

Within Iluka we believe that maintaining high levels of performance and pursuing leading practice in the areas of health, safety, environment and community reflects our values of acting with Integrity, demonstrating Respect, and taking Accountability.

We will:

- protect the health and safety of our people by identifying physical and psychosocial workplace risks and implementing the appropriate controls;
- strive to maintain a fatality-free workplace, minimise injuries and protect the physical and mental health and well-being of our people;
- assess and manage the people, environment and community risks associated with our activities;
- engage early, inclusively and meaningfully, and incorporate stakeholder views into our decision-making processes;
- seek to make a positive difference to the social and economic development of the areas in which we operate;
- acknowledge and respect the histories, cultures, customs and values of Indigenous peoples and communities where we operate;
- develop effective and timely plans for the cessation of operations, rehabilitation and relinquishment of mined areas;
- use resources efficiently, in particular energy, water and land;
- maintain a product stewardship approach towards the use of our products;
- comply with all legislative requirements, which we recognise as the minimum standard;
- set clear, achievable and measurable performance targets;
- seek to continuously improve performance;
- maintain a HSEC management system covering all areas of the business; and
- provide appropriate HSEC training to our people.



**Tom O'Leary**  
**Managing Director**

February 2026

