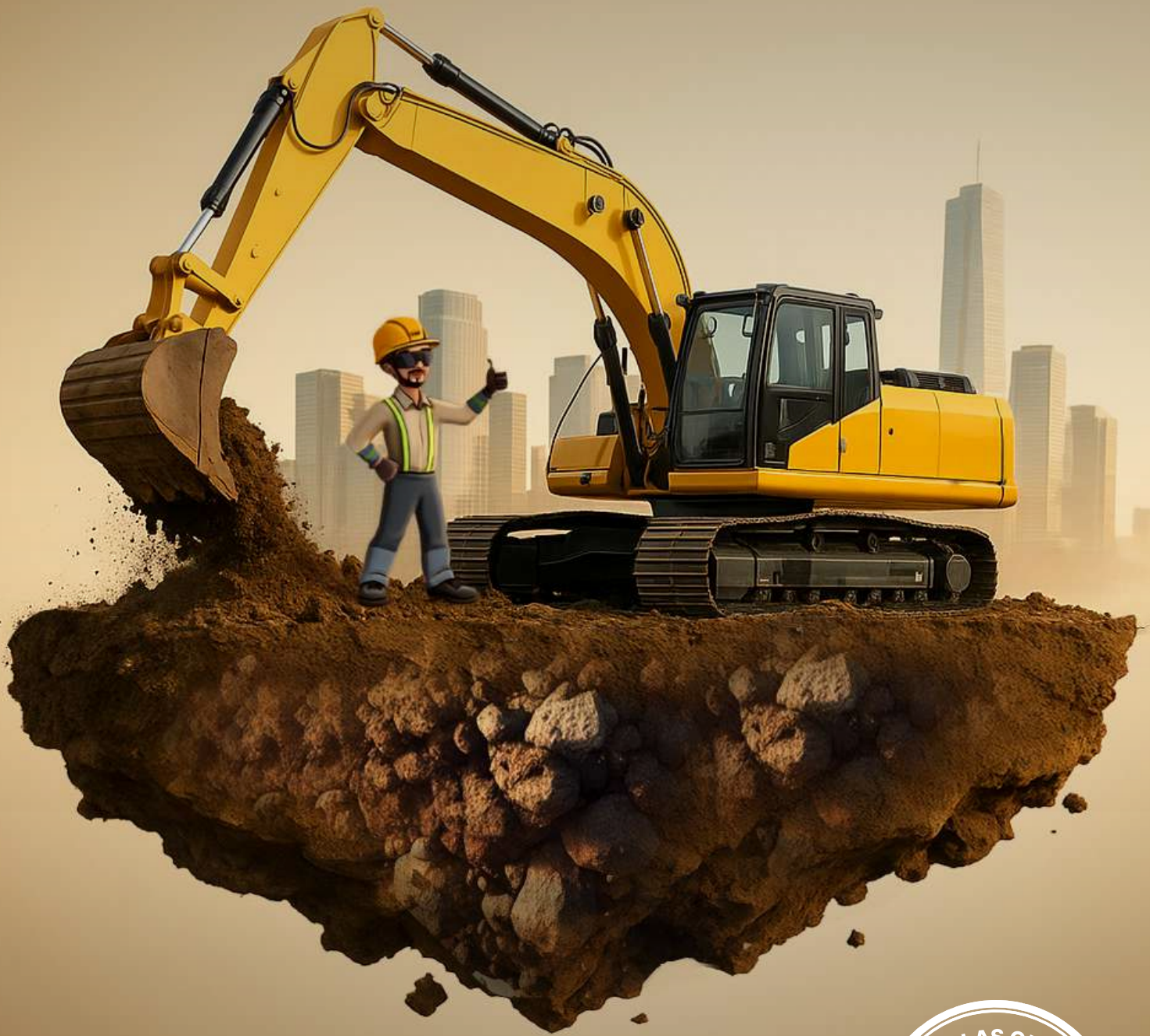


onsite insight

HSSE Newsletter



OCTOBER | 2025



Introduction

Welcome to the latest edition of the Onsite Insight HSSE Newsletter. Our project teams are always proud to share their initiatives, campaigns, and best practices, highlighting our commitment to health, safety, and the environment across three countries.

