



Health & Safety Strategy 2025-2028

SAFETY FIRST

Our HSE vision & SAFE commitments

SIMPLE

I keep it simple to enable safe outcomes

ACCOUNTABLE

I speak up, listen, share and learn

FOCUS

I focus on managing critical risks

EVERYTIME

I do it safely every time

Group objectives

PSG role

Key result areas

What good looks like

Key Strategic Initiatives (KSIs)

Continue to build a safe and inclusive workplace

Safety & People

Capable people who are trusted, feel like they belong, are passionate about what they do, and deliver safe outcomes

Leadership

Leaders understand how work is done, set expectations and reinforce commitment through visible safety leadership and drive actions to resolve safety issues.

- Respect @ Work
- Leadership programs & modules
- Leader presence & insights
- Supervisor role

Learning

Work is studied to gain insights on what creates success and emerging issues. We learn deeply from incidents to improve organisational processes and prevent recurrence.

- Work Insights Program / Learning Teams
- H&S training & competency
- Incident investigation process improvement

Communication

Information flows from leaders to the frontline and back, employees feel psychologically confident to share, and there are formal and informal means to raise issues and risks.

- Critical safety communication
- Peer to peer communication
- Recognition system

Deliver safe, reliable, affordable energy and sustainable performance for all

Risk & Governance

Proactive governance and informed risk and compliance-based decisions to optimise business outcomes

Critical risks

Critical safety risks are reduced as low as is reasonably practicable. Work Insights inform our view of risk and performance is monitored using lead indicators.

- Critical Risk Program & due diligence
- Psychological Safety Framework
- Safe and simplified systems

Transition our assets & business to enable a resilient energy future

Sustainability

Practices that improve ESG performance, reputation and ensure the long-term sustainability of the business

Health and safety practices and governance continue to support our business to successfully transition towards a resilient energy future

Group Values



Better together



Be accountable



Find a better way



Think like a customer



We Care

