



Knowledge grows

Safe by Choice

What is it?



Handbook 2, 05/20

Index

Introduction to Safe by Choice	3
Why Safe by Choice?	4
Safe by Choice for all HESQ areas	5
How do our values link with our HESQ Management?	6
HESQ Management System	12
▪ Commit to HESQ	15
▪ Understand Hazards and Risks	17
▪ Manage Risks	19
▪ Learn from Experience	21

Introduction

Safe by Choice is the name Yara gave to its journey to get to zero injuries. Today it is the name that Yara has given to its journey towards a better and sustainable HESQ performance within Yara, with our stakeholders and society in general.

It not only describes the safety culture that will make zero injuries a real possibility but also a culture where we all, individually and collectively, take responsibility to take care of ourselves, each other and the environment.

Yara's Safe by Choice journey requires us to use our existing HESQ tools with more ownership, engagement, and consistency than we do today.

This journey is mapped out with a set of initiatives that builds on existing achievements. There are no new HESQ tools - just a shift to a higher standard of excellence. We will achieve this by developing our functional and behavioural competences and applying ourselves to being safe.

Yara's Safety Principles define the responsibilities that put into practice and achieve a culture where we can, with pride, say 'Together we Care'.

This handbook introduces us to what we have to do to be Safe by Choice. No one comes to work to get hurt. We want all employees, contractors and visitors to return home safe. Yara, and everyone that works here, share this common goal.



Why Safe by Choice?

The Issue

- How to protect ourselves, each other, Yara and the planet.

Yara's Solution

- Implement Safe by Choice to develop a HESQ culture anchored with Yara's safety principles where individual and team attitude and behavior is consistent with our agreed way of working.

The Benefits

- Yara becomes a healthier and sustainable workplace delivering improved business performance.
- Reduce injuries and their impact on families and colleagues.
- Reduce impact on the planet.

Safe by Choice for all HESQ areas



Environment



Occupational & Health Safety



Security



Product Stewardship



Chemical Compliance



Quality & Yara Management System



Emergency Management



Process Safety

How do our values link with our HESQ Management?

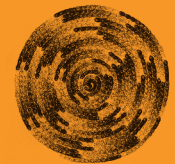
Yara's HESQ Management focuses on risk and has 4 foundations directly linked with our 4 corporate values, all of them under the premise: Together we care.

Together we care:

1. Commit to HESQ through Collaboration.
2. Understand hazards and risks through Curiosity.
3. Manage risks through Accountability.
4. Learn from experience through Ambition.

At Yara, together we care.

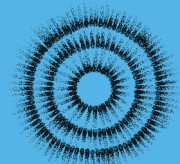
Together we care through collaboration.
*By working as a team and being loyal
to our HESQ culture, we become better in
the important task of caring for ourselves,
for Yara and for the planet.*



Collaboration

Together we care through curiosity.

The only way to identify hazards and reduce the risks we face, is to understand them in a proactive manner; this allows Yara to be increasingly better prepared.



Curiosity

Together we care through accountability.
We are aware of the importance handling risks has for us and our colleagues and neighbors, as well as for Yara and the planet.



Accountability

Together we care through ambition.

We must go beyond boundaries and learn from our experience in order to become better and safer, achieving sustainability.