This month, Peter Baker, Regional HSSE Manager, reflects on the Douglas OHI UAE team's celebration of UAE Flag Day on 3rd November, a national event that honours the country's flag and its enduring symbolism.

Read an insightful article from Mr. Redha, Oman HR Manager, commemorating the important occasion of the National Day of Oman on November 20th, marking the founding of the Al Bu Said dynasty in the mid-18th century.

From a quality perspective, P. G. Girish Kumar, Regional QA Manager, contributes an article on Quality Management Systems in Action, focusing on strengthening quality, customer engagement, and project excellence at Douglas OHI.

In our In Conversation With section, we introduce two employees, Mr Riyaz from KSA and Mr Sanket from Oman, each offering unique and inspiring experiences.

In the HSE Dougie Corner, Mr Nagnathan Hari brings attention to safe lifting operations through a meaningful and engaging cartoon.

We close this edition with a fun activity for your children: a colouring page featuring Dougie at a lifting operation on site.



Around the Region: HSE Blogs

Oman

by Rajasekar Ramalingam



Safety Highlights & Initiatives – October 2025

Fire Incident Averted with Swift Action

On October 5th, 2025, a fire broke out in the joinery workshop due to an unapproved modification of an MDF board. Thanks to prompt detection and immediate firefighting efforts, the situation was contained before it could escalate. To prevent future incidents, we are implementing preventive measures such as proper adjustment of protective components, installation of spark arrestors, and completion of thorough pre-operation equipment checks.



Near Miss – Safety Vigilance in Action

A sheet of plywood fell from a height due to inadequate securing, reminding us of the importance of regular inspections. We are reinforcing this through refresher training and stricter enforcement of inspection routines.

Motor Vehicle Safety – No Injuries Reported

On the same day, a driver missed the designated route due to fatigue. Fortunately, no injuries occurred. Moving forward, we will verify driver fitness before duty, introduce anonymous driver behaviour reporting via QR codes, and ensure driver rotation schedules to minimise fatigue risks.

First Aid Cases – Learning and Improvement

Recent first aid incidents include a hand injury caused by a falling block, resulting from improper securing and communication gaps, and a minor injury from a dropped door frame in a congested area. To address these, we are enhancing SIMOP planning, conducting toolbox talks, and providing refresher training to all workers involved.



Around the Region: HSE Blogs

Campaigns & Initiatives – Building a Safer Workplace

- **HSSE Leadership Sessions:** Ongoing engagement with project teams.
- **Hand Safety Workshop:** Focused on injury prevention and awareness.
- **Weekly HSE & Welfare Meetings:** Continuous employee engagement.
- **RoSPA Gold Award:** Recognising our outstanding safety performance.
- **Health Awareness Programs:** Covering chickenpox, influenza, and mental health.
- **Manual Handling & Equipment Safety:** Training sessions to promote safe practices.
- **Cancer Awareness Initiative:** Partnering with the Oman Cancer Association.
- **Spill Kit & Emergency Drills:** Preparedness for work at height, medical emergencies, and fire scenarios.
- **HSE Inspections & Hazard Hunts:** Regular site walks for proactive hazard identification.
- **Sustainability – “Reviving the Rust”:** An environmental stewardship project promoting sustainability.



Recognition & Employee Engagement

We continue to acknowledge employees' proactive safety contributions and encourage participation in HSE initiatives.

Road Safety Champion – October 2025

Congratulations to Mr Abdullah Musalam, our Road Safety Champion for October. He completed 2,586.5 km of driving without violations and earned a Green IVMS Category rating, exemplifying safe driving practices.



