
ODFJELL DRILLING QHSE PROGRAM 2020

Safety never to be compromised



ODFJELL DRILLING
- for Decades

HSE POLICY

Odfjell Drilling shall maintain the highest safety standard and protect the health of our employees and others associated with our operations. Operations shall be conducted according to sound and environmental principles and in a manner to minimize any adverse environmental impact.

This will be achieved by:

- Complying with HSE legislation and other relevant requirements
- Developing an HSE culture based on competence, involvement and commitment from all in applying the Odfjell Drilling HSE rules:
 - I will always comply with rules and procedures
 - I will always risk assess my work
 - I will always act when I see unsafe behaviour and conditions
- Avoiding personnel injury, harm to health and the environment through effective risk management as well as by applying the Life Saving Rules
- Monitoring, reviewing and continually improving HSE performance, including energy efficiency, through management by objectives
- Ensuring safety leadership, human factors and environmental stewardship are a prioritized part of management responsibility
- Developing and maintaining emergency response plans to prevent loss to the environment
- Promoting energy saving awareness and use of environmentally preferable processes and technologies
- Evaluating energy efficiency in new design and technologies
- Considering environmental preferable and energy efficient products and services in procurement processes



Simen Lieungh, CEO
28.11.19

Through continuous improvement achieve zero fault



ENVIRONMENTAL PRINCIPLES

The following environmental principles supporting the HSE Policy are defined:

- Use energy and other natural resources efficiently
- Minimize waste generation and promote reduce, reuse and recycle opportunities
- Work systematically to replace or reduce harmful chemicals
- Integrate environmental considerations into planning and development of new activities and products
- Consider environmental performance in selecting suppliers and contractors

HUMAN PERFORMANCE PRINCIPLES

The following Human Performance Principles supporting the HSE Policy are defined:

- People will make mistakes
- People's actions are rarely malicious and usually make sense to them at the time
- Mistakes are typically due to underlying conditions and systems
- Understanding why mistakes happen can help us prevent or correct them
- Plant, tools and activities can be designed to reduce mistakes and manage risk better
- Leaders help shape the conditions that influence what people do
- It matters how leaders respond when things go wrong. Take the opportunity to learn
- We prefer to improve existing tools and processes before adding new

QUALITY POLICY

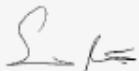
Odfjell Drilling shall provide its customers with quality and innovative products and services meeting external and internal requirements and expectations.

This will be achieved by:

- Developing a quality culture where tasks are performed right the first time and where we constantly strive to add value for customers and owners. In maintaining this quality culture, the Odfjell Drilling core values are instrumental:

Committed
Safety conscious
Creative
Competent
Result oriented

- Ensuring performance management by establishing, measuring and reviewing goals and objectives.
- Establishing effective business processes and continuously monitoring and improving the company management system.



Simen Lieungh, CEO Odfjell Drilling
07.01.2016

Through continuous improvement achieve zero fault.

SECURITY POLICY

Odfjell Drilling shall protect its personnel, assets and business from potential security threats, including cybersecurity threats.

Security is an integral part of line management responsibility, the security and protection of employees must be the overriding priority of all business activity.

This will be achieved by:

- Performing risk analyses in order to identify and manage security risk
- Preventive actions shall be implemented to reduce risk to as low as reasonable practicable.
- Security training shall be provided as necessary
- Facilities, systems and information shall be adequately secured
- All security incidents and breaches must be reported and recorded. Incidents shall be investigated and criminal acts will be reported to the police

Our employees, consultants and contractors shall be aware of their personal responsibilities in respect of security matters and will comply with the law in all countries where Odfjell Drilling operates and conducts business.



Simen Lieungh, CEO Odfjell Drilling
07.01.19

Through continuous improvement achieve zero fault.

CORPORATE QHSE PROGRAM 2020

Safe, efficient and environmental friendly performance
by constantly driving continuous improvement



Quality/Security

- Simplify and standardise procedures
- Reduce waste in work processes
- Enhance cyber security and personnel security

Safety/Health/Environment

- Well control incident prevention
- Dropped object prevention
- Safe work execution / Control of work
- Life saving rules implementation
- Human performance awareness
- Carbon footprint reduction



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Corporate Key Performance Indicators 2020



➤ Quality

- Zero overdue non-conformances
- NPT < 0,5% (OWS)
- Technical uptime 98 %

➤ Health

- Sickness absence < 3% or 20% reduction from previous year
- Total average score \geq 4.5 of 6 from working environment survey

➤ Safety

- LTI frequency (H1) = 0
- TRI frequency (H2) < 2
- Zero red incidents, ref. classification matrix
- Frequency < 3 for dropped objects > 40 J
- Zero Well Control Incidents

➤ Environment

- Zero red incidents, ref. classification matrix
- Reduce environmental impact from products *

➤ Security

- Zero red incidents, ref. classification matrix

*Products: Designs, equipment, materials, chemicals etc.

Additional KPIs may be established on Business Area level