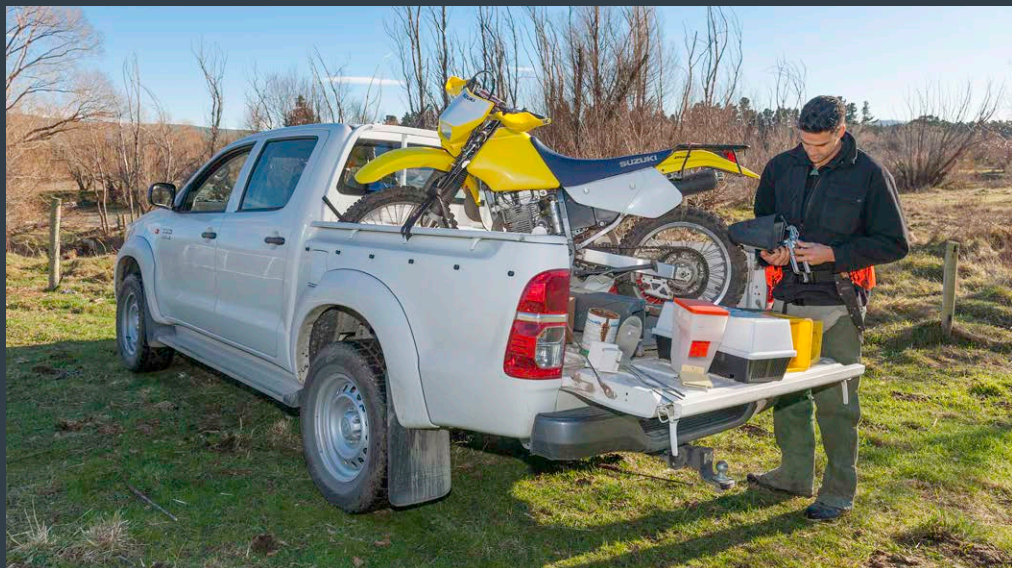




HEALTH AND SAFETY STRATEGY TO 2020



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BACKGROUND TO THE STRATEGY

OSPRI management is proud of, and committed to building upon, the major successes of our first three-year strategy. Key outcomes from the former health and safety strategy included the following:

RISK MANAGEMENT

- Implementation of risk management and reporting systems that enabled analysis and understanding of our risk profile.
- Maintenance of tertiary WSMP accreditation of our health and safety management systems.

COMPETENCY AND TRAINING

- Launch of the TBfree Safe Operator certificate as a precursor for the New Zealand Certificate in Pest Operations (Level 3).

- Implementation of a training refresher programme for high-risk off-road vehicles.

CONTRACTOR SAFETY

- Development of highly-regarded contractor procurement and management practices.
- Development of mechanisms to consult and communicate with our field contractors.
- Completion of surveys and workshops to understand the issues our contractors face.

LEADERSHIP

- Development of management knowledge of health and safety theory.
- Establishment of a team of informal safety leaders who can investigate, audit and demonstrate safe work.
- Strengthening of strategic relationships with Safer Farms and DOC, alongside engagement with other primary industry partners on health and safety initiatives.

HEALTH AND WELLBEING

- Commencement of health risk assessments and environmental monitoring.
- Establishment and implementation of a wellbeing committee.

Our first health and safety strategy was aimed at reducing recordable injuries by 25%. This was achieved, with recordable injuries down from 53 in 2013–14 to 28 at the end of 2016–17.

CURRENT OPERATING ENVIRONMENT: CHALLENGES

OUR WORKPLACES ARE DYNAMIC

OSPRI operates nationally and the nature of the Company's work is field based, in non-office environments on premises or land that is recreational, natural habitat and/or is owned and



operated by other individuals and enterprises. Our limited ability to control our workplaces presents our workers with ever-changing risks.

STRATEGIES:

- Ensure that all field workers are equipped to work safely, empowered to make safe decisions, and provided with the information they need to make them.
- Ensure that policies, procedures and processes are robust, but allow for circumstantial agility and adaptability.