Around the Region: HSE Blogs

UAE

by Rajesh M Pillai



Habshan Gas Compressor Plant PKG-2

In this edition, we highlight two significant HSSE achievements from our teams across the projects. First, we take a closer look at the Driving Safety Campaign conducted at the Habshan and Shuweihat sites, where drivers were engaged and trained on essential safe driving behaviours to reinforce a culture of road safety. We also celebrate a major milestone on the project. These initiatives reflect our ongoing dedication to safety, awareness, and operational discipline across all work fronts.

Driving Safety Campaign

A driving safety campaign was rolled out at Habshan and Shuweihat sites in October to educate the professional and non-professional drivers about "Safe driving behaviour, Save Lives". The main campaign topic includes avoiding distractions, such as mobile phones, obeying all speed limits, and never driving under the influence of alcohol. Always wear your seatbelt, drive defensively, and adjust your speed for weather or road conditions.

At the end of the campaign, all drivers and operators signed the driving safety pledge, which is a commitment to follow safe driving practices that are often part of the driving safety campaign.

Focus and awareness

- **Avoid distractions:** Keep your full attention on the road by not using your mobile phone, eating, or adjusting the radio while driving.
- **Practice defensive driving:** Be prepared for the unexpected by anticipating the actions of other road users and having a plan for potential hazards.
- **Stay alert:** Never drive when you are tired, as fatigue can significantly impair your ability to react safely.



Around the Region: HSE Blogs

Vehicle and road behaviour

- **Buckle up:** Always wear your seatbelt and ensure all passengers in both front and back seats are also buckled.
- **Follow speed limits:** Adhere to posted speed limits and slow down in poor weather or road conditions.
- **Maintain a safe distance:** Create a safety cushion by leaving enough space between your vehicle and others to stop safely. A good rule is to leave at least a three-second gap.
- **Never drink and drive:** Alcohol and driving are a deadly combination; never get behind the wheel after consuming alcohol.



Project 10 million celebrations

Estidama - Habshan Gas Compressor Plant (HGCP-2) PKG-2 project has achieved the 10 million safe manhours milestone. As one of the major subcontractors, Douglas OHI LLC has completed its own 2.8 million safe manhours, which is a major contribution to project achievement. A memento was received from ADNOC and Petrofac to mark the company's dedication to proactively implementing the project HSE requirements up to the requirements and the milestone achievement.



Around the Region: HSE Blogs

KSA

by Ibrahim Rashid



Safety remains at the heart of our operations, and **October 2025** marked another strong month of proactive HSE performance across the **Zuluf** and **RNGL** projects.

A total of eight (8) **near-miss incidents** were reported — **three (3)** from **Zuluf (CK001)** and **five (5)** from **RNGL projects (CK002 & CK003)**. All cases were promptly investigated, and preventive measures were implemented to avoid recurrence.

The **RNGL Safety Campaign** focused on **Road and Vehicle Safety** and **Line of Fire Awareness**, reinforcing safe driving behaviour, proper vehicle maintenance, adherence to speed limits, and hazard recognition during operations.



At **ZWPT**, a **practical training and demonstration** session was organised by the **Core Cutting Machine OEM representative**, aiming to educate employees on safe operation procedures and correct methods for core cutting drills.

In **Rewards and Recognition (R&R)**, four (4) junior employees were honoured with the **Safety Star Award** by **EPC (FISIA)**. Additionally, plans are underway to introduce **Value Awards** under the internal recognition program in the coming months to further motivate safe practices.

Weekly **Mass Toolbox Talks (TBTs)** were conducted across both projects, addressing critical topics such as working at height, vehicle interface, excavation safety, chemical handling, and workplace behaviour. At **Zuluf**, additional awareness sessions were held on **reptile hazards** and **traffic safety**.

Training and Development efforts continued to enhance workforce competency.

