

DOUGLAS

OHI

HSSE DEPARTMENT BUSINESS PLAN 2019 AND BEYOND

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When one of our employees or subcontractors are harmed, it causes pain and suffering to the individual, and sometimes to their loved ones, it disrupts the workplace you work in, or have a responsibility for. This clearly impacts our wider business, in turn, this can damage the good reputation we work hard to carve out for ourselves in a very competitive market. In other words, there is a cost, either in financial, legal or moral terms.

It is therefore clear that nobody wants this to happen and we must strive to stop accidents happening or the development of ill health wherever we operate.

This plan, in a small part, will help to improve the likelihood of this happening. However, whilst the pen is often mightier than the sword, it is the actions of individuals such as you that have the most significant part to play in making our workplaces safer, healthier, more productive and a more attractive option for clients in the type of market I have previously mentioned.

Upon reflection, I have been inspired and impressed by the collective achievements of Douglas OHI during 2018, our achievements have also been recognised by others such as RoSPA with a Gold Award, Dossier and others, I congratulate you all for your collective contribution.

It is only with our collective efforts and energy that we will improve and become a leader in our field, and I give you my full backing in doing the right thing and bringing all of our core values to fruition, today and everyday.

This document not only lays out our HSSE Department Business Plan for 2019, but looks beyond to see what the fruits of our endeavours will realise and how a safer, healthier more productive workplace will look.

Aaron Hennessy
General Manager



It is true to say that a HSSE Business Plan is not the kind of thing you would see on the shelf in the bookstore at the airport, nor has one ever won a top literature prize.

First and foremost, the purpose of this document is to help you as a HSSE duty holder and the wider business to improve upon the way in which we fulfil our legal, business and moral obligations owed to the people who put their trust in us, by ensuring our employees go home each and every day having improved their lives and that of those they have obligations too.

There is no doubt that we have successfully completed many millions of safe man-hours during the course of 2018 and an immeasurable amount of time talking about HSSE issues, problems and solutions.

This document will try to succinctly capture and give broad direction of how we will improve during 2019 and create a realistic vision of how our work locations will look and feel by 2023.

The HSSE department will continue to function as an enabler supporting the business and where required working with all stakeholders around 6 Strategic Themes that if embraced, will help our business to continue to become safer, healthier and more efficient.

The 6 Strategic Themes for vision 2023 are:

- Acting Together
- Tackling Ill Health
- Managing Risk Well
- Supporting Our Supply-Chain
- Keeping Up With Change
- Sharing Our Success

So as to focus the mind on the long term, each of these themes will be expanded upon within each of our 4 Priorities for 2019 therefore there will be some repetition, however if you strongly believe in something you should never be afraid to repeat it.

There is nothing new to be found here, we need to keep things as simple as possible, cost effective and realistic, we should then try to simplify further, look again at cost efficiencies and be even more realistic.

Only in this way will the change and improvements we seek be sustainable and substantive.





Douglas OHI has a Health, Safety, Sustainability and Environmental (HSSE) record we should all be proud of and would be the envy of many companies. Our project teams have delivered great products across a broad range of locations and sectors, this is no mean feat.

The vast majority of people who work on our projects do so in the confidence that considerable efforts are made to ensure their safety, health and wellbeing, this does not happen by chance. Conscious decisions and actions are made and taken every day to help achieve our goal of making our workplaces safe and healthy.

That said, during the course of 2018, 3 of our colleagues suffered a Lost Time Injury.

More specifically, our colleague Lalloo fell from a ladder damaging his hip and arm.

One of our Security Guards, Salim, twisted his ankle whilst on patrol in our camp in Ghala.

Ammer broke a bone in his foot after being struck by a moving object in one of our accommodation camps.

