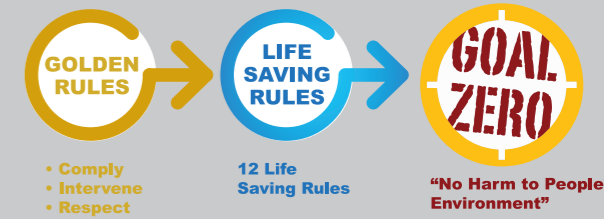


# 2021 CORPORATE HSE BUSINESS PLAN



Champion   Leader	Action Item	Start   Duration   End	Performance Measure	Focus Areas	Focus Areas	Champion   Leader	Action Item	Start   Duration   End	Performance Measure
MD MSEM PD   MSEM LBPPI	Develop road map & prioritize measures from Cultural Assessment findings. Deploy change management strategy to safety excellence in conjunction with the MDC behavioral step change.	Q1   I2   Q4	100% implementation of Cultural Excellence Road Map 2021 items. Launch of Safety Excellence Concept + Marketing, communication, awareness and internalization. To conduct MDC step change behavioral 3 workshops.	Safety Excellence Culture & Inclusion	Worksite Hazards	UWD MSEM   MSEM I3	Extend FLS1 and lunch it in selected units / contractors. Re-energize Life Saving Rules. Conduct Worksite Hazard Assurances at site. Develop and implement 4CAAP phase-2 (interface management).	Q1   I2   Q4	90% Training of targeted front line supervisors. 100% roll-out within PDO directorates. Conduct 4 WHM assurances. 100% completion of interface management with Two directorates (PD&UWD).
PD   MSEM I4	Extend HSE coaching to Omani HSE advisors working with LCC/SME. Certify HSE assessors to conduct HSE assessments on Lead, Prepare & Apply competence elements from all directorates.	Q1   I2   Q4	Coaching of 5 LCC/SME Omani HSE advisors. At least 5 assessors from each directorate.	HSE Competence	Welfare & PRISM+	MD AD EVD   MCC/LIB LUL EYS MCC	Maintain COVID-19 measures/controls in all assets and contractors. Resume PRISM Program maintaining same principles but with more focus and fit-for-purpose on sustainability & continuity of business. Conduct training to MDC & MDC-1 on how to manage employees in a way that generates good mental health and well-being in the workplace. Also ensure the continuity and sustainability of the Employee Assistance Program (EAP).	Q1   I2   Q4	100% A3 compliance. 100% completion of agreed recommendations set by champions. Conduct 4 training sessions.
UID MSEM   UIC4 MSES	Conduct a comprehensive review on emergency response/asset to identify and address potential gaps in teams set up, escalation, communication and compliance.	Q1   I2   Q4	90% completion of emergency response review. 100% compliance to ER requirements based on incident investigations.	Emergency Response	Environment	UID OSD   MSEM I2	Implement key environmental projects as listed in the environment strategy and action plan. Facilitate the implementation of the endorsed GHG road map and action plan.	Q1   I2   Q4	90% implementation of the 2021 environmental projects. 90% implementation of the 2021 GHG action plan.
UWD MSEM   MSEM I11	Continue roll out of IHTIMAM as per agreed plan with clear linkage to individual unit's HSE performance.	Q1   I2   Q4	90% roll out and maturity of IHTIMAM plan of 2021.	BBS	HSE Simplification	UOD CIDO   MSEM I3	Complete and roll-out phase-4 of HSE simplification project, incorporating lessons learnt from phase-3 pilot.	Q1   I2   Q4	100% roll-out of phase-4.
XD OND   MSEM IULI	Extend coverage of E-journey to include major contractors. Enhancement of Journey Management Control Center (JMCC) by developing JMCC data warehouse.	Q1   I2   Q4	Replicate E-journey across contractors to cover 50% of major contractors. Enhancement of IVMS report accuracy levels to 95%.	Road Safety-1	Learning From Incidents	TD GD MSEM   MSEM I3	Fully implement enhanced LFI process across company and contractor. Conduct post implementation review on the new LFI process covering structure, communications, IT, effectiveness at the front line, etc. and identify potential enhancements. Develop LFI road map including guiding principles, methodology, communications and tools.	Q2   Q3   Q4   Q1   Q2	Full implementation across company and contractors. 100% completion of PIR including implementation of recommendations. 100% development of road map.
XD OND   MSEM IULI	Increase installation of Guardian units in high risk vehicles. Drive & influence Reduction on severe MVTs. Develop a strategy to reduce road exposure by integrating trips, combining cargo haulage for various projects/sites, new technology, collaborating with other operators, etc.	Q1   I2   Q4	Installation of Guardian units in high risk vehicles. 50% reduction on severe MVTs compared to previous 5 years as an average. 100% development of Road Exposure Reduction Strategy. 100% implementation of the commuting policy.	Road Safety-2	Assurance	MD AD   MSEM IAM	Conduct Kaizen to develop (A3 framework based) comprehensive PIM close-out methodology, with formal sign-off of closed action elevated to a x-functional panel. Develop and execute a verification plan to monitor progress, check close out effectiveness and ensure application of correct consequence management for serious/high findings and other non-compliances. Evaluate effectiveness of third party inspection (from rig inspections to 3PL maintenance practices, from BE Exel pre-load/dispatch checks to material deliveries against order).	Q1   Q3   Q4   Q1   Q2	100% completion of the Kaizen and implementation of the outcome. 100% implementation of the verification plan. 100% completion of the review.
XD OND   PPR FLG	Establish and implement PDO Commuting Policy along with required enforcement and incentives.								
PD FD   FLG FPH MSEM PPR	Drive clarity in expectations, alignment with ability to enforce, and consistency in consequence management application where we need to drive zero tolerance to non-compliance.	Q1   I2   Q4	Establishment of consequence management measurement across the company.	Accountability & Zero Tolerance	Contract HSE Management	FD   MSEM I12	Review and enhance HSE pre-qualification process for HSE Medium and High Risk contracts to reaffirm disqualification of non-HSE committed establishments. Develop and roll-out a fit-for-purpose process to secure contractor commitment at the award stage that identified HSE gaps during the banding exercise will be closed. Conduct verifications on compliance status of amber-rated contractors against the banding results. Review existing commencement certificate and consider alignment with C9 requirements/mandates prior to start-up.	Q1   Q2   Q3   Q4   Q1   Q2	Endorsement by Tender Board of the enhanced HSE pre-qualification process and implementing in new tenders. 100% development and implementation of the process. Select at least 6 amber-rated contractors and conduct the verifications, including close out action plan. 100% implementation of the enhanced commencement certificate.

