# PDO SAFETY REFRESH

There is nothing you and I do that is more important than ensuring the safety and wellbeing of everyone that works for, and with, PDO.

To me, Goal Zero means that I will do all I can to ensure that every day, everyone goes home safely to their family, friends and loved ones. It means that I will take the steps needed to effectively manage the hazards and risks within our business and prevent harm to colleagues, communities, the environment and our assets.

Over many years, we have made truly significant progress to improve PDO's performance in both Personal and Process Safety. That trend of improvement has recently reversed in places and, in particular, we are experiencing an increase in fatalities and Lost Time Injuries.

I am certain that this trend is not the result of lack of effort on our part. But it is our reality, which we accept and will do something about urgently. Only our actions will make the difference to save lives and prevent further injuries.

We are bringing focus on six key areas, that our learning tells us we must improve upon, if we are to achieve Goal Zero. These are not new and, to be clear, we will sustain current efforts that make a difference, such as IHTIMAM & FLS.

At the same time, we are changing our approach in a number of ways. Our desire is to fully understand the causes of all incidents and – critically - our part in creating an environment where such causes are either removed or we ensure that we 'fail-safe'.

This requires high levels of dialogue and quality engagement between us all. I implore everyone to speak up freely and please know that you will be heard. PDO leaders are committed to this dialogue and to act upon the changes needed.

Together we can, and will, reach Goal Zero in PDO.

## Central Wheel

**GOAL ZERO**
**GOLDEN RULES**
**LIFE SAVING RULES**

### SAFETY LEADERSHIP
Champion MD / GD

**Desired State**
Equip leaders and frontline supervisors with the practical skills to deliver safety performance expectations.

**KPI:**
Improved engagements, informed safety decisions, improved reporting, proactive safety interventions.

### CONTRACTOR HSE MANAGEMENT
Champion FD / UED

**Desired State**
Managing contractors HSE to achieve green banded performance throughout the contract cycle for targeted contractors.

**KPI:**
- Improved PDO and contractors behaviour in managing HSE performance.
- Improved PDO and contractors partnership.

### ROAD SAFETY
Champion XD / UID

**Desired State**
Enhance road safety standards and assurance targeted at safe drivers and safe fleet to prevent and achieve zero severe injuries

**KPI:**
- No Fatalities
- Reduction in sever MVI's
- Reduction in Sever injuries
- Reduction in driver behavior violations.

### PROCESS SAFETY
Champion TD / UOD

**Desired State**
Management of AIPSM activities and processes to ensure safety and integrity of our facilities to achieve Goal Zero.

**KPI:**
- Reduction in Tier 1 & 2 incidents.
- Improved compliance to PSFs
- Improved compliance to LFI process

### HAZARDS AND RISKS MANAGEMENT
Champion UPD / OND

**Desired State**
Drive a consistent Hazards & Risks Management framework that entails the methodology & tools, in compliance with ISO 31000.

**KPI:**
- Comprehensive hazards & risks register to serve as a basis for business HSE planning.
- Influence the right proactive behaviors to manage life threatening situations.

### LEARNER ORGANIZATION
Champion PD / UWD

**Desired State**
Effective learning from incidents (LFI) to foster transformational learning and reduce the risk of incidents recurring.

**KPI:**
- Shift from defensive reasoning to causal reasoning
- Fewer actions generated, however actions generated are specific to the causal findings.
- Improved trust (psychological safety)

**Scan to go to the detailed Action Plan**

## KEY ENABLERS

**Assurance:** Champion TD / DPM
Provide fit-for-purpose assurance processes to ensure adequate and effective controls.

**Data & Technology:** Champion UWD / CIDO
Streamline systems and applications while capitalizing on digitalization and Artificial Intelligence.

**Fair Event Handling:** Champion PD / OSD
Develop an approach to how the organization responds to failure, integrated with learner mindset, psychological safety, human performance and consequence management.