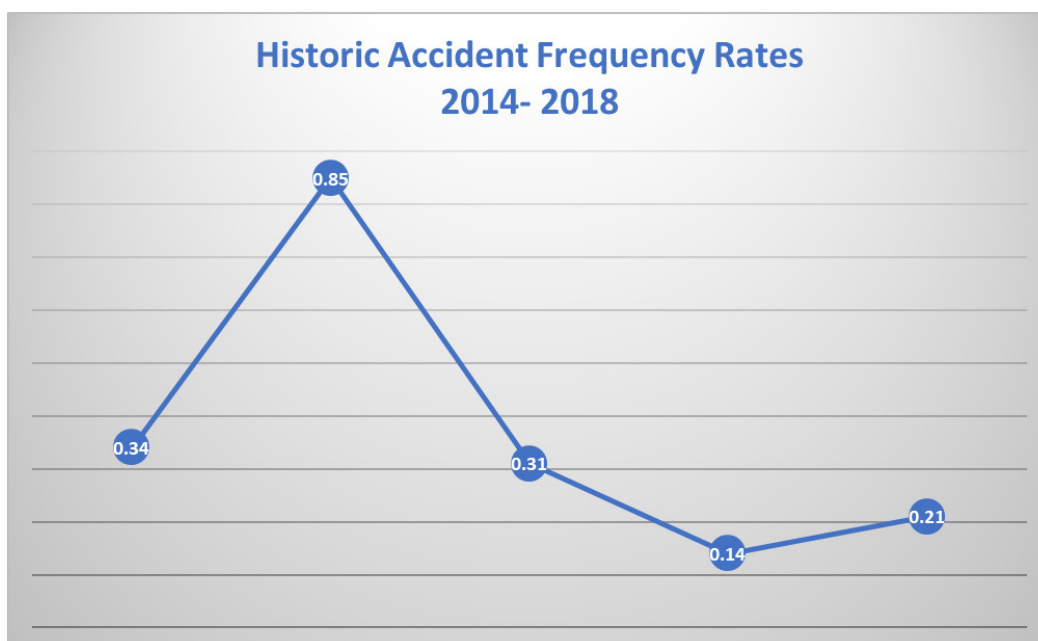
Between them, our colleagues spent weeks away from their work and suffered considerable pain which is impossible to quantify.

Someone else had to carry out their duties during that time thus adding to the financial cost.

A significant proportion (60%) of the First Aid Cases recorded were hand injuries, an area we clearly need to work on. Most of these were attributed to behavioural issues.

The health and safety statistics for the company shown below, indicate show a slight deterioration during the last year.

This Business Plan outlines what the HSSE department will do to support the business during 2019 and beyond. These actions will be delivered in conjunction with the Interserve International Key Performance Indicators (KPI's).





Leadership and Engagement

The way in which we lead our teams on health and safety can determine how safe our workplaces are to work in (and the number of accidents, incidents and ill-health cases) because:

- Our attitudes and beliefs about health and safety drive our behaviour.
- Our behaviour at work sends a powerful message to our employees about how seriously they should take health and safety; and
- The real causes of accidents at work can often be traced back to managers' decisions.

Ensuring the Management System remains Effective

We must ensure our management system remains fit for purpose i.e. keeping our people safe and healthy, as well as giving our clients the comfort of knowing that we approach the management of HSSE in a clear and structured way.

Supporting Effective Management and Control Of Risk

As part of managing health and safety in our business we must continue to identify and control the risks in our workplaces. To do this we need to think about what might cause harm to people and decide whether we are taking reasonable steps to prevent harm in ever changing work environments with fluctuating risk profiles. Put quite simply, this is suitable and sufficient risk assessment.

Reducing the Number of High Frequency, Low Impact Injuries

Things that happen often, with a relatively minor outcome, can sometimes become accepted as being not that important or inevitable, we must challenge this.

Every accident, no matter how small, has an impact on our business and the injured person.

As with most comparable companies, hands are one of the most commonly injured parts of the body of Douglas OHI employees.

This needs to change and must be addressed in a sensible, pragmatic way.