OUR WORK AND OUR WORKFORCE IS DIVERSE

The nature of OSPRI's work activities range from corporate office based work and data management to animal health verification, field work and



environmental pest animal surveillance and control. Different areas of our business require different capabilities to deliver these services, which tend to be accompanied by a range of varying attitudes and approaches to managing risk. While OSPRI is working to establish substitution, isolation or engineering controls, we will have to rely upon compliance with administrative controls and the use of personal protective equipment.

STRATEGIES:

- Provide health and safety information and standards that are accessible, clear, concise and consistent.
- Ensure leadership capability is consistent and standards are consistently applied, across all areas of our business.

WE HAVE A DEPENDENT CULTURE

The focus of the first strategy was necessarily on top-driven compliance and lag indicators. Naturally, we are now at the dependent stage of cultural development – a reliance on OSPRI health and safety leadership to initiate health and safety actions.

STRATEGIES:

- Encourage holistic, company-wide, independent solution-seeking and sense of ownership of health and safety risk identification, prevention, control and management.
- Work together to integrate healthy and safe practices into the normal work practices and daily conversation of all leaders and workers.

OUR WORK INVOLVES INHERENTLY DANGEROUS ACTIVITIES

Despite considerable investment and improvement in health and safety, employee Barry Petrie and contractor Ross Gerken tragically died in the course of their work. Both accidents involved vehicles – a critical and ongoing risk. Our previous objective focused on measuring a small exclusionary or absence-based metric (recordable injuries). In a high risk environment, expending time and effort on analysing relatively minor injuries usually returns little or no safety benefit and means we have less to spend on managing what really matters.

STRATEGIES:

- Increase our certainty that risk controls are robust and error tolerant, thereby reducing our reliance on rules.
- Focus on the presence of effective controls and proactive (lead) measures, so that serious harm or fatalities are less likely to occur.

CURRENT OPERATING ENVIRONMENT: OPPORTUNITIES

WE HAVE A NEW APPROACH TO CONTRACTOR MANAGEMENT

With a clear plan to eradication within dedicated TB management areas (TMAs) developed by the Company to implement the new TB Plan introduced in 2015/2016, we now have the opportunity to take a partnership approach to contracted work delivered by service providers. Our contractors will have more flexibility, certainty and ability to invest in their own health and safety capability. We will have the opportunity to support their development into high-reliability organisations.

WE ARE WELL-POSITIONED TO PROVIDE A LEADERSHIP ROLE IN OUR SECTOR

Because we work nationally and across industries, our workers behaviour and attitude is observed by and can influence others. Setting a good example in the eyes of our stakeholders by looking professional and acting safely, backed by consistent affirmative messaging, would increase stakeholder respect of and confidence in OSPRI, which should facilitate ongoing access to land and may positively influence the industry.

VISUALISATION OF STRATEGY AND KEY FOCUS AREAS

ENSURE WORKERS HAVE THE CAPABILITY TO WORK SAFELY AND EFFICIENTLY

- Ensure all workers are given the resources they need
- Ensure consistently high levels of training and competency
- Develop our network of confident and engaged safety leaders

COLLABORATE WITH WORKERS, SUPPLIERS AND STAKEHOLDERS

- Talk with workers and use their ideas for more efficient safety
- Talk to land occupiers to build assurance and cooperation
- Leverage existing and build new partnerships

SAFE EFFICIENT WORK

UNDERSTAND AND EFFECTIVELY CONTROL CRITICAL RISKS

- Fully understand and clearly communicate our critical risks
- Identify and implement controls for health risks
- Target effective safety risk controls

BUILD CONFIDENCE THAT WE PROACTIVELY MANAGE H&S

- Undertake safety tours, audits and observations
- Provide assurance to stakeholders
- Maintain accredited systems and continue to improve them



A vertical photograph of a dense forest. On the left, a large tree trunk is heavily covered in bright green moss. In the foreground, there are several long, green, blade-like leaves of a plant, possibly a lily or iris. The background is filled with various other green plants and trees, creating a lush, verdant scene. The lighting is soft, suggesting a shaded forest environment.

