



QHSE PROGRAMME 2021



ODFJELL DRILLING



Zero failures and incidents

A strange year is behind us, a year characterised by the impact of the coronavirus (COVID-19) pandemic. The coronavirus pandemic in 2020 has imposed another abrupt halt. I am truly impressed with the entire organisation's diligence in working systematically to follow the rules and guidance from the health authorities and governments, alongside delivering excellent results! We are reaching close to 3000 people operating in 25 countries - it is not a given that we would have performed so well throughout last year's challenge.

Our HSE figures from the past year are relatively good, and we did not have any high potential incidents although some were close. We must ensure that working safely always takes precedence and that we do not become weakened by complacency. We must all be aware and present, and not take any unnecessary risks.

Digitalization is radically altering the petroleum industry, which will bring major changes for many employees. We must all be aware that digitalization will give us the opportunity to increase our capacity to work even safer and more efficiently, and not the contrary.

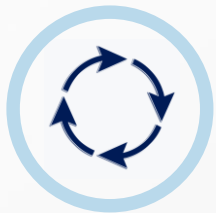
There will be a need for oil and gas in the future, so we need to continue being the safest and most efficient supplier, while at the same time lowering our emissions. We are preparing for the green shift, and the investments both in technology and new solutions to reduce our emissions will be a key factor driving the business forward.

Be aware that we are still in the middle of the pandemic. We must continue to wash our hands, practice good hygiene, stay disciplined and follow guidelines and regulations. Everybody counts.



Simen Lieungh
CEO

QHSE PROGRAMME 2021



Quality Performance

Simplify and standardise

Digitalise tools and processes

Enhance cyber security

Strengthen client and supplier collaboration



Always Safe

Prevent well control incidents

Optimise dropped object management

Step up human factors awareness

Strengthen Control of Work



Environmental Care

Minimise environmental impact

Reduce carbon footprint

CORPORATE KEY PERFORMANCE INDICATORS 2021

Quality Performance

Zero red incidents

Zero non-conformities

NPT < 5% (well control)

Technical uptime > 98% (rigs and platforms)

Always Safe

Zero red incidents

Zero well control incidents

LTI frequency (H1) = 0

TRI frequency (TRI) < 2

Frequency < 3 for dropped objects > 40J

Sickness absence < 3 or 20% reduction

Working environment survey score
> 4 onshore and > 70 offshore

Environmental Care

Zero red incidents

Zero unintended spill to sea and land

Reduce energy consumption*

Reduce hazardous chemicals

**I.e. fuel and electricity, offshore and onshore*

Additional key performance indicators may be established at business area level