I would like to begin this message by thanking our PDO and contractor staff who have diligently and consistently worked to make a positive step-change towards our Goal Zero target of no harm to people, environment or assets. There is no doubt that 2020 has been a challenging year on many fronts, especially with the Coronavirus outbreak which not only impacted our operations and activities, but also led to rising anxiety and stress levels and reduced supervisory presence at work sites which likely contributed to an increase in the number of Lost Time Injuries. Moreover, the pandemic has changed the way we work and conduct our audits, visits and engagements.

Tragically, we lost four contractor colleagues last year in work-related incidents:

- A 34-year-old Indian mason, who sustained fatal injuries when a wall collapsed after it was hit by a telehandler while he was resting.
- A 30-year-old Pakistani driver, who was fatally injured after losing control of a low-bed trailer when it started to roll backwards.
- A 38-year-old Omani driver, who died after his truck rolled over and caught fire.
- A 29-year-old Pakistani driver, who was killed when a heavy vehicle struck his trailer causing the load of bundled pipes to pass through the headboard into his cab.

Regrettably, all these deaths were avoidable or echo previous incidents. Indeed, 2020 has shown us that we still have a long way to go to achieve Goal Zero and we must as individuals and as a company learn from such tragedies. The simple fact is that we need to maintain and multiply our HSE Continuous Improvement and enhancement efforts to keep everyone from harm's way.

I need you all to work collectively and collaboratively to make PDO inherently safer. We must become a learning organisation and not only focus on preventing the recurrence of the incidents or on the quality of our interventions, but also on improving our learning from incidents and ensuring that these learnings are structurally embedded and sustained across the Company. I urge each and every one of you to take the HSE actions assigned to you very seriously. This means completing them in a timely, effective, responsible and fully accountable way. In a nutshell, there must be more focus on evidence-based assurance at all levels of the organisation and a zero-tolerance approach to non-compliance.

We can only truly succeed by fully capturing the lessons of LTIs and fatalities, continuing to improve our HSE competencies, and adopting a learning model that enables us to comprehensively resolve key findings from incident investigations. We must embrace a change management strategy to work towards Goal Zero and safety excellence, ensuring clarity on key accountabilities and best implementation practices and taking the appropriate organizational measures to build a robust and sustainable HSE culture. It's imperative to stay the course with our Golden Rules of Comply, Intervene and Respect and our Life Saving Rules. We must fully embrace conscientiously designed and enabling programmes such as Ihtimam, FLS, Hazard Hunts, 4CAAP, eCCC and the AIPSM tool, and ensure we continuously check that our direct or sub-contracted work programmes are not executed in full compliance with agreed standards and procedures, but also with a duty of care mindset.

We must all have the same aim: to completely eliminate incidents, injuries and fatalities, but our Goal Zero journey will only be successful if you not only believe in the aspiration but also strive every day to make it a reality.

*Raoul Restucci*  
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Managing Director

