1.1 OVERVIEW

PDO promotes a strong culture of commitment to HSE management through:

- Its core values of honesty, integrity, and respect for people,
- Valuing trust and pride in PDO,
- Openness, teamwork, and professionalism.

The leadership in PDO is responsible to promote, discuss, provide, and set proper HSE examples and behaviors. PDO leaders demonstrate their commitment through various walk-the-talk activities.

Leaders / Leadership

A leader is a person who motivates a group of people towards achieving a common goal. In PDO, there are leaders at all levels from the Managing Director to the Supervisor. Leadership is the collective function of all leaders.

HSE Culture

HSE culture is the combination of HSE systems, peoples' behaviors, and attitudes.

1.2 REQUIREMENTS

Leaders at all levels in PDO shall provide strong and visible leadership by setting a personal example to promote a culture in which all employees and company contractors share a commitment to HSE.

The functions and responsibilities of the leadership shall include the following, within the limitations of their job responsibilities:

1.2.1 Visibility

- Participating in HSE activities (e.g., training, behavior observation, commendation and coaching schemes, industry and contractor workshops, forums, and conferences, and audits / assessments).
- Putting HSE issues high on the agenda of the meetings they are chairing.
- Participating in the review of performance against all HSE plans, goals, objectives, and/or targets.
- Providing immediate and visible response and involvement in the case of an incident or any other disruption to normal business.
- Seeking internal and external views on HSE, and using and managing this knowledge in a meaningful manner.
- Recognizing individual and group HSE achievements, using positive behavior reinforcement techniques, and coaching for correcting behavior as necessary.

1.2.2 Goals, Objectives, and Targets

- Jointly developing and discussing with PDO employees and contractors HSE ‘leading’ and ‘lagging’ improvement goals, objectives, targets, and/or other indicators / KPIs.
- Ensuring staff have a balance of HSE ‘leading’ and ‘lagging’ goals, objectives, and/or targets in their performance appraisals.

1.2.3 HSE Culture

Creating and sustaining an HSE culture that supports:
Leadership and Commitment

CHAPTER 1

1.2.4 Informed Involvement

- Reviewing the progress both in the development and content of PDO’s HSE Management System so as to ensure its ongoing suitability, adequacy, effectiveness, and continual improvement.
- Allocating appropriate resources and expertise to meet HSE goals, objectives, and targets (e.g., finance, manpower, time, technology, skills, and/or training).
- Undertaking relevant training and other HSE leadership competency development activities themselves.
- Being fully aware of PDO’s high priority areas for improvements identified in the HSE Management System, particularly in relation to legal compliance, risk level, and stakeholder issues.
- Being fully aware of the status of follow up actions.

PDO’s commitment to HSE shall further be demonstrated and strengthened by:

- Achieving and maintaining external certification of the HSE Management System to international standards
- Communicating its HSE expectations to employees and contractors via various channels and best-practice activities.
- Developing annually HSE Plan(s) and by including HSE issues in strategic planning and business risk assessments.

1.3 PROCEDURES

The procedures specified in Section 1.3 for Leadership and Commitment at all levels shall be met as part of the job accountabilities and responsibilities defined for each individual within the Corporate Management Framework, Job Descriptions, etc.

1.4 REFERENCES

The following documents provide further related information on Leadership and Commitment:

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<thead>
<tr>
<th>PDO Policies</th>
<th>PL-04 – Health, Safety, and Environmental Protection</th>
<th>PL 04</th>
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<tbody>
<tr>
<td>PDO Codes of Practice</td>
<td>CP-107 – Corporate Management Framework</td>
<td>CP 107</td>
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<tr>
<td>PDO HSE Procedures</td>
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<td>PDO HSE Specifications</td>
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