

DOUGLAS
OHI

onsite insight

HSSE Newsletter



Introduction

Welcome to the latest edition of the *Onsite Insight HSE Newsletter*.

This issue brings together a collection of safety blogs, initiatives, and achievements from across Oman, the UAE, and KSA, all aimed at strengthening our shared commitment to creating a safe and positive work culture.

From an environmental perspective, Ramit Singh from the UAE shares an insightful article on Empowering Sustainability through AI-Powered Reverse Recycling Vending Machines across Oman, the UAE, and KSA.

As part of our CSR focus, Robin Raju from the UAE highlights a heart-warming initiative celebrating inclusion, compassion, and community through a visit to the SNF Development Centre in Dubai.

In our *Speak Up!* section, Peter Baker explores Psychological Safety, the Foundation of a Safer, Stronger Workplace, drawing inspiration from *The Emperor's New Clothes* and linking it to Douglas OHI's "It's OK" guidance principles.

Building on the theme of care and connection, Davinder also shares how thoughtful enhancements at our KSA Employee Village are strengthening wellbeing and fostering a stronger sense of community for our teams beyond the workplace.

This month, Nagnathan Hariprasath returns with an engaging cartoon story, sharing practical tips on working at height.

And in our *In Conversation With* feature, enjoy reading about the experiences of two of our junior colleagues Ramkumar from Oman and Alagu Karuppan from the UAE.

To conclude, we would like you to introduce our friendly mascot, Dougie, to your children, who can enjoy colouring his picture while learning about safety in a fun way.



Around the Region: HSE Blogs

Oman

by Rajasekar Ramalingam



November 2025 Safety Highlights: Progress, Incidents, and Initiatives

As 2025 starts to wind down, we continue to focus on safety at all our sites. This month, we look back at some incidents, safety activities, and the great efforts of our team to stay safe.

Incidents in November

Safety is our priority, but it's important to learn from what happened:

Property Damage: A skid steer loader accidentally hit a fire extinguisher belonging to CB&I while reversing. No injuries or damage occurred, but it shows we need to be careful when moving equipment in tight spaces.

Near Miss – Dropped Object: During concrete waste removal, a wooden plank about 15 kg fell from a height of 4 meters after being hit by a crane basket. Luckily, no one was hurt and nothing was damaged. It reminds us to secure items at height.

Near Miss – Dropped Object: Inside a tank, a plywood piece slipped from a worker's hands and fell about 20 meters, landing on the platform. No injuries or damage, but it shows the importance of handling materials carefully.

Safety Activities & Campaigns

We are doing many activities to promote safety:

Hand Safety Demo: Showed workers how to prevent hand injuries and handle tools properly.

Safe Behaviors & Health: We focus on encouraging safe habits and reducing unsafe actions.

Weekly Safety Meetings: Regular talks to discuss safety issues and keep everyone aware.

Food Feedback Form: A new multilingual form helps workers share feedback about food to improve quality and satisfaction.

Emergency Drills: We practiced spill response and fire evacuation to make sure everyone knows what to do in emergencies.

Site Checks: Regular inspections and hazard hunts help find and fix dangers early.

Environmental Review: CB&I's auditors visited Sohar Camp to review how we care for the environment.

Safety Awards: 35 team members received awards for showing excellent safety practices.



Around the Region: HSE Blogs

Safety Leader of the Month

In November, Mr. Hamdan Humaid was named 'Road Safety Champion'. He drove over 4,400 km without violations and earned a top safety rating. Great job, Hamdan!



Looking Forward

As the year ends, we will keep working to improve safety. Every incident and activity helps us build a safer workplace for everyone.

Let's stay alert and look out for each other. Safety is everyone's responsibility.



Around the Region: HSE Blogs

UAE

by Rajesh M Pillai



Fostering a Culture of Excellence: HSE Rewards and Recognition at Douglas OHI

At Douglas OHI, we recognise that safety and operational excellence are achieved not only through robust systems and procedures but also by valuing the people who make these outcomes possible. Our Health, Safety, Sustainability and Environment (HSSE) Rewards and Recognition (R&R) programme exemplifies our commitment to celebrating achievements, reinforcing positive behaviour, and cultivating a culture of accountability across all levels of the organisation.

The R&R initiative is designed to acknowledge individuals and teams who consistently demonstrate exemplary safety practices, proactive risk management, and innovative approaches to maintaining a safe workplace. By highlighting these contributions, we ensure that best practices are shared and embedded across all projects, creating a ripple effect that strengthens our organisational culture.