HEALTH AND SAFETY STRATEGY TO 2020



HEALTH AND SAFETY STRATEGY TO 2020

PURPOSE

It is recognised that health and safety is not merely about the absence of injury and ill health. Therefore, this strategy was designed with the following purposes in mind:

- Build on our progress so far;
- Provide a sense of purpose and direction;
- Enhance certainty of safety and health;
- Focus our attention on matters that will make a difference;
- Enable targeted, responsible and sustainable investment.

VISION, AIM AND PRIORITY

- Our vision is that our work is done safely and efficiently.
- Our aim is that every worker goes home safe and healthy, every day.
- Our immediate priority is to reduce the potential for serious injury or death.

OUTCOMES:

1. Health and safety is a key part of all work and our company culture.
2. Nobody will be seriously harmed while doing our work.

Our employees and contractors (our workers), communities and environment will all benefit as a result.

WHAT SUCCESS LOOKS LIKE:

OSPRI understands that by continuing to demonstrate that we care about what we do and how we do it, other people will respond accordingly. So, we will know we've been successful when:

- Our workers have the resources they need to do the work safely and efficiently;
- Our leaders demonstrate exemplary behaviours and attitudes;
- Our workers believe that OSPRI is committed to keeping them healthy and safe;
- Workers know their rights and responsibilities in a healthy and safe workplace;
- Stakeholders and the public can have confidence in our ability to deliver work efficiently and safely;
- Controls that are designed to prevent serious injury, illness or death are effective; and
- The risk of life-changing work injury or illness is as low as reasonably practicable.



STRUCTURE

The Health and Safety Strategy is comprised of four strategies that acknowledge and build on our successes to date; reflect the reality of current cultural, operating and regulatory environments; and reflect advancements in H&S theory and practice.

The Strategies are as follows:

1. Ensure workers and leaders have the capability to work safely and efficiently.
2. Collaborate with workers, suppliers and stakeholders.
3. Understand and effectively control critical risks.
4. Build confidence that we proactively manage health and safety.

Each strategy has three key focus areas, which in turn are supported by deliverable activities.





STRATEGIES

STRATEGY 1: ENSURE WORKERS AND LEADERS HAVE THE CAPABILITY TO WORK SAFELY AND EFFICIENTLY

Demonstrate leadership and commitment through consistent, effective, fit-for-purpose resourcing.

FOCUS AREAS:

1. Ensure *all* workers are given the resources they need to work safely and efficiently.
2. Promote consistently high levels of training and competency across all areas of work.
3. Develop a network of highly confident and engaged safety leaders.

STRATEGY 2: COLLABORATE WITH WORKERS, SUPPLIERS AND STAKEHOLDERS

OSPRI cannot achieve our vision without the help of workers and others. We will achieve our vision more easily if we work together.

FOCUS AREAS:

1. Engage regularly with workers; utilise their good ideas for efficient safety.
2. Engage regularly with occupiers and owners of our workplaces; building assurance and cooperation.
3. Leverage existing and build new partnerships; increase complimentary activities, reduce duplication.



STRATEGY 3: UNDERSTAND AND EFFECTIVELY CONTROL CRITICAL RISKS

We need to focus investment, time and effort on controls that will detect and prevent the things that really harm people.

FOCUS AREAS:

1. Fully understand and clearly communicate our critical risks, in all areas of work.
2. Identify and implement controls for serious health risks.
3. Target more effective controls to reduce risk in situations of extreme danger; and test and evaluate their effectiveness.

