
POLICY STATEMENTS
Policy No. 24.5
Occupational Health and Safety Policy

Effective Date:
October 15, 2025

I. PURPOSE

This policy ("Policy") sets forth MDU Resource Group, Inc.'s (the "Company") occupational health and safety priorities.

II. POLICY STATEMENT

The Company is dedicated to:

- complying with or exceeding all applicable health and safety laws and regulations;
- striving to set higher standards for the Company and its partners by identifying best practices;
- providing employees with policies, standards, training, tools, and equipment to work safely;
- empowering employees to understand their responsibility for meeting health and safety expectations and participate in workplace health and safety; and
- committing to continuous improvement and communicating about its performance.

III. SCOPE

This policy applies to all of the Company's and its subsidiaries' employees. This policy shall prevail in the event of a conflict with a safety policy of any subsidiary.

IV. PROCEDURE

With respect to safety, the Company will conduct business as follows:

- Provide leadership and necessary resources to enable the workforce to meet improvement objectives and targets. All individuals who supervise, direct or control the work of others are responsible for each employee under his or her supervision and will ensure that all employees work in a safe environment. No task shall be performed that compromises the safety and health of an employee.
- Inform, train, and establish expectations for employees regarding their individual responsibilities for safety and occupational health performance. Employees should be informed and recognize that working safely is a condition of employment and that they are accountable for their own safety as well as the safety of those around them.
- Include compliance with safety and occupational health performance expectations when evaluating managers and employees for compensation, rewards, and recognition.

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- Provide internal standards as necessary for managers and employees where controlling laws do not exist or where performance expectations exceed controlling law.
- Routinely monitor, assess, take measures to improve, and report on the Company's safety and occupational health performance.

Employees have a responsibility to observe for safety hazards and correct any hazard that is within their scope of responsibility or immediately report the hazard to their supervisor if correcting the hazard is beyond the employee's scope of job responsibilities. Any employee who is injured on the job or who observes an on-the-job accident or incident that affects another employee must immediately report it to his or her supervisor.

V. SUPPLIER RESPONSIBILITIES

The Company is committed to working with suppliers and contractors who operate in a safe and responsible manner to protect the health and safety of all employees, partners, and customers. All of the Company's suppliers and contractors must comply with all federal, state, and local laws and regulations relating to safety where they operate, as well as applicable Company policies and procedures, including this Policy.

V. ADMINISTRATION

The Chief Executive Officer has the responsibility for the overall administration of this Policy. Establishment of administrative procedures for compliance with this Policy is the responsibility of the Company and its subsidiaries.

Reviewed: /s/ Anne Jones
Chief Human Resources, Administration,
and Safety Officer

Approved: /s/ Nicole A. Kivisto
President and
Chief Executive Officer