2026 Corporate HSE Business Plan

Safety Excellence Focus Areas

Safety Leadership
Risk Awareness & Prevention
Contractor Management & Collaboration
Simplicity & Clarity

2026 HSE Outlook & Plan
Strategic HSE Excellence Optimization

Learn & Embed, Don't Just Investigate — Build a culture that grows from every incident or experience.

Focus on HiPos, Not Just LTIs — Prevent the big risks & learn how to fail safe.

Fewer, Better Programs — Cut the clutter - streamline & integrate for impact.

Accountability through Each Level — Clear ownership & levers for site leaders, reinforced by visible leadership from the top & integration at every mid level.

From Corporate Push to Site Pull — Accountable leadership lines prioritize the tools & programs they need to stay safe.

Strategic Business Partnerships — Reward capable contractors & reduce oversight where it's earned.

FOR OMAN

Safety Leadership

Must Win and Goals	Pillar	Safety Excellence Desires State	Strategic Actions (Level 1)	Accountable Party	Timeline	Strategic KPI	Target
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.	Foster accountable safety leadership by embedding HPI principles, empowering line teams to own site safety, drive shared outcomes, and close Safety Climate Survey gaps.	EDS	Q3 2026	Human Performance Improvement Program Doployment	50% of PDO Staff and contractors Safety Critical Positions have completed the HPI training
					Q4 2026	Safety Climate Survey and Progress Evaluation	100% completion of the assessment and evaluation
				EDA	Q4 2026	BOG Program Compliance and Digital Tracking	Monthly report to asset directors
					Q4 2026	Closure Worker Welfare Assessment Action Plan	80% complete for all actions
Goal 2: People & Talent Management (Improve organizational productivity)	Learner Organization	Effective learning from incidents (LFI) to foster transformational learning and reduce the risk of incidents recurring.	Embed the shift from investigation-led to learning-led culture by integrating Investigate & Learn outcomes from JoT, empowering site leaders to foster reflection, learning, and continuous improvement.	EDA	Q4 2026	Improvement in Fail Safe Incident Classification	20% improvement of fail safe percentage for 4 RAM incident
				EDA	Q2 2026	Compliance with Action Management Process (JoT-Investigate & Learn)	Zero overdue actions in IFADAH
					Q1 2026	Embedding Learning Communities of Practice in PDO Clusters	Conduct learning and impact reviews to advance HSE Personal and Process interventions.

Contractor Management

Must Win and Goals	Pillar	Safety Excellence Desires State	Strategic Actions	Accountable Party	Timeline	Strategic KPI	Target
Goal 1: Personal Safety (Zero Fatalities, 100% Fail Safe Events).	Contractor HSE Management	Contractors with self-managed and assured systems based on risk and performance.	Build Contract Management Team (CMT) capabilities to enable the delivery of HSE Roles & Responsibilities to drive stronger assurance, oversight, and sustained value across the entire contract lifecycle	ISCD	Q2 2026	Identification & Integration of CMT Competencies into JCP and Roadmap Development	50% of identified CMT commence the HSE Competency Assessment
					Q2 2026	Transition Roadmap Development and Stakeholder Identification	100% completion of the transition roadmap
			Develop a strategic plan to transition Contractors to self-managed & assured based on risk, scope, and sustained performance to operate independently under their own HSE-MS with minimal PDO oversight		Q3 2026	Comprehensive Review of Active Contracts for Scope and Boundaries	100% identification of applicable scopes & identification of HSE-MS evaluation and performance metrics

---

Risk Management

Must Win and Goals	Pillar	Safety Excellence Desires State	Strategic Actions	Accountable Party	Timeline	Strategic KPI	Target
Goal 1: Personal Safety (Zero Fatalities, 100% Fail Safe Events).	Risk Management	Ensure consistent hazard identification, risk evaluation, and implementation of effective mitigation measures through a recognized, proactive risk management process	Embed a unified risk framework with a fail-safe (HiPo-E) focus, shifting from LTI metrics to proactive HiPo learning to strengthen resilience and prevent serious injuries and fatalities	EDA	Q4 2026	Unified HSE Risk Management Framework Implementation	80% completion of framework and training delivery
					Q4 2026	Quarterly Analysis of HiPo Incidents and Events	Quarterly deep-dive analysis of HSE performance to strengthen Fail Safe culture
			Achieve zero road-related fatalities and severe injuries by 2026 through measurable progress in the Darb Al Salama Transformational Journey and the implementation of the "Arwahuna" recommendations		Q4 2026	Corporate Darb Al Salama 2026 Business Plan Execution	Achieve 90% progress against the plan
					Q4 2026	Implementation of Arwahuna Project Recommendations	80% rollout of recommendations by Q4 2026
			Operationalize the Growth MOC system between Corporate HSE & business units to ensure the company is adequately resourced & all associated risks are effectively mitigated	EDT	Q4 2026	Capability-Based HSE Coaching Program Deployment	Monthly coaching sessions and quarterly competency reviews for Safety Critical Positions
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	Develop and implement a comprehensive roadmap to tackle Process Safety challenges across all ORP phases, ensuring long-term asset integrity and addressing risk tolerance and normalization	EDT	Q4 2026	Sustainment of AIPSM Step Change and Transformation Journey	Completion of activities under the 2026 AIPSM Change Program
Goal 4: Environment (Drive Environmental Excellence)	Environment	Zero harm to environment	Manage environmental compliance through proactive governance, mitigating risk, permitting management & environmental advocacy to meet legal environmental requirements.	MDH	Q3 2026	Execution of Environmental Projects under 2026 Plan	90% implementation of environmental projects under the 2026 L2 Plan
		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 2026		Q4 2026	Implementation of Other GHG Sources Pillar and Methane Management Plan	90% implementation of the pillar and methane management plan