Beyond recognition, the programme serves as a motivational tool. It fosters engagement, encourages collaboration, and reinforces the understanding that every team member plays a critical role in upholding our HSSE standards. The visibility of achievements inspires others to adopt the same dedication to safety, ensuring that excellence becomes part of our everyday operations rather than an occasional milestone.

Douglas OHI understands that sustaining a strong HSSE culture requires more than rules and checklists. It demands a system that rewards diligence, initiative, and continuous improvement. Our R&R programme embodies this principle by linking recognition directly to behaviours and outcomes that contribute to safer and more efficient project delivery.



Through initiatives such as HSSE Rewards and Recognition, Douglas OHI continues to demonstrate that safety is not just a compliance requirement. It is a shared value that drives operational excellence, protects our people, and fosters a resilient, responsible, and sustainable workplace.



Around the Region: HSE Blogs

Cultivating Safety and Sustainability: Douglas OHI's Innovative Approach to Life-Saving Rules

At Douglas OHI, we believe that safety and sustainability are not merely policies. They are the roots from which a thriving, responsible workplace grows. In line with this philosophy, we have recently introduced an innovative initiative that brings life-saving practices to the forefront of daily operations in a visual and engaging manner.

Our new tree-shaped display serves as a powerful representation of life-saving rules. The tree metaphorically represents how safety is rooted in strong fundamentals, with each branch depicting a critical life-saving rule that supports the overall health and safety culture of the organization and upward growth symbolises not only the professional development of our people but also the enduring impact of embedding safety and sustainability into every project.

This initiative reinforces our commitment to proactive risk management. By transforming abstract safety protocols into an accessible, tangible display, we encourage team members to internalise these essential rules, making them an integral part of daily decision-making. The visual nature of the display also creates a constant reminder of the link between safety, operational excellence, and sustainable growth.

Douglas OHI recognises that a strong safety culture goes hand in hand with sustainable practices. By integrating safety awareness into a framework that symbolises growth and care for our environment, we are fostering a workplace where every action contributes to long-term value for our people, our projects, and the communities in which we operate.

Through initiatives like the life-saving rules tree, Douglas OHI continues to demonstrate that innovation in workplace safety is not just about compliance. It is about cultivating a resilient, responsible, and sustainable organisation that thrives on care, collaboration, and shared responsibility.



Around the Region: HSE Blogs

KSA

by Akhil Sivan



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

A total of eight near-miss incidents and one medical treatment case were reported, four near-miss and one MTC from Zuluf (CK001) and four from RNGL projects (CK002 & CK003). All cases were promptly investigated, and preventive measures were implemented and communicated to avoid recurrence.

At Zuluf- SSE Program Implementation and awareness session conducted with all the newly identified SSE's regarding the site safety procedures.



An additional session with all White Helmets was conducted by the project, construction and HSE managers. The session covered:

- Purpose and importance of the SSE program for site safety.
- Roles and responsibilities of SSEs and their supervisors.
- Trade and skill analysis of each SSE.
- Deployment of SSEs to suitable tasks based on trade and experience.
- Pairing SSEs with experienced coworkers for mentorship.
- Clear communication of job roles and expectations.
- Continuous monitoring and supervision during initial period.
- Daily toolbox talks and feedback sessions for SSEs.
- Reinforcement of PPE compliance and safe work practices

Weekly Mass Toolbox Talks (TBTs) were conducted across both projects, addressing critical topics such as chemical spill, cardiac arrest symptoms and emergency response, line of fire trainings, commissioning and LOTO trainings, excavation safety, and workplace behavior at both the projects. The training and development efforts continued to enhance workforce competency.

- RNGL conducted internal sessions on confined space hazards, flagman and hole watcher trainings, and awareness session for personnel involved in high-risk activities.
- Zuluf organised training on Traffic Safety Management, SSE Program Implementation and their job allocations,
- External training provided Basic Life Support (BLS) and First Aid, Scaffolding Erection and Dismantling and Work Permit Receiver session done.

A dust-free milestone event was conducted by Amaro and TR on 8th November as part of the handover ceremony for PKG-1,890 SS-01 Building, celebrated with cake cutting with key personnel.