- **RNGL** conducted internal sessions on **Full Body Harness, STAART Card, Confined Space Supervision, Flagman, and Permit Receiver** roles.
- **Zuluf** organised training on **fall hazards, LOTO**, and chemical spill response.
- **External training** by Shifa Medicals provided **Basic Life Support (BLS)** and **First Aid** sessions to 12 new employees, focusing on CPR, airway management, and AED use. These sessions strengthened emergency response readiness. Additionally, **OSHA** and **Camp Inspector** training were completed to meet project compliance requirements.

Around the Region: HSE Blogs

In an innovative approach to awareness, the **Aramco Director** inaugurated a **wooden bus model** developed for safety demonstrations on **driving and excavator safety**. Similarly, a **wooden crane model** was introduced to support **Line of Fire awareness campaigns** at the site. Internal awareness sessions also covered **Life Saving Rules** and **hand injury prevention**.



In observance of **International Climate Change Day**, MCC, DOHI, and TR Client teams jointly organised a **tree plantation drive** and installed **bird nests** across project sites to promote environmental sustainability.



Comprehensive **camp and clinical inspections** were conducted to ensure high standards of health, hygiene, and worker welfare. **ARAMCO** and **TR client teams** inspected **RNGL** facilities, while **Zuluf** carried out internal inspections and pest control across camp areas.

Together, the **Zuluf** and **RNGL** teams continue to demonstrate their unwavering commitment to maintaining a **safe, healthy, and compliant work environment**, truly reflecting our core value of **"Safety First, always."**

Around the Region: HSE Blogs

Oman by Redha Said, HR Manager



Oman National Day

Oman stands as a nation defined by a remarkable heritage and an inspiring present. Its history is deeply rooted in courage, wisdom, and leadership. For centuries, Omani sailors, traders, and explorers forged connections across continents, extending from the coasts of Sur and Sohar to distant regions of Africa and Asia. The late Sultan Qaboos bin Said built a legacy founded on peace, hospitality, and resilience, values that continue to shape the identity of the Sultanate today.

Over the years, Oman has transformed into a modern, ambitious, and forward-looking nation. Under the visionary leadership of His Majesty Sultan Haitham bin Tarik, as he announced last January that November 20th would be the Sultanate's National Day, instead of November 18th, in honour of the history of the (Al Busaidi) family in serving the nation since their demonstration by Imam Ahmed bin Said Al Busaidi in 1744, with an invitation to the world to contribute to a world where it prevails and its fame is free and the sanctities of every nation, the country has made significant strides in infrastructure, education, technology, and economic diversification. Industrial hubs, smart technologies, renewable energy initiatives, and innovation have become integral components of national development, reinforcing the country's pursuit of sustainable progress.



Despite this rapid advancement, Oman remains unwavering in its commitment to preserving its cultural identity, its traditions, and the spirit of its people. This unique balance between authenticity and modernity continues to distinguish the Sultanate on the regional and global stage.

As Oman looks towards the future, it does so with confidence. The nation carries forward the richness of its heritage, the achievements of its present, and a shared determination to build a more prosperous, sustainable, and innovative future for generations to come.

Douglas's OHI was decorated with national flags and pictures of the late Sultan Qaboos & His Majesty Sultan Haitham, including a heritage exhibition and a popular musical reflecting Omani heritage.

Around the Region: HSE Blogs

UAE by Peter Baker, Regional HSE Manager



UAE Flag Day

Our colleagues in the United Arab Emirates celebrated Flag Day on the 3rd of November.

First celebrated in 2013, UAE Flag Day commemorates the anniversary of the late Sheikh Khalifa bin Zayed Al Nahyan's accession as President in 2004. The occasion has since grown into one of the country's most cherished national events, leading into the patriotic celebrations of Eid Al Etihad (National Day) in December.

Although it is not a public holiday, both Emiratis and expatriates mark the day by proudly displaying the flag at offices, schools, parks, and public spaces. This was clearly evident at our Mussafah in Abu Dhabi.

