Health, Safety and Wellbeing

Global Policy

Board approved February 2025

At Fonterra we believe:

Safe work and thriving people are critical enablers to an enduring Co-operative, where we are good together and get better every day.

Our leaders play a pivotal part in supporting and fostering a positive safety culture and are accountable for health, safety and wellbeing performance.

We are committed to:

Achieving our strategic health, safety and wellbeing goals through:

- Leaders demonstrating an authentic commitment to continuously improving health, safety and wellbeing, engaging with workers through a culture of care and curiosity.
- Effectively learning about operational realities through incidents, accidents, and exploring our people's normal work.
- Prioritising our efforts on risks that could cause serious physical or psychological harm, even where the likelihood of an unwanted event may be low.
- Systematically hunting for opportunities to reduce our people's exposure to risks that can cause serious physical or psychological harm.
- Designing work and systems that are value-adding, error-tolerant and help deliver better work with safer and healthier outcomes.
- Providing a work environment that promotes physical, mental, and social wellbeing, along with necessary support when they need it.

And we expect that:

- Our people routinely demonstrate our safe operating mindset principles in their everyday actions.
- Our people, contractors and others we partner with have a clear understanding of the most consequential risks they, or their people, face and how those are to be controlled.
- Controls for health, safety and wellbeing risks are consistently and effectively applied at all times.
- We work together to create a culture that makes doing healthy and safe work easy.
- We learn from our events and welcome insights from local, organisational, industry and regulator improvement opportunities.
- Leaders respond constructively to accidents and incidents in a way that demonstrates care and curiosity, and that encourages engagement and future reporting.
- Our people are supported to return to work following an injury or illness to optimise their recovery.
- Our health, safety and wellbeing performance is monitored and reported to senior management and our Board.

Richard Allen
Chief Executive Officer

Anna Palairet
Chief Operating Officer