



## Global Health, Safety and Environmental (HSE) Policy

Marel is the leading global provider of advanced food processing systems and services. We offer our customers high-quality products and services that are produced in a socially responsible way, and meet the requirements of relevant legislation and the expectations of our customers.

We are committed to our three core values; Excellence, Unity and Innovation.

Marel is committed to a culture of safety that applies to all aspects of our global operations, including the work performed on-site for our customers. Our goal is to create a safe environment for our employees, contractors and visitors with the best possible health protection, promotion of well-being and prevention of absenteeism due to work.

Every Marel entity is required to comply with the global policy and guidelines of Health, Safety and Environment; hereafter referred to as Global HSE.

Global HSE promotes methods and behavior that prevent both personal injury and unhealthy behavior of employees, third parties, damage to equipment and the environment, material and environmental damage (including air, water and soil pollution, noise and other nuisance).

We expect each employee to respect internal rules and actively contribute to the execution of Global HSE policy and guidance during any activity, regardless of the employee's position, rights and/or responsibilities.

Safety is a personal commitment that everyone is responsible for. It is about doing the right things for the right reasons. It is about looking out for each other and speaking up when hazards are present. Together, this commitment will make us stronger and unify Marel.

Gardabaer, 18-1-2018

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Arni Oddur Thordarson  
CEO of Marel

### 1.0 PURPOSE OF PROCEDURE

This document contains the core elements of the Global HSE program that strive to reduce incidents through all of Marel's business processes to zero.

Health, Safety and Environmental related information to facilitate implementation of this procedure may be found through the Global HSE page available on MyMarel.

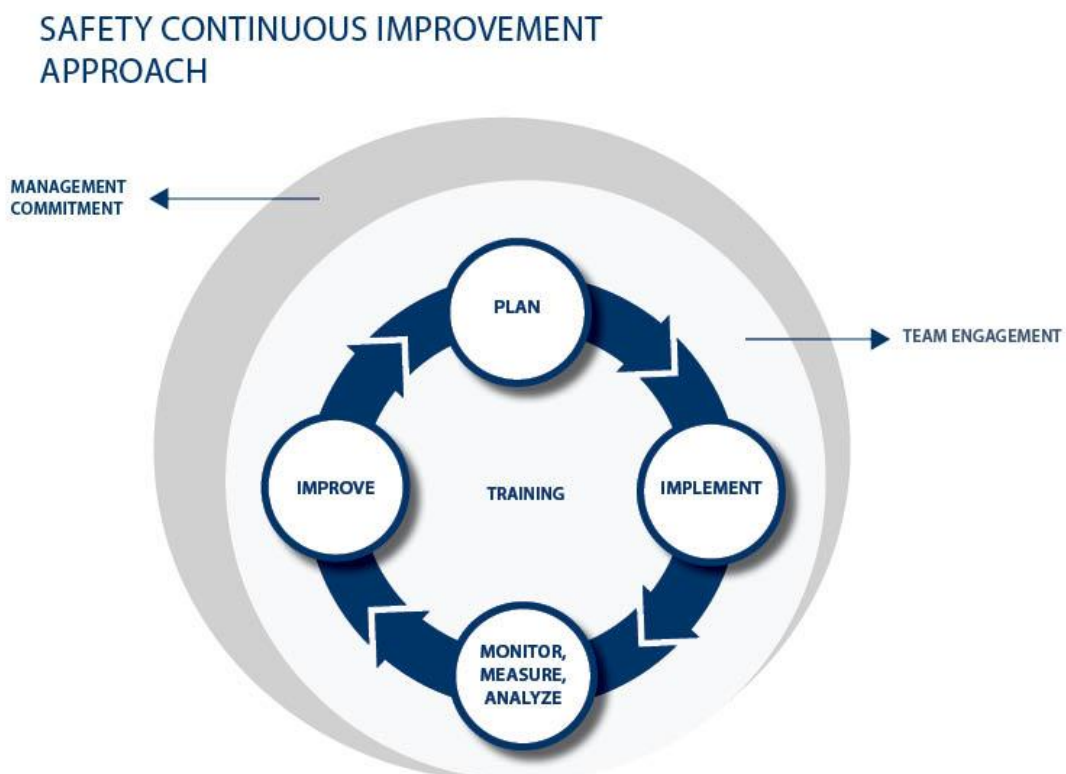
The Marel Safety Procedures Manual supplements this procedure with detailed information regarding work procedures and best work practices.

### 2.0 SCOPE OF APPLICATION

This procedure applies to all our operations, subsidiaries, departments, and lines of business.

### 3.0 SAFETY, CONTINUOUS IMPROVEMENT — ZERO INCIDENT APPROACH

The Global HSE program is driven by a continuous improvement approach that is based on management's commitment to achieving zero incidents through the execution of Marel's business processes. This builds team engagement through active involvement of each employee and subcontractor.



The responsibility for the implementation of the Global HSE program rests on company management. However, a qualified safety professional is available to aide in all areas of the Global HSE program. All workers, at all levels, have the responsibility to actively participate in the Global HSE program. We must always be proactive in our leadership and take all appropriate actions mandated by our Global HSE culture.

The Continuous Improvement Approach is built on effective implementation of the following proven core Global HSE activities.

