

Introduction

Welcome to the Onsite Insight HSSE Newsletter – February 2026 Edition.

In this issue, we bring together a variety of informative and engaging topics from across our three countries – Oman, UAE, and KSA. Our country managers share key HSSE initiatives and activities that have been successfully implemented across their projects.

From Oman, Raja highlights “The Power of One-on-Ones: Building Trust, Inspiring Ideas, and Strengthening Bonds,” emphasising how meaningful conversations can strengthen teamwork and collaboration. Anish Cherian discusses the importance of reporting minor injuries, drawing inspiration from the principle “An ounce of prevention is worth a pound of cure,” and reminding us that early reporting helps prevent more serious incidents.

Peter Baker explores “Misinformation and Disinformation: What’s the Difference and What’s the Harm?”, outlining key risks, control strategies, and ways to manage stress during times of uncertainty.

In our “In Conversation With” section, we feature two colleagues from our Oman team: Mr. Prince Thankappan, Assistant General Manager, and Mr. Babloo, Storekeeper from UAE. They share insights from their professional journeys, experiences, and perspectives.

Finally, in Dougie’s Corner, our HSSE mascot Dougie shares important advice about being cautious when following news from unreliable sources, especially regarding global conflicts. Dougie also invites your kids to enjoy a fun colouring activity featuring him painting at a construction site.

We hope you enjoy reading this edition and continue to support our shared commitment to health, safety, sustainability, and environmental excellence.

Around the Region: HSE Blogs

Oman

by Rajasekar Ramalingam



The Power of One-on-Ones: Building Trust, Inspiring Ideas, and Strengthening Bonds

One-on-one meetings are more than just a check-in; they're a vital opportunity to foster trust, ignite creativity, and deepen relationships within your team. When approached thoughtfully, these conversations can transform your workplace and unlock your team's full potential.

1. Listening with Intent: Truly Hearing Your Team

Your team members aren't just cogs in the machine they're individuals with dreams, worries, and stories. When you sit down with them, give them your full attention. This isn't about glancing at your phone or multitasking; it's about active listening.

Empathise: Put yourself in their shoes. What does their day look like? What challenges keep them awake at night? How do they view their role? Seeing things from their perspective can reveal insights you might miss otherwise.

Ask Open-Ended Questions: Encourage dialogue with questions like "Tell me



more," "How did that make you feel?" or "What do you think we could do differently?" These invite your team members to share more deeply.

Embrace Silence: Sometimes, the most meaningful moments happen in silence. Allow pauses, these are often when your team members process and share their true thoughts.

2. Speak Their Language: Clarity Over Jargon

Keep your communication simple and straightforward. Remember, you're not delivering a legal brief, you're talking to people who need clarity.

Set Clear Expectations: Say, "Here's what I expect," instead of vague instructions. Imagine explaining to a family member; if they understand, your team will too.

Use the Feedback Sandwich: Mix positive feedback with constructive suggestions. Celebrating wins big or small with enthusiasm. Acknowledge their efforts and victories.

Create a Social Atmosphere: Celebrate successes with a high-five or even some doughnuts. Food brings people together and makes conversations feel more relaxed and engaging.

Around the Region: HSE Blogs

3. Spread Positivity: Words as Seeds

Your words have power. Use them to plant seeds of encouragement and resilience:

Show Appreciation: Say “Thank you” for their efforts. Acknowledge attention to detail or dedication.

Promote a Growth Mindset: Frame mistakes as learning opportunities. Say, “Mistakes happen let’s see what we can learn from this.”

Be Constructive: Offer suggestions for improvement without blame. For example, “Let’s try a different approach next time.”

Tips for Effective One-on-Ones



Frequency Counts

Regular meetings build trust. Whether weekly or daily for a few minutes, consistency is key.



Plan Your Agenda

Know what you want to discuss. Balance your topics what’s on their plate and what’s on yours. Every conversation should have a purpose.



Follow Through

If you promise support, deliver it. Follow up on commitments, meet deadlines, and keep your word. Actions speak louder than words.



