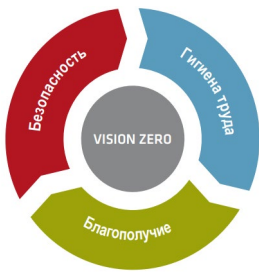




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## KAZFOSFAT'S EXPERIENCE OF USING DIGITALISATION AND THE 7 GOLDEN RULES OF VISION ZERO TOOLS TO ACHIEVE ZERO INJURY CONDITIONS



**VISION ZERO**



At the end of 2022, after a series of accidents that claimed the lives of more than one employee, the Shareholders set an ambitious goal - to achieve the conditions of Zero Injuries using any of the available methods. At the end of September 2022, the Company becomes one of the first Vision Zero participants in the region.



This concept has long-standing roots and proven effectiveness around the world and, not coincidentally, has been chosen to embody the following 7 Golden Rules.



## Golden Rule 1: Become a leader - show commitment to principles

This rule emphasises the importance of leadership’s role in ensuring a safe workplace. Leaders must actively demonstrate their commitment to safety and health standards, thereby setting standards of behaviour for all employees.

Realisations have been made:

- Signing by the Management of personal commitments in the field of Labour Protection, as well as the «Right to Stop Unsafe Work»
- In the mobile application, covering 98% of employees (more than 7,000 at the time of implementation), Corporate Notices were implemented, consisting of an OSH News Bulletin, safety contacts, lightning and incident bulletins - at the moment, employee awareness in some of the branches reaches over 80%. In this way, the requirement of ISO 45001 standard «Consultation with employees» is also realised, but in digital format.



## Golden Rule 2. Identify threats - control risks



This rule includes processes for identifying potential safety hazards in the workplace and developing effective measures to control and mitigate those risks.

Following the implementation of the PAB module in January 2023, each employee was given the right to prevent Dangerous Actions, Unsafe Situations and to exercise their right to Stop Unsafe Work.

Already at the end of 2023, the number of PABs has reached 3,229, with 96.8 per cent closure.

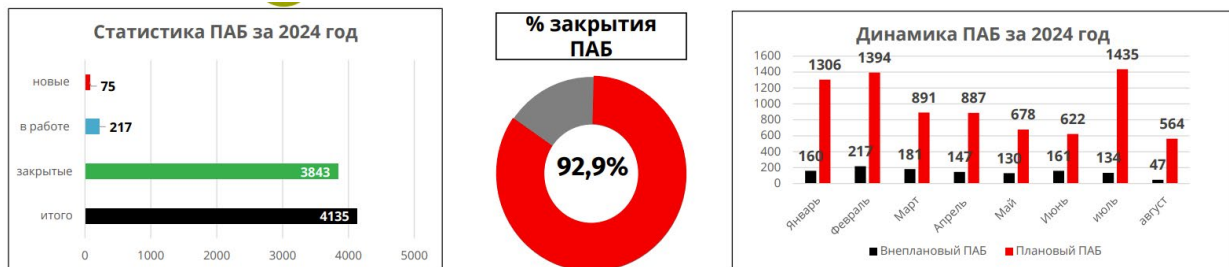
Ensuring that processes are as transparent as possible has enabled this module to become a success.

As a result, a single KPI for ITD for 2024 of at least 12 PABs/year was established, which implies the formation of a sustainable habit.

**Figure.1. Definitions from the PAB Standard**



**Figure 2. PAB statistics for 2024**



### Golden Rule 3: Define objectives - develop programmes

At the end of 2022, a PBMS Development Plan was developed, which was transformed in 2023 into a PB&E Strategy 2023-2024 consisting of 5 main areas:

- BPMS development activities
- Labour Safety Culture Development Activities
- Risk management measures
- Training
- Health Protection

Exactly, the existence of the Strategy and the systematic implementation of activities has helped to structure and implement systematic approaches to reduce fatal injuries.

At the moment, the next version of the Strategy for 2024-2025, which sets more ambitious targets, is being agreed.



Figure 3. PB&E KPIs



**Golden Rule 4. Establish an occupational health and safety system - achieve a high level of organisation**

The organisation should develop and implement a comprehensive health and safety management system that covers all aspects of the work process.