Overview of Activities

In order to further support the business, the Department will:

- Continue to engage with Senior Management, Department Heads and Project Teams to ensure HSSE performance remains at the forefront of decision making.
- Disseminate and promote best practice throughout the business, including behavioural based safety programmes.
- Provide practical guidance and advice that meets the needs of the business and the requirements of regulatory bodies.
- Liaise with Clients, our Supply-Chain and others to better engage with all stakeholders.
- Build new relationships through dialogue with potential clients, members of our supply-chain and others by speaking at meetings, conferences and other suitable forums.

What We Did in 2018

- Set targets for management HSSE Tours.
- Restructured the HSSE Management Review Meeting.
- Launched an Internal HSSE awards scheme.
- Entered Douglas OHI into an International HSE awards programme.
- Introduced a Supply-Chain Engagement Programme.
- Developed a HSSE Code for Subcontractors.

Specific Actions for 2019

Douglas OHI will:

- Appoint a HSSE Champion from the senior management team.
- Create a Challenge Mobility Working Group.
- Identify Senior Managers who will participate in the Trading Places Programme at least once during the year.

- Require each identified Senior Manager to carry out 10 workplace HSSE Tours during the year.
- Hold a Supply-Chain GM's HSSE Forum.

Vision 2023

Our Leadership and Engagement strategic themes to create an improved, safer and healthier workplace outcomes are:

- **Acting Together:** All employees are now proactively engaged in matters relating to HSSE and are empowered and confident with HSSE interventions.
- **Tackling Ill Health:** Our employees are very well informed on matters relating to ill health both occupational and otherwise. A regime of relevant, pro-active, health surveillance measures has been in place and has resulted in a healthier, more productive workforce.
- **Managing Risk Well:** Our systems of work are very simple to use, implement and follow and have introduced proportional controls without unnecessary cost. This has differentiated us from our competitors.
- **Supporting our Supply-Chain:** Our supply-chain management are demonstrating visible leadership on par with Douglas OHI, in some cases better than us.
- **Keeping up with Change:** Leadership have invested to ensure that technology is fully utilised to improve HSSE performance where it added a tangible, cost effective benefit.
- **Sharing our Success:** Leadership has ensured that our achievements have been shared with others at every available opportunity and this has opened new opportunities for the company in the marketplace.

Providing An Effective HSSE Management System



Overview of Activities

In order to further support the business, the Department will:

- Ensure the Management System is compliant to ISO 45001.
- Maintain the Management System to ensure it remains fit for purpose and proportionate to business needs.
- Ensure any internal audits that are carried out are facilitated by competent persons.
- Ensure changes are communicated effectively throughout the business.

What We Did in 2018

- Carried out a review of the Management System.
- Addressed any significant shortfalls within the Management System.
- Conducted a Gap Analysis against ISO 45001, this enables us to better understand what we will need to do before ISO 18001 is withdrawn in 2021.
- Agreed changes to the Management System with senior management.

Specific Actions for 2019

- Publish a schedule of audits and inspections for 2019.
- Produce and circulate an improved template for internal audits.
- Provide internal auditor training for relevant HSSE staff.

Vision 2023

The Providing an Effective HSSE Management System Strategic Themes outcomes are:

- **Acting Together:** The Management System is now adding further benefit to the business in reducing our risk profile and making us more competitive.
- **Tackling Ill Health:** Prevention of work-related ill health is now fully embedded within the Management System and our workforce is healthier and more productive compared to our peers.
- **Managing Risk Well:** The Management System has, in part, significantly driven down the numbers of accidents and incidents within the business and improved the health of employees and our supply-chain. High frequency, low impacts accidents have reduced by 75%.
- **Supporting our Supply-Chain:** Our supply-chain is robustly assessed for organisational competence and has access to standards that are equal to our Management System via registration, competency checks and our HSSE Code for Subcontractors using on-line applications.
- **Keeping up with Change:** The Management System is available in electronic format only allowing for efficiencies, waste reduction, speedier feedback and amendment.
- **Sharing our Success:** Douglas OHI has disseminated these improvements throughout the supply-chain and client base and is firmly established as an active member of the HSSE community in Oman.