### **3.1 Management Commitment**

With management's commitment to Global HSE excellence as a foundation, improvement results from the effective implementation of the Safety Continuous Improvement Approach.

All levels of management are actively involved in all elements of the Global HSE program. Examples of this involvement and management's participation in the program include:

- Conducting incident review conferences for lost-time incidents and serious non-injury incidents
- Conducting periodic inspections and visits to emphasize Global HSE values and priorities
- Reviewing main HSE KPI's and addressing Global HSE issues during all management review meetings, semi-annual business reviews, and annual business management meetings
- Supporting the Global HSE program by providing adequate resources and necessary funding
- Directing policy development through regular Global HSE team meetings and issuance of Global HSE directives and provide feedback to the Global HSE team.

### **3.2 Team Engagement**

Implementation of the Global HSE program by using methods that ensure employee involvement and ownership at all levels to develop team commitment that leads to excellence in Global HSE performance. Examples of team engagement activities at the local, office, and/or business unit level include:

- Participation in planning activities including the development and implementation of Last Minute Risk Assessment per location
- Participation in Risk Assessments
- Participation in observation activities including the Safety Observation Report (SOR)
- Participation in training
- Participation in auditing activities
- Recognition programs and celebrations
- Safety committees participation
- Advice and consultation with local management of all safety related issues
- Support the Global HSE team on all initiatives

### **3.3 Plan**

Implementing an effective Global HSE program begins well before the work commences.

Planning is essential at all levels. This includes defining the scope of the work, assessing project or location-specific hazards through risk assessment techniques, and then identifying the hazards of an individual's tasks. Effective mitigation actions are defined for each hazard identified. All work activities are planned with worker safety, health, and environmental protection fully integrated into the work plan. Planning activities also include establishing performance goals and objectives at all levels.

Health, safety and environmental issues must be evaluated during due-diligence for potential acquisitions and as an integral part of the company's growth planning.

### **3.4 Implement**

Management commitment and employee involvement is critical at all levels to ensure the effective and disciplined implementation of our proven Global HSE program.

Planning and training provide the focus appropriate for the specific work environment.

Tailoring elements of our Global HSE program for local application without conflicting with our global standards ensures employee involvement and ownership, fosters innovation, and optimizes the effectiveness of the program to maximize results. A qualified Global HSE professional is available to assist and validate this process.

### **3.5 Monitor, Measure, and Analyze**

Key to the continuous improvement cycle is the ongoing monitoring and measuring of the defined Key Performance Indicators (KPI's). All aspects of the program are monitored, both leading and lagging indicators. Leading indicators, such as training, planning, compliance, etc., provide the most significant opportunity for incident avoidance and are therefore primary indicators.

Examples of measuring and monitoring activities used to identify program deficiencies and facilitate proactive intervention are:

- Regular reporting of Global HSE performance data
- Evaluation of facility compliance with company, client, and regulatory safety rules and safe work practices
- Conducting prompt and thorough investigations of all potentially work-related incidents, both injury and non-injury
- Conducting frequent observations of work in progress and documenting the findings and their corrective actions

All Global HSE metrics are analyzed to identify trends, emerging issues, and to determine effective countermeasures. All safety metrics will be validated by a safety professional.

### **3.6 Improve**

Performance data, lessons learned, and incident investigations (including root causes) are used to identify deficiencies and improvement opportunities. The causal factors of the incident are determined and corrective actions are taken to prevent recurrence. Where appropriate, the data obtained from incident investigations is used to make improvements in the core elements and overall Global HSE program.

After improvement initiatives have been defined, improvements are piloted within selected test groups. Once validated, such improvements are incorporated within the Global HSE program.

This environment of continuous improvement, including keeping abreast of new technologies, best practices, and innovations and lessons learned are promoted throughout the organization.

### **3.7 Training**

Relevant and effective training is critical to the effectiveness of the Global HSE Continuous Improvement Approach. Employees at all levels receive orientation and training in the Global HSE program. In addition, employee receive training specific to their job function and the hazards in the workplace.

Examples include:

- Training for employees according to the job function matrix
- Training for employees given new job assignments and lacking relevant training
- Training whenever new substances, processes, procedures, or equipment are introduced to the workplace and represent a new hazard
- Training for supervisors to familiarize themselves with the safety and health hazards that employees under their direction and control may be exposed to
- Weekly toolbox safety training “talks”
- Task-specific training, such as defensive driver, respirator use, etc.
- Training for management and supervision in safety leadership roles

### **3.8 Communication**

All serious incidents/accidents with serious injury must be reported immediately via mail to:

- CEO of Marel Arni Oddur Thordarson, email: [Arni.Thordarson@marel.com](mailto:Arni.Thordarson@marel.com)
- EVP of HR, David Freyr Oddsson, email: [David.Oddsson@marel.com](mailto:David.Oddsson@marel.com)
- Director of HR Operation, Valdis Arnorsdottir, email: [Valdis.Arnorsdottir@marel.com](mailto:Valdis.Arnorsdottir@marel.com)

In the event of an incident involving a fatality the same team as mentioned above and the full Executive team must be notified directly via phone.

When legally required all Marel companies shall report such incidents to the local Regulatory agency according to the Global Crisis Management procedure.