

FOR HEALTH, SAFETY, AND ENVIRONMENT

AT NUTRECO WE CARE AND OWN IT - ZERO HARM IS OUR RESPONSIBILITY

At Nutreco, people come first. We care about the health, safety and wellbeing of our employees, contractors, visitors, and the communities in which we operate. Our ambition is clear: **Zero Harm**.

We commit to consistent **Standard implementation** with a strong culture of **Ownership**. This is how we create workplaces where everyone can return home safely, every day. We follow clear HSE requirements and continuously improve through learning, collaboration, and disciplined execution. We intervene, speak up and stop work when something looks or feels unsafe.



HEALTH & SAFETY

- We manage risks systematically by applying **Life-Saving Rules** and **consistent Standards**.
- We use the **NuSAFE Framework** to have our **House In Order** and to ensure strong, reliable controls across all operations.
- We act with **Ownership**, we speak up early, we intervene respectfully and we **Stop Work** when something looks or feels unsafe.

WHAT WE DO



ENVIRONMENT

- We **minimize the impact** of our operations on the environment and surrounding communities.
- We use natural resources **responsibly** and **invest** in sustainable, efficient, and environmentally friendly solutions.

These principles guide how we deliver ZERO HARM:

STRONG STANDARDS – HOUSE IN ORDER

- We expect full **compliance** with **legal requirements** and implementation of **NuSAFE Standards**.
- We apply the **NuSAFE Framework** consistently across all sites.

OWNERSHIP – I CARE, I OWN IT

- We demonstrate **Visible Felt Leadership** by being present, asking about risks, and reinforcing safe choices.
- We report, we intervene early, and act with care, especially under pressure.

LEARNING & CONTINUOUS IMPROVEMENT

- We use the cycle **Assess - Act – Calibrate – Improve** to strengthen controls to mitigate risks.
- We learn from incidents, share best practices, and use insights to improve globally.

CAPABILITY & COMPETENCE

- We provide **safe and healthy working conditions** and the **knowledge, skills and equipment** to work safely.
- We build capability in leaders and teams to recognise risk, involve workers, and reinforce safe behaviours.

INNOVATION & DIGITAL ENABLEMENT

- We embrace new technologies and digital tools, to improve transparency, insights and performance.

Bastiaan van Tilburg
CEO Nutreco
valid as per April 2026

ZERO HARM - I CARE, I OWN IT.