Management System certification

Most Asaleo Care sites have AS4801 OHS Management System certification, and during the year, all successfully retained certification. New Zealand undertook the full tri-annual ACC Accredited Employers Programme Audit and successfully retained the highest audit standard, the Tertiary Level Certification.