STRATEGY 4: BUILD CONFIDENCE THAT WE PROACTIVELY MANAGE HEALTH AND SAFETY

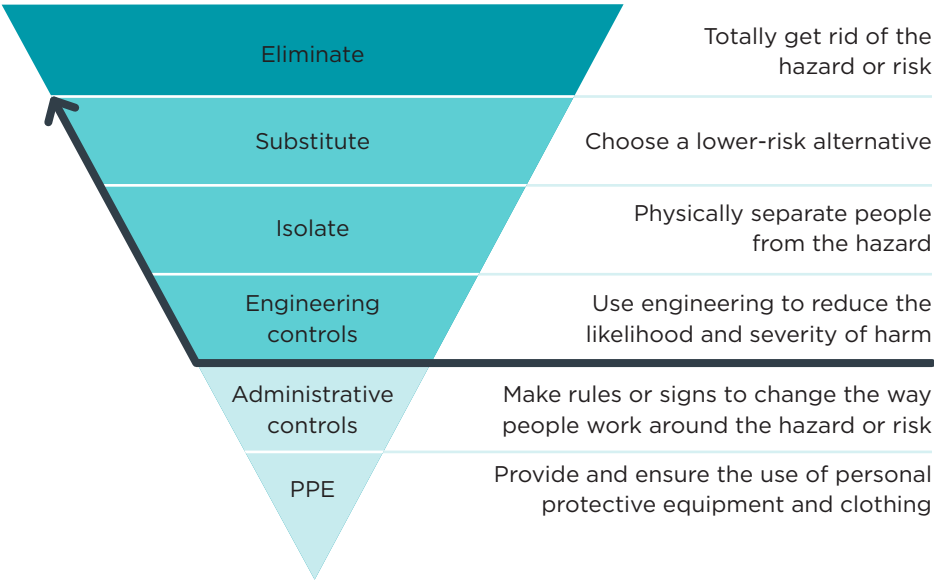
Workers, service providers and stakeholders of OSPRI need to have reasonable certainty that our systems and approach do actually enable our vision, and that we are delivering the highest level of health and safety protection that is reasonably practicable.

FOCUS AREAS:

1. Conduct safety tours, engagements, training, observations and audits. Look for disabling and enabling factors that lead to the required health and safety outcomes and develop and share solutions to mitigate risks.
2. Provide assurance to stakeholders that we are effectively managing health and safety.
3. Maintain accredited health and safety systems, and continue to make improvements.



AIMING ABOVE THE LINE TO REASSESS CONTROLS FOR CRITICAL RISKS



IDENTIFIED SITUATIONS OF CRITICAL RISK



Operating a vehicle



Working outside



Working in remote locations



Confrontation



Work with hazardous substances

KEY PERFORMANCE OBJECTIVES

Immediately, we're aiming for:

- 25% reduction in injuries that mean time off work
- Zero notifiable injuries / illnesses

Workers' measurable confidence in their resources:

- At least 85% indicate they have the right training, resources, information and equipment needed to work safely and efficiently

Leaders demonstrate exemplary behaviours and attitudes:

- 100% of audit actions completed
- 20% increase in recorded safety conversations
- Annual strategic activities complete
- Each leader makes a field safety tour

Workers support:

- 95% agree OSPRI is committed to H&S
- 85% attend induction training refresh each year
- 90% of contractors confirm safe work behaviours on ospriapp.com

Stakeholders and public perception:

- TMA contractor passes an audit on their health and safety practice
- Accredited system maintained by quarterly reviews
- Two or more deep-dive discussions about governance of critical risks and control assurance
- Independent accreditation of H&S management systems achieved by 2020.



Animal handling



Aircraft operations



Firearm use



Danger of falling



Working with or near other people

OUR VISION IS THAT OUR WORK IS
DONE SAFELY AND EFFICIENTLY.

OUR AIM IS THAT EVERY WORKER GOES
HOME SAFE AND HEALTHY, EVERY DAY.

OUR IMMEDIATE PRIORITY IS TO REDUCE THE
POTENTIAL FOR SERIOUS INJURY OR DEATH.