The following activities have been implemented for the period 2023-2024:

- Developed basic process documents in the amount of 29 procedures. At the same time, the concept of «standard» was introduced, which incorporates all Best Practices;
- Trained more than 60 people from among specialists and managers in such courses as «IOSH», «NEBOSH» -this allowed to form a pool of experts who cascaded the acquired knowledge at the line level;

The practice of Cross-Audits between branches was introduced - this allowed internal auditors to study the main production processes - to absorb and implement best practices



**Golden Rule 5. Ensure safety and hygiene at workplaces, when working with machines and equipment**

This rule includes ensuring that all workstations, machines and equipment comply with established health and safety standards

In the period 2023-2024 emergency buildings and structures, main equipment requiring modernisation as part of the implementation of the Safety and Health Strategy items were inventoried. As part of the implementation of the HSESAP strategy, an Engineering and Technical Action Plan was developed, consisting of the main areas. These measures are planned to be implemented in 2024-2025.



Figure.4. OHS expenditures by direction

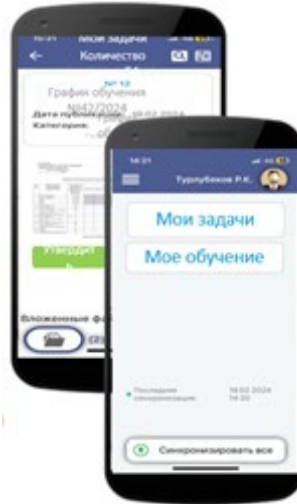


## Golden Rule 6. Raise qualifications - develop professional skills

Ongoing training and development of employee safety skills is key to preventing injuries and work-related illnesses. It has been implemented;

- A staff of 9 OHS training specialists established
- Some 29 training courses developed
- Developed a 3-hour PAB course (about 7,000 people trained or 21,000 hours of training)

All of the above was also one of the significant achievements and yielded results as early as 2024 in the form of reduced injuries



## Golden Rule 7. Invest in people - motivate through participation

Investing in employee development and motivation, including training, participation in decision-making and the opportunity to contribute to safety improvement processes, is an important factor in the successful application of Vision Zero.

Safe Behaviour Incentive Programme - Employees are rewarded on a monthly basis with a minimum of 24 employees and are categorised accordingly:

Category 1 - violations of the requirements of standards, instructions and rules (conducting briefings/compliance with the frequency of training, examinations, qualification upgrading/ frequency and fulfilment of job standards) - 6 candidates;

Category 2 - absence or non-application of safety measures, non-use of personal protective equipment/unsafe conditions associated with faulty fixtures, tools and equipment/ lack of controls and safety equipment - 14 candidates;

Category 3 - identification of hazards associated with high-risk work and hazards created by technical devices, equipment, tools, materials and substances - 2 candidates;

Category 4 - hazards and combinations of hazards reflected in other categories, categorised as 'stopping unsafe work' or 'suspension from work' - 2 candidates;

Category 5 - selection of «Safety Champions» from among the monthly remunerated (category 3, 4), with interviews, publications on websites and awarding of certificates by Senior Management - 2 candidates.

Kazphosphate LLP has two types of incentives available to employees who have used proactive approaches to accident prevention and whose identified violations have a high potential risk of harm to the health and lives of personnel - the following scheme is currently agreed:

