



Health and Safety

At Stolt-Nielsen, our commitment to zero harm requires a strong, safety-focused culture. This culture is driven from the top. The management team and Board of Directors ensure the correct governance is in place and appropriate resources are available to assure robust processes, specialist training and proper reporting. They receive detailed safety performance reports on a quarterly basis.

Indicator	Stolt Tankers ¹	Stolthaven Terminals	Stolt Tank Containers	Indicator	Stolt Sea Farm
Total Recordable Case Frequency (TRCF)	0.68²↓ (2021: 0.82 ²)	0.98³↑ (2021: 0.80 ³)	4.80³↓ (2021: 6.72 ³)	Average number of occupational safety incidents per worker	5.3%↑ (2021: 2.9%)
Lost Time Injury Frequency (LTIF)	0.38²↓ (2021: 0.47 ²)	0.35³↓ (2021: 0.54 ³)	1.60³↑ (2021: 1.28 ³)	Compared with the aquaculture industry	5.4%↓ (2021: 6.9%)
Serious Incidents	1↑ (2021: 0)	3⁴↑ (2021: 0)	1⁴↑ (2021: 0)	Serious Incidents	0↔ (2021: 0)

Performance key

↑ Negative change from prior year ↓ Positive change from prior year ↔ No change from prior year

1. Excludes barging.

2. Per 1,000,000 hours' exposure.

3. Per 200,000 hours' exposure.

4. Stolthaven Terminals and Stolt Tank Containers both reported the same serious incident for 2022. This was a single event caused by a leak at a plant next to our terminal and depot in Moerdijk, the Netherlands. The incident directly affected five of our employees.

Our health and safety approach

Everyone at Stolt-Nielsen has a role to play in keeping themselves and each other safe. We also rely on the skills and diligence of our operational and safety teams to keep our sites and ships running safely and efficiently. At a group level, we ensure we are:

- Meeting or exceeding the latest industry standards
- Measuring the number of incidents and near misses
- Monitoring and reporting in line with established procedures and compliance requirements
- Tracking and delivering training as scheduled

At the same time, our culture emphasises personal responsibility to mitigate risks, protect colleagues and drive continuous improvement across all processes and operations. Each of our businesses has robust governance and training programmes tailored to its specific risks.

2022 performance

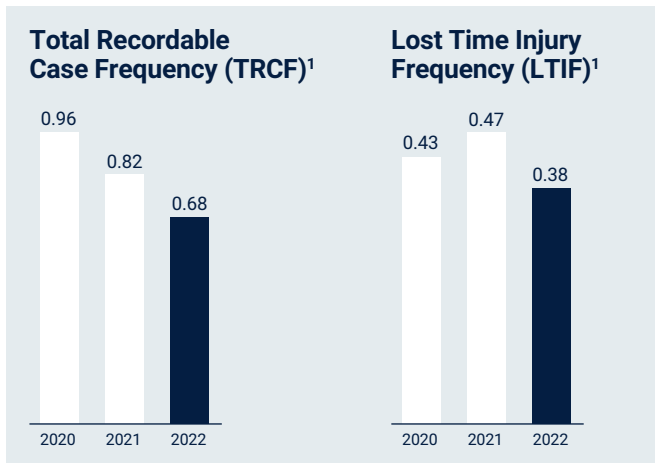
During the year, we saw Total Recordable Case Frequency (TRCF) and Lost Time Injury Frequency (LTIF) fall at Stolt Tankers. There was also some improvement across our other businesses. There were five serious incidents recorded during the year (2021: 0). Two of these incidents were triggered by a single event caused by a leak at a plant next to Stolthaven's terminal and Stolt Tank Containers' depot in Moerdijk, the Netherlands. Serious incidents are defined as those having a 'high severity' according to the company's incident severity matrix. The last fatality of an employee or contractor was in 2018.

Stop Work Authority Programme

Our *Stop Work Authority* programme has been in place since 2014. It empowers everyone at Stolt-Nielsen to intervene and halt work that appears unsafe. Onshore and seafaring staff alike receive training on using this authority. They also receive a handy card (available in 18 languages) reminding them of the processes for taking action and raising concerns.



Stolt Tankers



1. Per 1,000,000 hours' exposure.

Improved safety performance

Both TRCF and LTIF fell at Stolt Tankers this year, reflecting our ongoing focus on protecting people and the planet. We increased the number of accident- and injury-free ships for the fifth year running. This is a major achievement given we now have the largest fleet in our history. During 2022, 82% (2021:86%) of our ships, excluding those in joint ventures, were accident-free and 85% (2021: 85%) were injury-free. Accident severity continued to decrease as well. There was one serious incident in 2022. The main engine of the *Stolt Kiri* failed as she transited from the Netherlands to the US.