Around the Region: HSE Blogs

In addition, stand down meeting related to cardiac arrest was conducted at MCC camp related to natural death Incident, conducted by Dr. Mr. Mukhtar, followed by a short briefing from our General Manager, Mr. Manoj Kumar, and corporate HSE representative, Mr. Ibrahim Rashid and HSE Manager Mr. Ram Gopinath.

The following points were discussed:

- Overview of the **recent natural death incident** and lessons learned.
- Understanding cardiac arrest: causes, risk factors, and early warning signs.
- Importance of **immediate response during cardiac emergencies**.
- Basic Life Support (BLS) and CPR procedures for non-medical staff.
- Emergency communication protocol within the camp.
- Importance of **regular health check-ups** for employees.
- Promoting healthy **lifestyle habits to reduce cardiac risks**.
- Training plans for employees in first aid and CPR.



Comprehensive camp and clinic inspections were conducted to ensure high standards of health, hygiene, and worker welfare. Our 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."**

From Zuluf residential camp's kitchen garden!

We have successfully harvested Shamam (Cantaloupe) and Watermelon all grown from seed waste, turning leftovers into fresh, healthy produce. This achievement reflects our strong commitment to sustainable practices and eco-friendly cultivation.

Our garden continues to thrive, with various types of chilies currently growing beautifully and soon ready for harvest. All our produce is grown organically, without synthetic chemicals, ensuring nutrient-rich, authentic flavors that support the well-being of our people.



Psychological Safety: The Foundation of a Safer, Stronger Workplace

by Peter Baker

In today's high-risk industries, health and safety are often associated with physical hazards, accidents, illnesses, and compliance. Yet, as highlighted in the recent presentation "Turning Concern into Intervention (The Emperor's New Clothes)," true safety extends beyond hard hats and hazard signs. It encompasses psychological safety: the belief that everyone can speak up with ideas, questions, concerns, or mistakes without fear of punishment or humiliation.

Psychological safety is not just a "nice-to-have." It's a critical driver of performance, innovation, and most important risk prevention. When employees feel safe to be candid, organisations are better equipped to identify hazards, challenge unsafe practices, and continuously improve. Conversely, when fear or complacency prevails, risks go unreported, and incidents become more likely.



The Emperor's New Clothes: A Modern Workplace Metaphor

Hans Christian Andersen's fable "The Emperor's New Clothes" is more than a children's story it's a cautionary tale about the dangers of groupthink and the suppression of dissent. In the story, an entire court pretends to see the emperor's invisible clothes, fearing ridicule or reprisal if they speak the truth. Only a child, unburdened by social pressure, dares to call out reality.

This fable is a powerful metaphor for the modern workplace. Too often, employees hesitate to challenge the status quo or raise concerns, especially when "we've always done it this way" becomes the norm.

The presentation's pre-event survey revealed that 80% of respondents had felt uncomfortable disagreeing in a meeting, and 70% believed that saying "No" or "Stop" is not easy for everyone. Such environments breed silence, allowing risks to go unaddressed and innovation to wither.

From Fable to Action: The Douglas OHI "It's OK" Programme

Recognising these challenges, Douglas OHI has championed the "It's OK" programme a set of guiding principles designed to foster psychological safety and empower every employee to speak up. The programme's core messages include:

- **Don't wait until it's too late:** Be proactive in raising concerns.
- **We are all leaders in safety:** Everyone has a role in making the workplace safer.
- **See it, report it:** Share observations to protect yourself and others.
- **Talk about it:** Open dialogue is essential for improvement.
- **If you are not sure, ask:** Questions are encouraged, not penalized.

These principles are not just slogans—they are actionable commitments. Leaders are called to model vulnerability, encourage respectful dissent, reward candor, and protect those who raise concerns. Independent and honest voices, like the child in the fable, are vital for uncovering hidden hazards and driving continuous improvement.

Conclusion

The intersection of psychological safety, the lessons of "The Emperor's New Clothes," and the Douglas OHI "It's OK" programme offers a blueprint for a safer, more innovative workplace. By making candor viral and purpose-driven, organizations can transform concern into intervention ensuring that every voice is heard, every risk is addressed, and every employee returns home safe.

Empowering Sustainability through AI-Enabled Reverse Recycling in Oman, UAE & KSA

by Ramit Singh

Introduction

Sustainability is no longer a corporate buzzword, it is a global necessity. Across the Middle East, organisations are embracing innovative solutions to reduce environmental impact and promote responsible consumption. One such initiative leading the way is Sparklo, a pioneering program that introduces AI-powered reverse recycling vending machines (Sparklomats) in Oman, UAE, and KSA. These machines make recycling convenient, rewarding, and impactful for employees and their families.