1. 60% - gifts of property
2. 40% - cash bonuses

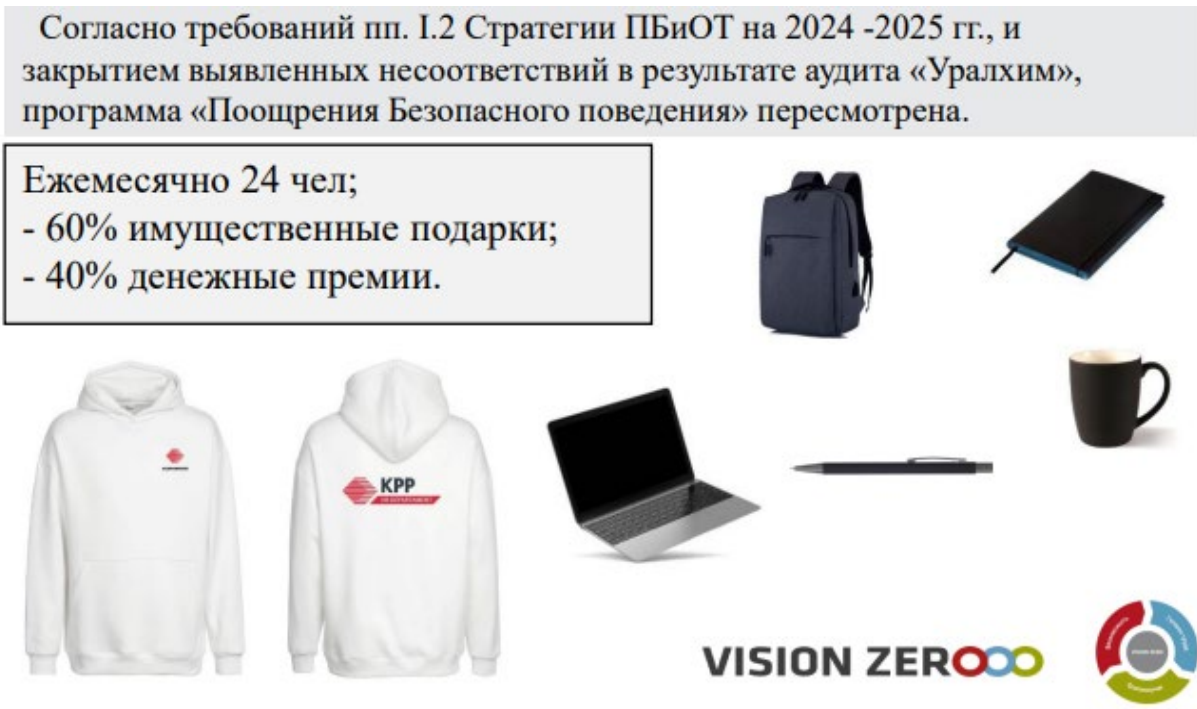


Figure 5. Safe Behaviour Incentive Programme

In doing so, the Bradley Curve also demonstrates an increasing level of Workplace Safety Culture; It should be noted that the employee survey according to the 7 Golden Rules of Vizion Zero is conducted via a mobile application and at the moment the level of employee engagement is over 70%.



Figure 6. Bradley curve plotted with the 7 Golden Rules applied

Summarising the practice of using Vizion Zero approaches and tools together with digitalisation, it can be stated that these approaches are quite applicable, but only if managers and specialists take a conscious approach to them.

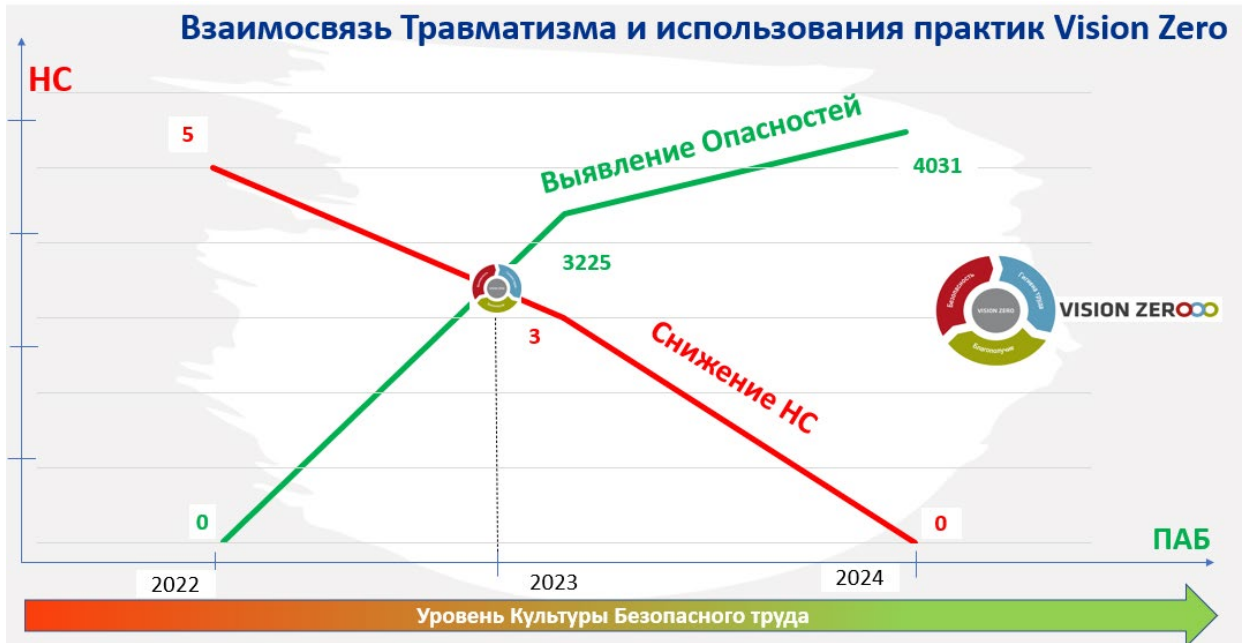


Figure 7. Relationship between fatal injuries and Vision Zero practices (if properly implemented)