At exactly 11 am, the UAE flag is raised simultaneously across ministries, government offices, schools and institutions, symbolising national pride and unity.



Quality Management Systems in Action

Quality Management System Components

Quality Assurance (QA)

QA focuses on preventing defects by ensuring that processes, procedures, and systems are well-designed and properly implemented.

- **Key Activities:** Developing quality plans and policies, establishing Standard Operating Procedures, maintaining documentation and records, employee training and competency programs.
- **Goal:** "Do it right the first time."



P. G. Girish Kumar



Training

Training ensures personnel are competent to perform tasks to the required standards.

- **Scope:** Technical skill development, risk management, compliance with codes and regulations, onboarding inductions and periodic refresher training.
- **Outcome:** Qualified teams that deliver consistent quality.



Audits

A structured, independent QA review to evaluate compliance with quality plans, standards, and procedures.

- **Types:** Internal (1st-party), Customer (2nd-party), External/Certification (3rd-party).
- **Purpose:** Identify non-conformities, highlight risks and improvement areas, and ensure continual improvement.



Quality Control (QC)

QC identifies and corrects defects through inspection and verification of products or services after production.

- **Key Activities:** Visual inspections, functional and performance testing, dimensional checks, sampling and statistical analysis.
- **Goal:** "Check it before it reaches the client."



Inspection and Testing

Practical activities under QC to assess conformity of materials, components, and systems.

- **Inspection Methods:** Visual checks, dimensional measurements, and condition monitoring.
- **Testing Methods:** Pressure tests, load/stress testing, and lab-based material tests.



Periodic Reviews

Ongoing evaluation of systems, procedures, and performance metrics to maintain relevance and compliance.

- **Focus Areas:** Policy updates, system effectiveness, record accuracy, and regulatory alignment.
- **Common Practice:** Linked to ISO 9001 Management Review processes, often scheduled quarterly, biannually, or annually.

Quality Management Systems in Action

Strengthening Quality, Customer Engagement, and Project Excellence at Douglas OHI

Douglas OHI continues to reinforce its commitment to delivering high-quality, defect-free projects while enhancing customer satisfaction and organisational learning. To support this commitment, several key initiatives are being implemented, each designed to improve project execution, documentation, and long-term performance across the company.

Securing Zero Defects

Achieving zero defects from day one remains a primary objective for Douglas OHI. To deliver fully commissioned, snag-free projects at practical completion and handover, commissioning, migration, and facilities management strategies are established early in the pre-construction phase.

Snagging and commissioning are integrated throughout the project lifecycle rather than reserved for the final stages. Through proactive planning and dedicated management tools, the project team ensures that completion programmes are not compressed due to late information, subcontractor underperformance, or late change requirements.

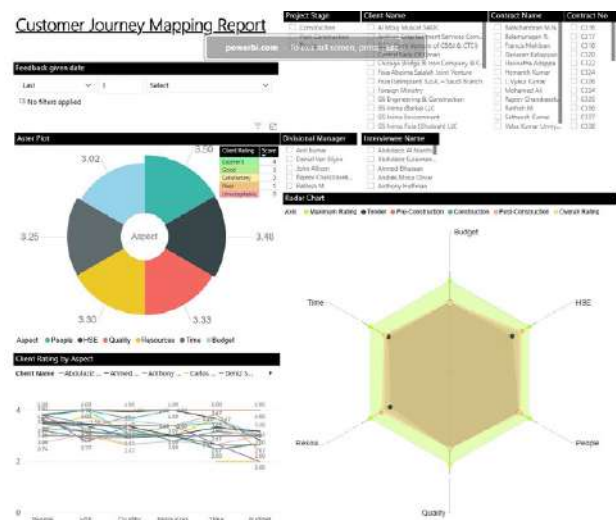
A robust database tracking system is used to log, monitor, and report defect status by subcontractor, location, and area. This data-driven approach supports informed decision-making and keeps the entire project team updated through clear, graphical progress reports.