Ambition

1

Collaboration:
Commit to HESQ

2

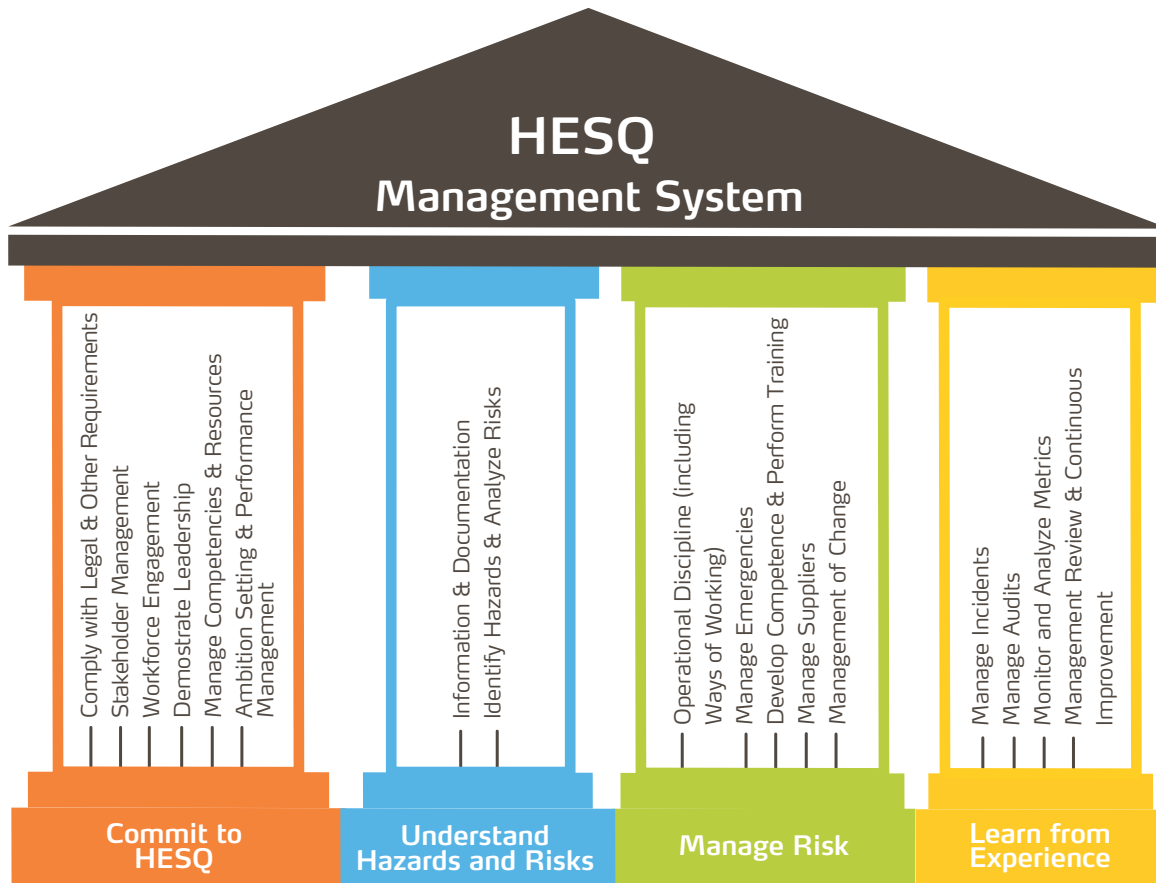
Curiosity
Understand Hazards and Risks

3

Accountability
Manage Risks

4

Ambition
Learn from Experience



1. Collaboration

2. Curiosity

3. Accountability

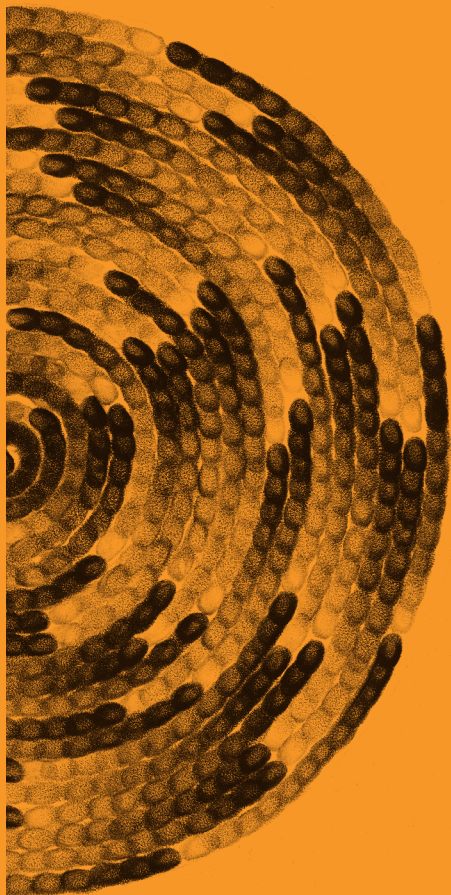
4. Ambition

HESQ Culture



Commit to HESQ

1



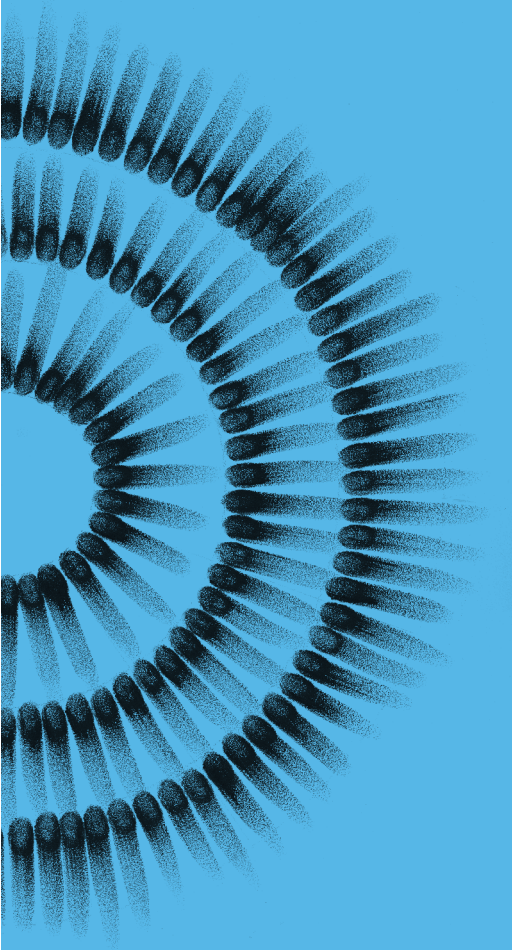


Committing ourselves to the HESQ Management is to collaborate with each other, work together and understand that each one of us is an important part of the efficient performance of HESQ at Yara. To support this, in any team, clear rules or standards must be complied with, required competences built up and engagement from all clearly promoted. This guarantees that each one of us does what is right at the right moment.

On the other hand, committing ourselves to the HESQ Management is Collaboration with our environment. It's being aware that our operations may impact our neighbours and that by being responsible for our own safety; we are being responsible for their safety as well.

2

Understand Hazards and Risks





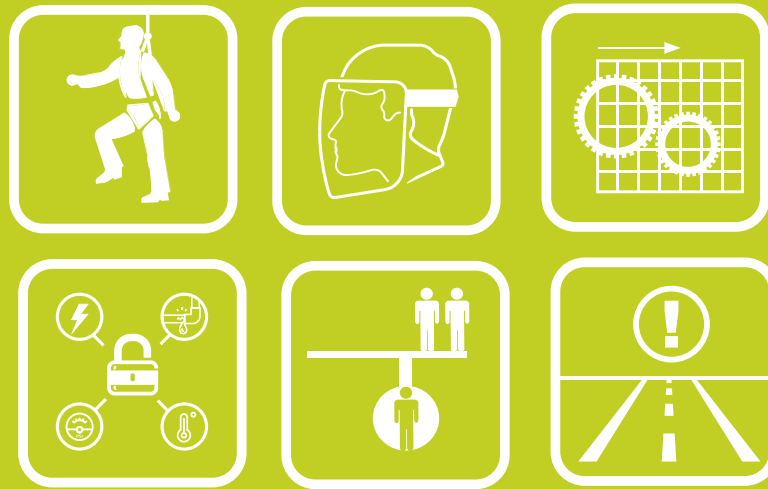
