2025 Corporate HSE Business Plan

Safety Excellence Focus Areas

Pyramid diagram:
- Safety Leadership (top)
- Risk Awareness & Prevention
- Contractor Management & Collaboration
- Simplicity & Clarity (base)

Safety Leadership

Must Win and Goals	Pillar	Safety Excellence Desired State	Strategic Action	Accountable Party	Timeline	Strategic KPIs
Goal 1: Personal Safety (Zero fatalities, 100% fail safe events)	Safety Leadership	Equip leaders (PDO & Contractors) and frontline supervisors with the practical skills to deliver safety performance expectations	Define the Safety Leadership model that should be embedded into Leadership Development Program (LDP) based on the safety climate baseline.	EDP	Q2 2025	100% Safety Leadership model is defined, agreed and documented.
			Reform and implement enhancements to the Contractor CEO Forum to strengthen leadership accountability and foster collaboration on critical safety priorities.	EDA	Q4 2025	80% Operationalize the reformed structure of PDO/CEO Forum for all tiers
			Define, document and embed HSE accountability across the company.	MDH	Q2 2025	100% HSE MS redevelopment to define clear accountabilities and document them.
			Improve site accountability, clarity and line ownership through Boots-On-Ground and operational practices.	EDA	Q1 2025	BoG KPIs are developed, reported and monitored.
	Learner Organization	Effective learning from incidents (LFI) to foster transformational learning and reduce the risk of incidents recurring.	Transition of IHTIMAM from traditional BBS to Human Performance Improvement to promote learning, create resilience and align with contemporary practice.	MDH	Q4 2025	40% Workforce Trained on Human Performance Improvement (HPI) Principles.
			Review the approach, process and capabilities related to incident investigation and learning and benchmark it against Human Performance Improvement.	MDH	Q4 2025	50% Incident Investigations Incorporating Human Performance Improvement (HPI) Principles.
	Worker Welfare	Care for People	Roll out the worker welfare program to improve well-being and safety standards for PDO and contractors.	MDH	Q4 2025	80% of Worker Welfare Program implemented as per the plan.
Goal 2: People & Talent Management (Improve organization productivity)	HSE Resources / Skills and Capability	Enhancement of HSE Capability and Capacity/ Skilled & Competent Talent	Enhance HSE competencies across the business by implementing a structured competency development framework.	MDH	Q4 2025	Achieve 90% completion of the HSE competency development framework across all business units.

Risk Management

Must Win and Goals	Pillar	Safety Excellence Desired State	Strategic Action	Accountable Party	Timeline	Strategic KPIs
Goal 1: Personal Safety (Zero fatalities, 100% fail safe events)	Hazards & Risk Management	Drive a consistent Hazards & Risks Management framework that entails the methodology & tools, in compliance with ISO 31000.	Conduct deep analysis of respective Directorate/Area HSE statistics (LTIs, TRCs, HIPOs) while focusing on risks with potential to cause SIFs and high frequency incidents, to effectively test controls and barriers.	MDH	Q4 2025	Quarterly deep analysis of incidents and control effectiveness per directorate/ area.
	Road Safety	Drive the aspiration that "Our journeys (including our drivers, vehicles, and roads) are safe, we know it, and we can demonstrate it"	Continue implementing Darb Al Salama program focusing on driver safety, vehicle standards, and road conditions.	MDH	Q4 2025	90% Completion rate of Darb Al Salama 2025 program.
	Assurance	Provide fit-for-purpose assurance processes to ensure adequate and effective controls.	Refine and realign the Level 2 and Level 3 assurance processes to deliver a comprehensive, layered perspective on the effectiveness of risk controls. The aim is to enhance accountability for risk management outcomes, streamline the number of assurance activities, and improve their overall effectiveness.	MDH	Q1 2025	80% Assurance framework is defined, documented and resourced, ensuring integrated assurance processes.
Goal 3: AIPSM (Safe assets, including PCD)	Process Safety	Deliver Goal on Zero Asset Integrity Process Safety - All our Assets are Safe; we Know it and we can Show it	Sustain the AIPSM Step Change Program and continue with the AIPSM Transformation Journey to move from a reactive mindset to a proactive mindset.	AIPS SC	Q4 2025	100% completion of activities under 2025 AIPSM Change Program.
Goal 4: Environment (Drive Environmental Excellence)	Environment	Zero harm to environment	Implement milestones as per the environmental strategy & 2025 project plan.	MDH	Q4 2025	90% completion of environmental activities as per 2025 plan.
	Environment	Sustain PDO Methane Emissions reporting Gold Standard & achieve 7% reduction of other GHG sources emissions by 2030.	Facilitate Carbon Offset & Other GHG Sources pillar and PDO methane emissions management for 2025.	MDH	Q4 2025	90% implementation of Carbon Offset & Other GHG Sources pillar & methane management plan by 2025

Contractor HSE Management

Must Win and Goals	Pillar	Safety Excellence Desired State	Strategic Action	Accountable Party	Timeline	Strategic KPIs
Goal 1: Personal Safety (Zero fatalities, 100% fail safe events)	Contractor HSE Management	Enhance the contractor selection and classification processes to prioritize safety performance, update contract terms to include clear incentives and penalties related to safety, strengthen subcontractor management, and conduct a deep dive into Contract Holder and Contract Owner structures to align with organizational safety expectations and improve safety practices across all contractor partnerships.	Review contractor technical and commercial selection processes to align with organizational safety expectations and incorporate consideration of risk-based scalable HSE support / monitoring based on the contractors capability	ISCD	Q3 2025	Contractor selection and classification processes revised to incorporate safety performance metrics, with 90% compliance in contractor evaluations based on these updated criteria.
			Review subcontractor management process to strengthen the selection and performance monitoring processes considering risk-based approach in line with Company safety standards and expectations.	ISCD	Q4 2025	100% Subcontractors management process is reviewed and updated to meet defined safety standards and expectations.
			Update contract terms and conditions to include clear incentives and penalties based on HSE performance.	ISCD	Q2 2025	100% New and renewed contracts to include clear safety incentives and penalties

Simplicity & Clarity

Must Win and Goals	Pillar	Safety Excellence Desired State	Strategic Action	Accountable Party	Timeline	Strategic KPIs
Goal 5: Simplicity & Clarity (Streamlined, Safe, Efficient HSE Processes)	Data & Technology	Streamline systems and applications while capitalizing on digitalization and Artificial Intelligence.	Roll out the integrated HSE IT solution and phase out standalone HSE systems/applications, providing necessary training for all end-users.	IDD	Q2 2025	100% of End-Users Trained and Transitioned to the Integrated HSE IT Solution

Enabler