Supporting Effective Management and Control of Risk



Overview of Activities

In order to further support the business, the Department will:

- Support Line Management in fulfilling their obligations in making our workplaces and other properties safer and healthier.
- Carry out inspections and management system audits of workplaces and properties owned by Douglas OHI.
- Produce close out actions that are proportionate to identified non-conformances.
- Ensure practical guidance is available to those in the workplace assessing risk.
- Assist with accident investigation as required.
- Further increase HSSE communication both internally and externally via case studies.

What We Did in 2018

- Produced and executed a programme of internal audits.
- Worked with the Occupational Training Institute (OTI) to roll out HSSE Training.
- Developed an internal online DSE assessment course.
- Rebranded HSSE Alerts and Bulletins.

Specific Actions for 2019

- Produce and publicise a programme of HSSE audits that are better structured around system compliance using consistent templates.
- Carry out workplace and property inspections.
- Engage with our supply-chain through structured visits to supply-chain accommodation and audits of their management systems.
- Hold supply-chain sessions twice a year.
- Continue to ensure appropriate training is delivered to all levels including a multi-lingual course for junior employees.

Vision 2023

Our Supporting Effective Management and Control of Risk Strategic Themes outcomes are:

- **Acting Together:** HSSE advisers are now supporting production staff who take the lead in producing safe systems of work.
- **Tackling Ill Health:** A regime of relevant pro-active health surveillance measures are in place highlighting issues before they become serious. Well-being programmes are the norm with mental health equal to physical health.
- **Managing Risk Well:** Our systems of work are consistently suitable, sufficient and clearly identify hazards and appropriate controls. Our supply-chain produce risk assessments that fully incorporate the controls stipulated within the Douglas OHI HSSE Code for Subcontractors as a matter of course.
- **Supporting our Supply-Chain:** Collaboration and engagement has ensured that our supply-chain management and production staff are fully indoctrinated into Douglas OHI standards and expectations. They are consistently working to those standards by default. Our supply-chains' HSSE performance is no longer of concern to the business thus freeing up time previously spent in reacting to shortfalls. This ethos is now fully extended to Quality Assurance.
- **Keeping up with Change:** Leadership have invested in technology or equipment that has reduced both physical and health related risk.
- **Sharing our Success:** Improvements in the way we manage, and control risk means HSSE interventions have reduced dramatically because we are doing right the first time, saving time and money, including re-work. Douglas OHI is known as an industry leader in it's field.

Reducing the Number of High Frequency, Low Impact Injuries



Overview of Activities

In order to further support the business, the Department will:

- Give greater scrutiny to the immediate and root causes of hand injuries within the business.
- Facilitate hand injury workshops to identify practical ways in which to reduce the number of such accidents.
- Instigate hand injury prevention programmes within the business.
- Ensure practical guidance is available to those in the workplace assessing risk.
- Place a greater emphasis on higher end mitigation within the Hierarchy of Control.
- Reduce the over-reliance on PPE.

What We Did in 2018

- Provided 2-day HSSE training for Supervisors.
- Delivered Plan Your Work, Work Your Plan Training on our major projects.
- Constructed a Behavioural Based Training Centre at our Sohar Project.
- Included the selection of the correct type of gloves at our 2018 HSSE Conference, circulated further information, post conference and included information within our Take Thirty HSSE Newsletter.

Specific Actions for 2019

- Initiate hand safety awareness campaigns.
- Embed a behavioural based approach to help reduce the number of such injuries.
- Hold 2 hand injury workshops.
- Deliver bespoke Behaviour Based Training on our Duqm Project.
- Roll out a multi-lingual Health and Safety Awareness course for junior employees.
- Train relevant HSE Advisers to carry out hand safety audits.