A positive culture, underpinned by safety

Despite our positive gains in recent years, we know that we must never be complacent when it comes to safety. We are working towards embedding safety as the fifth value that underpins 'The Stolt Way' (read more on page 34), and we continuously enhance our *Slashed Zero* programme, which seeks to reduce injuries across the fleet.

In 2022, we reviewed the appraisal process for seafarers, making it more objective and behaviour based. More than 70 captains, our sea personnel team and our onshore health and safety experts helped design the new process. As part of this, we issued clear guidelines on expectations for each crew member based on their role. We have trialled the new approach on five ships, and initial feedback has been positive. We plan to embed the process by setting clear goals and expectations early in seafarers' careers with us. Our aim is to develop an environment that rewards people for safe, responsible, and customer-centric behaviour – and ultimately drives positive cultural change.

Stolt Tankers holds an annual Ship of the Year competition to increase health and safety awareness and raise standards. Our fleet is judged on criteria that covers safety, port state and customer inspections, audit results, off-hire, claims and cost-efficiency. In 2022, *Stolt Span* was named Ship of the Year. Learn more about the competition at stolt-nielsen.com/our-businesses/stolt-tankers/ship-of-the-year/

Unbreakable rules

In 2022, we began work to embed the Stolt Unbreakable Life Saving Rules across the business. The rules were co-created last year with our seafarers and give clear guidance on behaviours that reduce accidents and injuries – and ultimately save lives. Following training sessions, our crews made short films to share across the organisation about how the rules work in day-to-day operations.

Enhanced health and safety training

This year, Stolt Tankers enhanced its health and safety training programme with the introduction of *360 Movies*. This online platform allows people to learn at their own pace and in their preferred style, with content tailored based on an individual's role and working environment. The real-time training scenarios also allow for immediate feedback, so staff can make corrections as they learn.

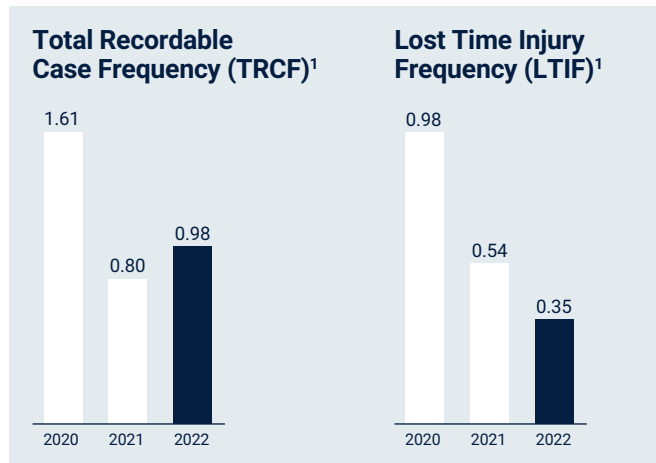
During 2022, we conducted an in-depth analysis of delays and near misses and identified that commercial pressure was often cited as a contributing factor. Based on this, our onshore tanker trading team and onboard teams collaborated to create an educational film exploring ways of managing commercial pressure, which also reduces stress and protects seafarers' mental wellbeing. We received positive feedback from customers for our efforts in this area.

Awards

46 of our ships that called at US ports during 2022 received Jones F Devlin Awards for safety from the Chamber of Shipping of America. Our customer LyondellBasell also awarded us its 2022 GoalZERO Safety Award, which is given to suppliers with zero incidents with LyondellBasell's cargoes or at their terminals during the year.



Stolthaven Terminals



1. Per 200,000 hours' exposure

Positive trends, new achievements

Although not on the scale we saw during 2020 and 2021, Covid-19 lockdowns continued to create operational challenges for our terminals business. As well as following local legal requirements, we maintained our additional hygiene practices to protect employees and visitors. This helped us provide safe, continuous services to our customers globally throughout the year.

The positive trend of reducing LTIF continued as a result of increased training, awareness campaigns and improved safety management processes. Several sites achieved new records for the number of days without lost time injuries – Houston, US achieved 1,797 days, our terminals across New Zealand recorded 1,227 days, and in Singapore we achieved 1,339 days. However, there was an increase in TRCF caused by an incident at a neighbouring site to our Moerdijk terminal in the Netherlands, which we have reported as a serious incident. We recorded two additional serious incidents during the year; a palm oil spill at Westport, Malaysia; and damage to part of the jetty at Dagenham, UK. Neither resulted in any injuries or damage to the environment.