In Short

One-on-ones are your secret weapon. They’re where trust grows, ideas flourish, and bonds strengthen. So, brew that coffee, listen deeply, and be the leader your team admires. Your investment in these conversations will pay off in a more engaged, motivated, and cohesive team.



References

People Work - The Human Touch in Workplace Safety: Book by Kevin Burns



Around the Region: HSE Blogs

UAE

by *Rajesh M Pillai*



This edition of our Safety Blog focuses on fostering a proactive HSSE culture at Douglas OHI. We explore the “Line of Fire” safety campaign and celebrate employees who go above and beyond, highlighting how awareness, responsibility, and recognition keep our workplace safe and productive.

Situational Awareness

At Douglas OHI, the safety and wellbeing of our employees is at the heart of everything we do. As part of our commitment to fostering a proactive health, safety, sustainability and environmental (HSSE) culture, our Abu Dhabi based team focused on the critical topic of “Line of Fire.”

The campaign is designed to educate employees about the risks and hazards of being in the path of moving objects, equipment or energy sources at the workplace. Its objective is simple but vital: to equip our workforce with the knowledge and tools to recognise potential dangers, take preventative measures, and make safety an instinctive part of every task.

Through interactive workshops, practical demonstrations, and clear communication materials, employees explored real-life scenarios and learned to assess their environment, identify hazards, and implement control measures. By highlighting common “line of fire” risks, including moving machinery, falling objects, and pressurised equipment, the campaign reinforced that vigilance and awareness are the first steps toward accident prevention.

Douglas OHI’s leadership played a central role, engaging directly with teams to emphasise the importance of safe behaviours and personal accountability. By combining education, engagement, and hands-on learning, the campaign ensures that safety is not just a policy but a shared responsibility embedded in our daily operations.

“Line of Fire” is more than a campaign; it forms part of our broader HSSE strategy, reflecting our commitment to zero incidents, operational excellence, and a culture where every employee feels empowered to act safely. By proactively addressing risks and promoting awareness, Douglas OHI demonstrates that safety, wellbeing, and operational efficiency go hand in hand.

Initiatives like this reinforce that protecting our people is the foundation of everything we build, ensuring a safer, more productive, and responsible workplace for all.



Around the Region: HSE Blogs

Reward and Recognition at Douglas OHI: Celebrating Impact and Purpose

At Douglas OHI, recognising the contributions of our people is fundamental to fostering a culture of impact and purpose. Our reward and recognition programmes celebrate those who embody our values and drive excellence across every project and initiative.

From innovative problem-solving on site to collaborative efforts in the office, our teams consistently demonstrate the qualities that make Douglas OHI exceptional. Recognising these achievements reinforces the values that guide everything we do:



- **Bring better to life:** rewarding initiatives that drive change, growth, and continuous improvement.
- **Do it together:** celebrating teamwork and collaboration that strengthens partnerships and achieve collective success.
- **Take pride in what you do:** recognising individuals who demonstrate dedication, professionalism and pride in delivering quality outcomes.
- **Everyone has a voice:** encouraging and rewarding innovation, fresh ideas and proactive contributions that challenge the status quo.



By embedding recognition into our culture, we ensure that everyone feels valued and empowered. Each acknowledgment is a reminder that their work makes a meaningful difference, supporting Douglas OHI's mission to deliver projects with excellence, integrity, and purpose.

Reward and recognition is more than a programme. It is a reflection of our values in action, inspiring our people to reach their full potential while creating lasting impact for our clients, communities and industry.

Douglas OHI is committed to a culture of safety and accountability. Through initiatives like “Line of Fire” and employee recognition, we empower everyone to stay aware, act safely, and make a positive impact every day.

Around the Region: HSE Blogs

KSA

by Ibrahim Rashid



Performance Backed by Vigilance

HSSE remained a key priority across our KSA projects during February 2026, reflecting strong commitment to safe operations and continuous safety improvement at our projects. During the month, the projects achieved Zero Lost Time Injury (LTI) and no recordable incidents. However, three Near Miss incidents were reported, all of which were promptly investigated and addressed with corrective actions. The reporting of these Near Misses highlights the workforce's proactive approach in identifying hazards and strengthening our safety culture.