Douglas OHI maintains a tenacious, hands-on quality management process at the workplace, ensuring progressive sign-off in alignment with pre-agreed plans. Subcontractors are left in no doubt regarding the company's commitment to delivering a quality, zero-defects project at practical completion.

Customer Journey Mapping

Sustained success is built on maintaining customer confidence and creating value at every interaction. Understanding current and future customer needs enables the organisation to continuously improve performance and enhance satisfaction.

To support timely and meaningful client feedback, Douglas OHI has introduced a dedicated Customer Journey Mapping Web App. This tool helps capture valuable insights throughout the project lifecycle, enabling the company to better understand expectations, identify opportunities for improvement, and strengthen relationships with clients.



In Conversation With



Mohammed Riyaz P Salam

Sr. Planning Engineer

1

Where are you based, and what are your main responsibilities in your role?

I am from the state of Kerala, India. I specialize in the critical intersection of design, planning, and technical submissions within the construction lifecycle, working closely with the Estimation and Tendering teams.

My primary focus is on developing and integrating all necessary technical documentation and visual aids to secure project approvals and support successful execution.

Key responsibilities include:

Design & Visual Planning: Creating and refining all project designs, drawings, and plans, including the development of advanced 3D construction sequencing models and even utilizing 3D Printing Models for complex visualization.

Technical Submissions Management: Developing and compiling comprehensive Construction Execution Plans and all related technical documentation, ensuring full compliance with client requirements for formal submissions.

Quality Assurance & Client Liaison: Efficiently managing the review, clarification, and response process for all technical submissions to resolve queries and secure timely approvals.

Site Support: Providing essential on-the-ground support to site operations, ensuring the execution aligns seamlessly with the approved plans and designs.

2

How does a typical workday begin for you?

My workday is centered around critical deadline management. I begin by translating the previous day's plan into a detailed, executable schedule for the current day, prioritizing tasks to run in parallel. The rest of the day from that point onward, the focus shifts to relentless execution—it's a high-tempo race to successfully beat every deadline.

3 What are your views on health and safety in the workplace?

The Hidden Hazard: Managing Stress for Total Safety

We must maintain a constant commitment to safety—whether we're protecting ourselves on site or looking out for our loved ones. If an action is unsafe, it must be immediately halted.

Crucially, safety also involves managing our time and well-being. While occasional long hours are part of the industry, making it an everyday struggle is unsustainable. This practice introduces stress, a silent issue that severely impacts health and performance.

Take active steps to safeguard your mental health: Schedule time to de-stress and maintain open communication with your family and friends. Never hesitate to approach the HR or HSSE team—they are here to provide resources and solutions to manage workplace stress effectively.

4 What brings you joy or motivation in your day-to-day life?

What fuels me daily is a commitment to core values: honesty, fairness, and helping others whenever possible. I push myself to achieve excellence during my work hours so I can wholeheartedly enjoy my time away, reconnecting with family, meeting friends, and pursuing fun. This fundamental balance between professional commitment and personal life is the powerful force behind my motivation.

5 What are your aspirations or hopes for the future?

My core objective is continuous personal and professional development. I actively seek out new knowledge and skills to enhance my expertise, believing that learning is the catalyst for superior performance. My commitment is to not only "do more" but to "do better" in every task, ensuring I contribute effectively to DOHI's success and grow alongside the company's expanding mission. This cycle of learning, improving, and achieving is what defines my contribution.