Employees in UAE & Their Families: Recycling Made Fun

Employees and their families in the UAE have started recycling in an easy and engaging way. By turning recycling into a rewarding experience, Sparklo ensures sustainability becomes a shared responsibility.



Why Use Sparklomat?

Sparklomats motivate users to recycle more bottles through progressive reward systems and gaming elements. By making recycling instantly satisfying, we create lasting habits that encourage more people to adopt a sustainable lifestyle.

What Happens After Recycling?

Once bottles enter a Sparklomat:

- AI-powered recognition system identifies the type and number of containers.
- Materials are sorted for recycling, reducing landfill waste and supporting a circular economy.

How Can I Get Rewards?

- Download the Sparklo app.
- Complete a short registration.
- Start receiving bonuses and rewards from partners every time you donate a bottle.

Sparklo's Vision

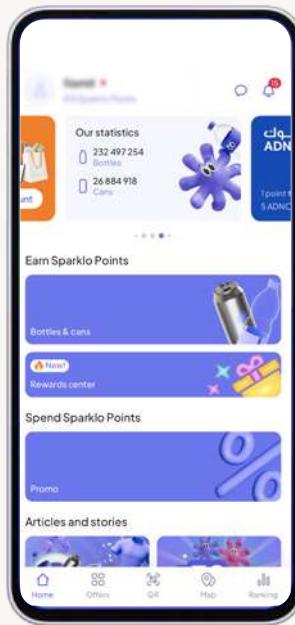
Sparklo aims to create a circular economy by transforming waste into resources. By encouraging individuals to recycle plastic bottles and aluminum cans, Sparklo contributes to:

- Reducing landfill waste.
- Conserving energy.
- Lowering carbon emissions.

This initiative aligns with UAE Vision 2030, Saudi Green Initiative, and Oman Vision 2040.

How Sparklo Works

1. **Deposit:** Employees and families bring empty bottles or cans.
2. **Recycle:** Insert them into Sparklo's smart vending machine.
3. **Reward:** Earn points, vouchers, or recognition for every item recycled.



Impact, Benefits & Engagement

Why Sparklo Matters

- **Environmental Impact:** Every recycled item reduces waste and saves resources.
- **Community Engagement:** Involving employees and families creates a culture of sustainability beyond the workplace.
- **Regional Commitment:** Supports national sustainability agendas and corporate ESG goals.



Employee & Family Participation

Sparklo's success lies in inclusivity:

- Instills eco-conscious habits in children.
- Strengthens community bonds.
- Enhances CSR initiatives.

Locations



Royal Hospital, University of Technology & Applied Sciences, Sultan Qaboos Sports Complex.

ADNOC stations, LuLu Hypermarkets, malls (Ibn Battuta, City Centre), Carrefour branches.

Retail centers, malls, and gas stations.

Conclusion

Sparklo is more than a recycling solution—it is a movement toward a cleaner, greener Middle East. By promoting active participation from employees and their families, Sparklo ensures sustainability becomes a way of life, not just a corporate slogan.

Celebrating Inclusion, Compassion & Community: A Heart-Warming Visit from SNF Development Center, Dubai

by Robin Raju

Some moments remind us that giving back is not just an act, it is a responsibility, a privilege, and a source of true joy. One such moment unfolded at our Head Office when we welcomed the team, teachers, and students from **SNF Development Center, Dubai**, to a charitable event that touched every heart.

About SNF Development Center

The **Special Needs Future (SNF) Development Center** in Dubai empowers young adults (14+) with special needs through specialised education, vocational training, life-skills development, therapy support, and community inclusion. Their mission is simple yet powerful; **to help their students become independent, confident, and socially included.**

Through personalised IEPs, dedicated therapists, and compassionate educators, SNF focuses on abilities, not limitations. Their inspiring vocational program teaches students to create handmade crafts under the brand **"It's Handmade"**, with many items made using recycled materials to promote sustainability. Each creation carries artistic value, effort, and pride.



A Day of Joy, Interaction & Purpose

During their visit, SNF students showcased handmade products that reflected their creativity and dedication. Our staff enthusiastically engaged with the children and team, appreciating their work and offering heartfelt encouragement. The atmosphere was filled with genuine smiles, conversations, and moments that truly mattered.