Building Competence on the Ground

Several training and awareness programs were conducted during the month to strengthen safe work practices. At the Zuluf Waste Water Treatment Plant, targeted sessions such as HAZCOM and Spill Response Training were conducted, while weekly Mass Toolbox Talks (TBTs) continued to reinforce hazard awareness and safe work procedures. Internal safety trainings covering topics such as Flagman duties, Confined Space Supervision, Scaffolding activities, Traffic Management, and coating work safety were delivered to enhance workforce competency. In addition, Work Permit Receiver (WPR) third-party training was completed for selected staff to reinforce compliance with the Permit-to-Work system.



Safety That Shows in Action

A key highlight during the month was the continued emphasis on safety awareness and workforce engagement, including safety meetings and recognition initiatives that encouraged active participation in maintaining safe working conditions. These programs help promote a strong safety culture where employees remain accountable for their own safety and the safety of others.



Emergency preparedness remained a priority across the projects. Mock emergency drills, including medical response and confined space rescue scenarios, were conducted to test the effectiveness of emergency response procedures and ensure readiness of the Emergency Response Team (ERT). In addition, routine inspections, equipment checks, and compliance monitoring were carried out across the project locations.

Around the Region: HSE Blogs

Regular camp and environmental inspections were also conducted in coordination with the client to verify compliance with safety, housekeeping, waste management, and fire protection requirements. Functional testing of fire-fighting systems at the camp facilities was performed to ensure operational readiness.



Overall, February 2026 reflected positive HSSE performance across KSA projects, supported by continuous training, External DNV Audit, proactive reporting, and strong workforce participation.

Recognising Commitment to Safety

Recognition and Rewards (R&R) awards were also presented to workers at both projects in appreciation of their commitment to safety, with certificates and gifts distributed to further encourage and strengthen the safety culture. Moving forward, our teams remain committed to maintaining a safe working environment and ensuring that everyone returns home safely every day.



Misinformation and Disinformation: What's the difference and What's the harm?



by Peter Baker

When a major event is unfolding – like the current Middle East crisis – it's easy for misinformation and disinformation to spread fast. The impact can be real: it can shake trust, create confusion, and in some cases lead to harm for our people, communities, and operations. Taking a minute to verify what we see and sharing helps keep everyone safer and better informed.

Key Dangers

Misinformation (wrong information shared by accident) can quickly ramp up anxiety, split opinions, and get in the way of safety efforts – especially during regional emergencies or site incidents. Disinformation is different: it's created and shared on purpose to mislead. That can fuel tensions, damage reputations, and disrupt business continuity in Oman, the UAE, and KSA. Either way, when rumours or unverified alerts spread, it becomes harder for people to make good decisions and find reliable facts.

Risk Control Strategies

- **Check before you share:** Use trusted sources (e.g., government agencies and official company channels) and cross-check key details, especially if a post feels urgent or emotionally charged.
- **Build media-smarts (HSSE media literacy):** In training and on site, practice taking a second look at headlines, images, and social posts that might relate to our operations.
- **Pause, then post:** If something looks questionable, don't repost it. If you need to correct something, lead with the verified facts.
- **Speak up:** Flag suspicious content to your HSSE leads so it can be checked and handled appropriately.



Managing stress levels during times of uncertainty

Geopolitical tensions can ramp up stress for anyone, but there are straightforward ways to keep it in check and stay grounded.

Spot the Signs Early

Notice when you're feeling on edge, tired more than usual, or having trouble sleeping – these often flare up during uncertain times. Give yourself a break and recognise it's normal, so it doesn't build into something bigger.

Quick Daily Reset

Try a simple breathing trick: inhale for 4 counts, hold for 4, exhale for 4, and repeat a few times whenever tension creeps in. Set aside just 10 minutes a day as a "worry time" to jot down concerns, then move on to what you can actually do.