In Conversation With



Sanket Mistry

Business Application Developer

- 1 **When did you join the company, and what inspired you to do so?**
I joined Douglas OHI in May 2017. At the time, I was looking for a place where I could grow, take on real responsibility, and build solutions that make a difference. The opportunity to modernise internal systems and create tools that genuinely support people across the business is what inspired me to join.
- 2 **Where are you based, and what does your role involve?**
I'm based in Muscat and work as a Business Application Developer. My role includes building Power Platform solutions, developing and testing AI-driven tools, and creating internal systems that make everyday processes smoother for our teams.
- 3 **Could you share a little about your background and journey so far?**
I've always been drawn to technology and solving problems. That curiosity has shaped my career, pushing me to keep learning and improving. I've been fortunate to have supportive people around me, and every experience — good or challenging — has helped me grow personally and professionally.
- 4 **What accomplishment are you most proud of?**
Professionally, I'm proud of building internal systems from the ground up and seeing them become part of our daily workflow. It's rewarding to know that something I created helps others work more efficiently. Contributing to our AI projects has also been exciting as we explore new possibilities.
On a personal level, becoming a father has been my biggest milestone. It's given everything in my life a deeper sense of purpose.
- 5 **What brings you happiness or fulfilment in your day-to-day life?**
At work, it's the feeling of solving a problem or creating something that makes someone's day easier. Outside of work, spending time with my wife and son is what truly makes me happy. They bring balance and perspective to everything I do.
- 6 **What advice would you give your younger self?**
Be patient, stay curious, and don't worry about having all the answers right away. Every experience teaches you something, and eventually, everything falls into place exactly as it should.

Dougie's HSSE Corner

KSA by Nagnathan Hariprasath



Dougie Steps In for a Safe Lift

1



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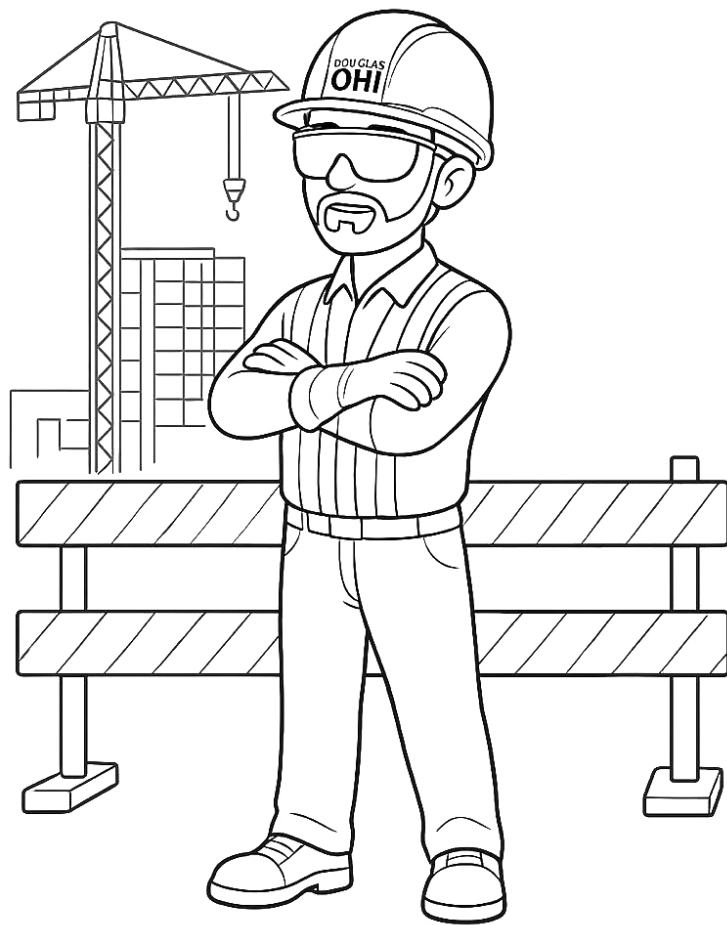


Dougie's HSSE Corner

A quick reminder.

Safety starts with staying alert and following proper site guidelines.

Can you bring
this safety hero
to life with your
colours?



Please send your colouring to dougie@douglasohi.com

You never know, you may win a prize!