Understanding hazards and risks through Curiosity, the desire of researching them, identifying them, defining them and analyzing them with quality and consistency grows our knowledge. Due to this, it is the most important foundation of the HESQ Management.



Manage Risks

3

3. Accountability



Handling risk through accountability is understanding that once we have identified hazards, risk scenarios and associated safety barriers, we are all now responsible to consistently apply with quality this agreed ways of working.



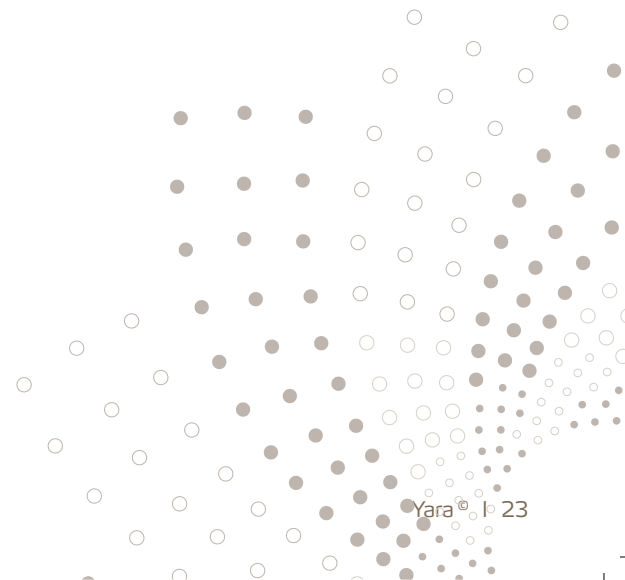
Learn from Experience

4



Finally, learning from experience through Ambition; it is knowing that a preventive approach will only take us to a certain point in our safety journey, and that in order to go beyond, we must be always checking how to improve our current performance, preserving our sense of vulnerability.

Safe by Choice is our journey towards a better and sustainable HESQ performance within Yara, with our stakeholders and society in general.





Want to find out more?

If you want to find out more, have any comments or questions, please contact your local HESQ team or your segment Safety Manager.