Data-driven safety excellence

Stolthaven Terminals manages safety events via *ecoPortal*, a digital safety management system. All incidents, near misses and non-conformities are captured and analysed through this single global system, providing management with full transparency in a timely manner. This means trends can be identified and acted on quickly – driving a key element of our continuous efforts to achieve safety excellence. Because it provides a global overview, *ecoPortal* also helps us focus on areas that require additional training. All employees are encouraged to proactively improve safety by submitting their own ideas for improvements.

In 2022, we introduced several new global safety and operations standards. These were developed with input from each terminal and then communicated across the business – on sites, via townhall meetings and in training sessions.

Stolthaven Terminals is a signatory of the Tank Storage Association (TSA) Charter, which ensures we maintain our leadership in major hazard best practices. We are focused on making safety everyone's responsibility, and undertake regular employee engagement surveys on safety attitudes to inform initiatives that improve employee welfare, communication and participation. In 2022, we progressed local initiatives launched last year based on survey results, and these continued to drive positive change.

Reducing risk through technology

Last year, we initiated *Connected Worker*, our flagship programme for digitalising onsite processes. In 2022, we began the first pilots in Santos, Brazil and Singapore. These will continue throughout 2023.

Automation reduces risks of injury because employees do not have to work as close to operations. This year, we installed automated valves for nitrogen, steam and other utilities at several terminals as part of an ongoing programme. We also used drones for tank inspections in Houston and New Orleans, US and Santos, Brazil as part of our ongoing modernisation programme.

Safety training for all

We have a strong focus on training, from e-learning to on-the-job and classroom training. The aim is to make training accessible while gaining enhanced insights for the business.

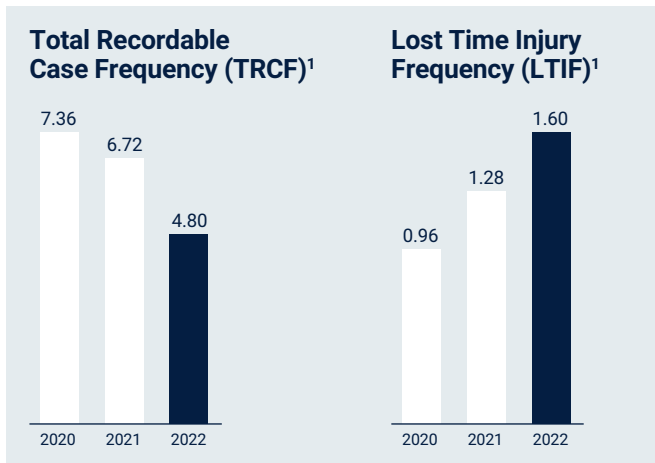
In 2022, each terminal held an annual safety day for staff and vendors. These popular events combine interactive experiences, contests and opportunities for everyone to learn more about safety processes and technologies. They are also a chance to recognise those who go further, with awards presented to employees who go the extra mile to make our workplaces safe.

Positive recognition

In 2022, several customers recognised Stolthaven Terminals for its safety performance and culture. In Houston, US, we received the LyondellBasell GoalZERO Safety Award for our consistently strong performance and Total Recordable Incident Rate (TRIR) of zero. Our terminals in Houston and New Orleans, US also received a joint Safety Excellence Award from the International Liquid Terminals Association (ILTA). Santos, Brazil was named Dow S4TAR Logistics Best Service Provider for terminals.



Stolt Tank Containers



1. Per 200,000 hours' exposure

Improving performance

Stolt Tank Containers saw a reduction in TRCF this year, although LTIF increased due to an accident at a neighbouring site to our Moerdijk depot in the Netherlands, which we have reported as a serious incident. Our depots in Kaohsiung, Taiwan and Zhangjiagang and Tianjin, China have not recorded a single lost time injury since 2014.

Safety culture designed around our people

Based on employee engagement survey results, we increased communication with staff on safety issues. The leadership team conducted townhalls, and managers scheduled more regular team meetings – all of which received positive feedback. These efforts improved collaboration across our global team and generated local action plans for identifying and mitigating near misses. We also launched a regular bulletin with lessons learned and ways to standardise best practices.