Vision 2023

Our Reducing the Number of High Frequency, Low Impact Injuries Outcomes are:

- **Acting Together:** Closer liaison between production and HSSE staff has resulted in a significant reduction in injuries and property damage.
- **Tackling Ill Health:** The appropriate application of the Hierarchy of Controls and the selection of gloves has reduced to a minimum the incidence of Dermatitis and other skin related ill health. Dust control is at levels exceeding international standards.
- **Managing Risk Well:** Our workforce is suffering fewer accidents therefore reducing the burden both in terms of financial and human costs to the company and it's employees.
- **Supporting our Supply-Chain:** We have disseminated our best practice throughout our supply-chain and they will have significantly improved their HSSE performance.
- **Keeping up with Change:** We are keeping abreast of both cost-effective engineering controls and the best type of Personal Protective Equipment (PPE) and have incorporated new standards within our management system.
- **Sharing our Success:** Douglas OHI have shared best practice both internally and externally and contributed to improvements within its supply-chain.



Key Points

- We need to push on with improving our safety performance whilst giving health an increased profile.
- We need broader ownership of health and safety issues that will lead to a more efficient way of doing things.
- We invest in training therefore people need to do things differently.
- We need to adopt a behavioural element to our work planning and interventions.
- People have responsibilities therefore need to be made accountable in a fair and just manner.

Ensuring the Health, Safety and Wellbeing of employees and others remains a line management responsibility.

The HSSE Department will continue to support line management by providing a framework that will assist line management in fulfilling their obligations.

The fundamental principles of the improvements we see are built on:

- Strong and visible leadership.
- Collaboration between all stakeholders, including engagement with our workforce at all levels.
- Managers, Supervisors and Workers having the required competence to identify and control the risks posed by the work that we do.

On our part, the Douglas OHI HSSE team, at all levels commits to supporting the business in an, as efficient and effective way as is possible and providing value for money wherever possible.

In addition, we will:

- Streamline procedures and utilise technology where this helps.
- Improve the competencies and effectiveness of site based HSSE advisers.
- Commit to becoming an ever-improving asset to the business.

Cost

All of our objectives will be met using existing resources, therefore will not add additional direct cost to the existing overhead.



Objectives & Targets Dates



Priority	Objective	Action By	Target Date											
			J	F	M	A	M	J	J	A	S	O	N	D
Leadership and Engagement	Appoint a HSSE Champion from the senior management team.	GM												
	Create a Challenge Mobility Working Group.	OM												
	Identify senior managers who will participate in the Trading Places Programme at least once during the year.	GM/OM												
	Require each identified Senior Manager to carry out 10 workplace HSSE Tours during the year.	OM												
	Ensure that nominated Direct Reports complete the required number of HSSE Tours.	DM's												
	Ensure those nominated to complete IOSH Managing safely training do so.	DM's												
	Hold a Supply-Chain GM's HSSE Forum.	GM/HSSE Manager												
Providing an Effective HSSE Management System	Publish a Schedule of Audits and Inspections for 2019.	HSSE Dept												
	Produce and circulate an improved template for internal audits.	HSSE Dept												
	Provide internal auditor training for relevant HSSE staff.	HSSE Dept												
Supporting Effective Management and Control of Risk	Carry out workplace, camp and property inspections.	HSSE Dept												
	Engage with our supply-chain through structured visits to supply-chain accommodation and audits of their management systems.	HSSE Dept												
	Hold 2 Supply-Chain Sessions.	HSSE Dept												
	Continue to ensure appropriate training is delivered to all employees.	HSSE Dept												
Reducing the number of high frequency, low impact injuries	Initiate hand safety awareness campaigns.	HSSE Dept												
	Embed a behavioural based approach to help reduce the number of such injuries.	HSSE Dept												
	Hold 2 hand injury workshops.	HSSE Dept												
	Deliver bespoke Behaviour Based Training on our Duqm Project.	Duqm Site Team												
	Roll out a multi-lingual Health and Safety Awareness course for junior employees.	HSSE Dept												



EVERYONE HAS A VOICE

Everyone has a voice:

Everyone has a voice. We value all views and opinions, welcome discussion and encourage openness. We listen and make sure we treat people as would want to be treated - with respect and patience.