Thanks to the generosity of our employees, the event raised **AED 2,020/-** in support of SNF's programs, a contribution that symbolises not just fundraising success, but our shared belief in inclusion and compassion.

This reflects an important message:

Kindness and inclusiveness are part of Douglas OHI culture, and we remain committed to meaningful causes.

Our Commitment Going Forward

Following the event's success, we expressed our interest in continuing our partnership with SNF. We hope to host and participate in more initiatives that promote awareness, create opportunities, and contribute to a more inclusive society.

This collaboration goes beyond corporate social responsibility – **it is an act of humanity**, aligned with our values and strengthening our workplace culture.



Reflections & Inspiration

What made the day unforgettable wasn't just the amount raised, it was the unity, interaction, and compassion felt throughout. The children and young adults from SNF reminded us of invaluable truths:

Every individual has talent — "Take pride in what you do."

Every individual has value — "Everybody has a voice."

Every individual deserves a chance to shine — "Bring Better to Life."

As we look ahead, we do so with pride, humility, and excitement. Together with SNF Development Center, we will continue creating moments that inspire, connect, and transform.



Enhancing Wellbeing and Community at Our KSA Employee Village

by Davinder Khindeg

At Douglas OHI, our commitment to our people extends well beyond the workplace. We recognise that a positive and well-maintained living environment plays a vital role in supporting employee wellbeing, morale, and overall performance. As part of this ongoing commitment, our team has initiated a series of enhancements at our employee village, focused on improving aesthetics, fostering a stronger sense of community, and embedding environmentally responsible practices.

A key initiative led by the Employee Village manager and the onsite team has been the creation of a dedicated garden space, introducing vibrant flowers and greenery throughout the village. Despite the challenging environment, this initiative reflects a clear commitment to incorporating natural elements into daily life, reinforcing respect for the environment while creating a more welcoming and uplifting setting for our workforce.

Complementing the garden initiative, the team has creatively repurposed recycled materials to construct seating areas, including benches and swings. These thoughtfully designed spaces have transformed parts of the employee village into areas that promote relaxation, informal interaction, and a stronger sense of community. By reusing materials in practical and innovative ways, the initiative also contributes to our broader sustainability goals.

Collectively, these enhancements highlight the care and consideration demonstrated by both camp management and leadership in prioritising employee wellbeing alongside environmental responsibility. Through simple yet impactful ideas, the employee village is evolving into more than just accommodation. It is becoming a space that nurtures wellbeing, fosters connection, and reflects our values.

We aim to create spaces that offer a welcoming home away from home, fostering a sense of value, comfort and connection for all.



In Conversation With



Alagu Karuppan

HSE Assistant

1 Where are you from?

I am from Sivaganga District of Tamil Nadu, state in India.

2 What is your role?

I joined Douglas OHI as a Mason, recently my role has transitioned to HSE Assistant at Habshan project.

3 How long have you been with the company?

I joined Douglas OHI in 2007 and have worked for 16 years in Oman. I have been deputed to the UAE since 2023 and will complete 19 years of service with Douglas OHI in January 2026.

4 Can you share anything about your family back home?

I come from a loving family rooted in agriculture. My wife and I are blessed with four children three daughters and one son, all of them are married and building their own lives. We have a joyful two-year-old grandson who brings tremendous happiness to our home. My entire family continues to earn their livelihood through farming, a tradition that has shaped our values and way of life to this day.

5 What are your hopes for the future?

At 56, I look forward to retiring at 60 and returning home to expand our agricultural work by purchasing additional farmland and continuing farming with my family. It is also my dream to renovate our house—or build a new one in India. I sincerely thank Douglas OHI company, I have been able to support my family and build a stable livelihood, for which I remain deeply grateful.

6 What makes you the happiest?

What makes me happiest is returning to my family in India and spending meaningful time with my grandchildren. I also take great satisfaction in working for a company like Douglas OHI, which has allowed me to earn a stable living and support my loved ones. Knowing that my hard work contributes both to my family's well-being and to the company's success fills me with happiness.



In Conversation With



Ram Kumar

Joinery Document Controller and Timekeeper

1

What is your name, and what do you do in the company?

My name is Ram Kumar. I am currently working as a Joinery Document Controller and Timekeeper, and I am responsible for collecting HSE data.