Behavioural-focused health and safety training

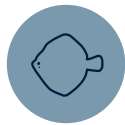
STC continued to use its global safety management system to plan and monitor training, with 94% of staff completing their statutory and STC-required sessions in 2022.

All depot employees received monthly training in topics such as handling dangerous goods, working at height, working in confined spaces and reducing risk during operations. In 2022, we extended our focus on dangerous goods safety, improving our training on safely transporting and storing of thermo-sensitive substances. We continued to provide bespoke training on International Maritime Dangerous Goods (IMDG) guidelines, with the course now mandatory for all new employees.

This year, we piloted a new behaviour-based safety programme at our depot in Moerdijk, the Netherlands. All operational staff received mentoring to identify improvement areas, set individual safety objectives and monitor progress.

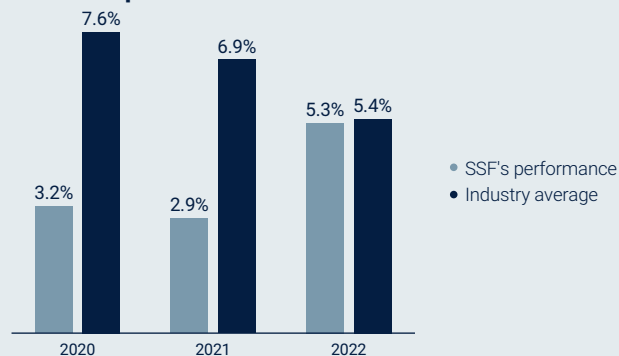
Certifications

In 2022, we retained our ISO 9001, ISO 22000 and Authorised Economic Operator (AEO, certifications as well as our Safety and Quality Assessment for Sustainability (SQAS),) and Chemical Distribution Institute Marine Packed Cargo Assessment Scheme (CDI-MPCAS) certifications.



Stolt Sea Farm

Average number of occupational safety incidents per worker



Safety performance

Stolt Sea Farm's operations are significantly different from our logistics businesses, so we use different safety benchmarks. We measure safety performance using the index for incidents in the fisheries and aquaculture sector from Spain's Ministry of Labour and Social Economy. This calculates the average number of occupational safety incidents per worker. We recorded 5.3% in 2022 (2021: 2.9%), below the aquaculture industry average of 5.4% (2021: 6.9%).

We recognised the increase in the number of occupational safety incidents during the year and have taken actions to reverse this trend. This includes the completion of additional safety audits to identify areas for improvement and we have increased our practical and online training for workers.

At the beginning of each year, we conduct external audits of at least three farms to assess changes to our health and safety risks. This year's audits identified 22 priority risks (2021:43), which are risks that could potentially lead to non-compliance or serious accidents. Following mitigation activity during the year, we reduced this to 16 outstanding risks by November 30, 2022. We expect to have addressed all priority risks by April 2023.

Safety culture and processes

Throughout 2022, we held health and safety meetings with employee representatives to report on accidents, audit results and improvement actions. These meetings were also a forum for staff to contribute ideas for ways to drive continuous improvement.

Our health and safety team plays a key role in developing new facilities and designing and commissioning new equipment. This ensures we operate safely and comply with legal requirements.

In 2022, we carried out additional psychosocial risk assessments at two sites. Identified improvements were implemented for one site, with the second site due to be completed in 2023. We also evaluated our cleaning processes, to ensure that they are as safe as possible for employees and that all processes consider the welfare of our fish. Most of our farms use automated systems for applying sanitary treatments to the fish, and we verified that this makes our operations safer for our people. At farms with manual processes, we evaluated whether workers were using the correct personal protective equipment and identified ways of introducing automation and additional ventilation. Implementation began in 2022 and will continue during 2023.

We understand we have an obligation not only to our employees, but also to people who visit our sites. In 2022, we launched a project to improve the health and safety processes for third-party contractors and suppliers at our facilities.

Tailored employee training

All new employees receive training in occupational health and safety, occupational hazards, hazard identification and accident prevention. Machine operators receive additional training on risks specific to their role. In 2022, we completed more than 70 training courses for more than 700 employees.

In 2022, we completed an update of procedures for work that involves higher risk levels, such as working in confined spaces and at height. All relevant staff received tailored training through practical sessions as well as virtual sessions and online modules. At two sites, there was additional practical training in the safe use of forklifts and overhead cranes.

All permanent contract and temporary workers at our packaging plant in Spain completed in-person health and safety training. At the three farms involved in the SABLE (Stunning And BLEnding) project, specific health and safety training was carried out on new processes, including quality and safety best practices in line with Spanish regulatory requirements.