

ODFJELL DRILLING QHSE PROGRAM 2019

Safety never to be compromised

Zero failures and incidents

Safety is a cornerstone in Odfjell Drilling and “‘Good enough’ will never be “good enough”. The strategic objective for Odfjell Drilling is to achieve zero injuries and failures, and this objective remains unchanged.

As a company we have a relentless ambition to continuously improve safety performance and ensure that everyone comes home in the same healthy condition as when they went to work. It is up to all of us to take responsibility for the prudent and safe conduct of operations at all times. We need to be clear about our goal for safety, and to continue developing the company in order to make it robust for meeting future challenges.

We need to understand our role and responsibility wherever we work in the organisation, and come to grips with safety issues by working methodically to reduce risk and at the same time deliver efficient operations.

In the QHSE Program 2019 you will find that we carry over some of the QHSE improvement processes from 2018. It is important to pursue improvement processes over time, so that the organisation gets the opportunity to mature and implement activities which have lasting effect. In 2019 we are initiating some new improvement processes; promoting a healthy lifestyle to reduce sickness absence and implementing Life-saving rules and human factor awareness processes to reduce the potential for injuries and failures.

Please be reminded that safety comes first, no matter what, we never compromise safety. In this context I hope that we as managers have communicated clear that everyone in our organisation has the duty – and the authority – to push the stop button if safety is at stake.



A handwritten signature in black ink, appearing to read 'S. Lieungh'.

Simen Lieungh, CEO

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:

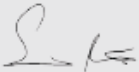
- Complying with HSE legislation and other relevant requirements
- Avoiding personnel injury and harm to health and reducing environmental risks through effective risk management
- Monitoring, reviewing and continually improving HSE performance, including energy efficiency, through management by objectives
- Ensuring safety leadership and environmental stewardship are a prioritized part of management responsibility
- 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

- 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 Odfjell Drilling
20.11.2017

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

These principles shall be taken into account in developing the environmental management system and programs.



Simen Lieungh, CEO Odfjell Drilling

Through continuous improvement achieve zero fault.

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.

5/8/2016
#1785131

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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.

Odfjell Drilling - QHSE program 2019

Quality

- *Standardize and simplify procedures and work processes to increase safety and efficiency*
- *Verification of effectiveness of actions to manage risks, opportunities and learning from incidents*
- *Enhanced Competence Management system*



Health, Safety, Security and Environment

Avoid harm to people and the environment

- *Dropped objects prevention*
- *Compliance/procedural discipline*
- *Life saving rules implementation*
- *Human factors awareness*
- *Energy management*
- *Enhanced security culture*
- *Health promotion program*

Key Performance Indicators 2019

Odfjell Drilling

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 ≥ 4.5 of 6 from working environment survey

Safety

LTI frequency (H1) = 0

TRI frequency (H2) < 2

Zero red incidents, ref. classification matrix

Frequency < 4 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

Additional KPIs may be established on Business Area level