Do the right thing:

Doing the right thing means not simply walking by when you can make an active and positive difference. It means striving for more than just 'that will do'.



TAKE PRIDE IN WHAT YOU DO

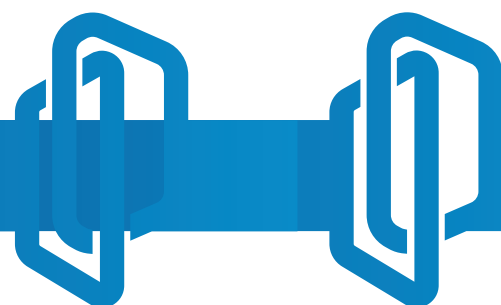
Take pride in what you do:

Whatever the task in hand, everybody can and should take pride in a job thats well done, undertaken with care and done to the best of their abilities.



Bring better to life:

We are all about believing we can do better. Asking questions, thinking differently, seeking solutions and creating ideas to support our customers and add value.



Camp Inspections	1 st Quarter			2 nd Quarter			3 rd Quarter			4 th Quarter		
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Ghala Camp	P				P				P			
C607 Barka Camp		P				P				P		
C602 Sohar Camp			P				P				P	
Fahud Camp				P				P				
Duqm Camp	P				P				P			
Salalah Camp		P				P				P		
HSE Management System Audit	1 st Quarter			2 nd Quarter			3 rd Quarter			4 th Quarter		
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
C316/C317 Sohar Epic/Civil		P						P				
C600 & C608 Barka Plant and Scaffolding					P						P	
C318 Fahud			P						P			
C599 Joinery				P						P		
C322 EPC1 of Duqm Refinery	P						P					
Central Stores						P						P
Department				P								
MR Function							P					
Accommodation Inspections	1 st Quarter			2 nd Quarter			3 rd Quarter			4 th Quarter		
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
DOHI Al Khuwair House	P				P				P			
Ghala Rental 22 Flats		P				P				P		
Rental Ministry Apartments			P				P				P	
DOHI Ghubrah House				P				P				P

Legend	
P	Planned
A	Actioned
A	Actioned Overdue Closure
C	Closed
R	Rescheduled

Corporate HSE Manager Approval	
Signature:	
Name:	Peter A Baker

Safety Leadership Moment



Our HSSE Conference was held at the end of January 2019.

Amongst the many topics that were discussed and debated was the vision for the companies' HSSE future over the next 5 years.

Given the ever-changing nature of the industry we work in, it might seem a bit far fetched to think what our workplace will look and feel like so far into the future.

So why is it important to have a vision?

A vision is important as it creates a goal. Having the vision will help us overcome any obstacles we may face along the way.

Having a vision is different to having vision.

Our vision helps us see now, a vision can help us see and realise a better, brighter future.

A vision in the workplace isn't that different to having a vision in our personal life, for example if you want to lose weight, you will probably either need to eat less and or do more exercise, both of which require considerable effort and willpower.

However, if before setting out on this path of self-improvement we visualise ourselves, slimmer or feeling better about ourselves, perhaps wearing new clothes or clothes that we had grown out of, we will overcome the temptations to go back our old habits.

Having a vision can therefore keep us focussed during the difficult times.

Our vision is one of a safer and healthier workplace and workforce and although we are making strides to improve, there will be many distractions along the way. Ultimately it will be worth it.

Thinking like we (always) have is what got us where we are. It is not going to get us where we are going.





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