2

How long have you worked for the company?

I have been working here since 2012, accumulating a total of 14 years of experience.

3

Can you tell us anything about yourself?

I am a responsible individual who goes above and beyond the company's expectations through hard work and dedication.

4

What makes you happy at work?

The work environment is excellent, and I enjoy collaborating with my manager and team, as I get the opportunity to learn new things every day.

5

What are your hopes for the future?

I aim to grow alongside the company and develop my future.

6

What advice would you give to your younger self?

Hard work and time management are essential. Douglas OHI is the best place to grow, and the people working here will undoubtedly recognize those who work sincerely and proactively.



Dougie's HSSE Corner

KSA

by Nagnathan Hariprasath



Dougie Steps In for a Safe Lift

Dougie says:

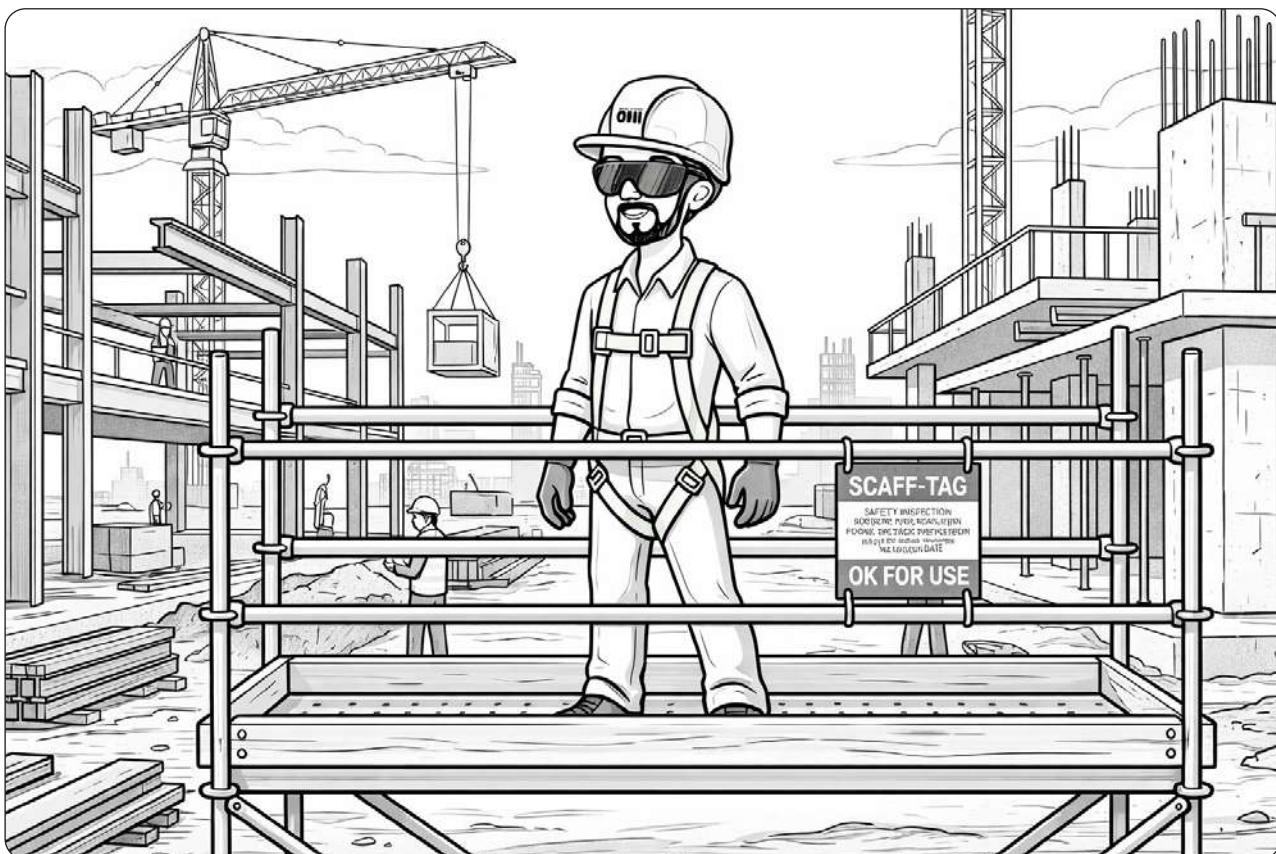


Dougie's HSSE Corner

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!