Everyday Resilience Boosts

Set time aside to be digitally free. Chat with a friend or family member about how you're feeling; it lightens the load and reminds you you're not alone. Cap news by checking at twice a day from trusted spots to avoid overload.

Make it Habitual

Build in small habits like a quick mindfulness pause before bed, maybe with a guided audio if that helps. Keep a simple note on your phone or paper to track what eases your stress over time, tweaking as needed.

Picture of Dougie with the following speech bubble "You've got this – one step at a time keeps things manageable."

Minor Matters!

by Anish Cherian

“

An ounce of prevention is worth a pound of cure.”

– Benjamin Franklin

Why Reporting Minor Injuries Early Matters

Construction sites are active environments where workers perform physically demanding tasks using heavy equipment and tools. In such settings, small injuries like cuts, minor burns, strains, or slips may appear insignificant at first. However, reporting these injuries early is an essential part of workplace safety. Prompt reporting not only protects the health of the worker but also helps the organisation maintain a safer work environment for everyone.

1. Preventing Small Injuries from Becoming Serious

A minor cut, sprain, or irritation can quickly worsen if ignored. Early reporting allows medical staff to assess and treat the injury before complications such as infection, swelling, or chronic pain develop.

2. Identifying Hidden Workplace Hazards

When minor injuries are reported, safety teams can investigate the cause. This may reveal hazards such as unsafe surfaces, faulty tools, or improper work practices that could potentially harm others.

3. Promoting a Strong Safety Culture

Openly reporting injuries encourages transparency and responsibility. It shows that employees value their own safety and the safety of their colleagues, strengthening the overall safety culture within the company.

4. Ensuring Proper Medical Care

Early evaluation by occupational health personnel ensures that workers receive the right treatment and advice. This helps prevent long recovery periods and supports quicker and safer return to work.

5. Improving Safety Procedures

Incident reports provide valuable information for management and safety officers. These reports help improve training programs, safety policies, and preventive measures across the organisation.

Conclusion

Minor injuries should never be ignored. What appears small today may become a serious health issue tomorrow if left untreated. Reporting injuries promptly allows timely care, reduces risks, and helps identify workplace hazards before they cause major incidents. In the construction industry, safety depends on the actions of every worker. By reporting even the smallest injury, employees contribute to a safer, healthier, and more responsible workplace for everyone.

In Conversation With



Babloo Kumar

Storekeeper

- 1** Where are you from?
I am from Basti District, Uttar Pradesh in India.
- 2** What is your role?
I joined Douglas OHI as a Mason. My role gradually transitioned from Mason to Storekeeper assistant over the years. Currently I am working as the Storekeeper in UAE.
- 3** How long have you been with the company?
I joined Douglas OHI, Oman in 2015. I worked in Oman for 8 years before being deputed to the UAE in 2023. I will complete 11 years with Douglas OHI in May 2026.
- 4** Can you share anything about your family back home?
My family includes my father, sister, wife, and son. My father works in agriculture and land cultivation, while my sister and wife are homemakers.
- 5** What are your hopes for the future?
I hope to continue working hard, grow in my role, and earn a promotion through dedication and honesty. I also dream of giving my son a good education and a happy childhood, something I did not always have growing up. Above all, I hope to keep my family healthy and support them in building a better and more comfortable life.
- 6** What makes you the happiest?
What makes me happiest is being able to earn a stable income and support my family back home. Helping meet their daily needs and supporting my children's education gives me real satisfaction. My happiness comes from knowing that my efforts here are building a better future for my family.

In Conversation With



Prince Thankappan

Assistant General Manager – Oman

- 1** When did you join Douglas OHI company?
I joined Douglas OHI on 14 Jan 2026.
- 2** What does a typical workday look like for you?
I enjoy the challenges each day brings and the opportunity to find effective solutions. Most of this comes through teamwork, discussions, and exchanging ideas. At the same time, I focus on ensuring operations run smoothly and efficiently.
- 3** What has been the most challenging aspect of your job so far?
There are challenges every day, often every hour, and it is my responsibility to find effective solutions to address them.
- 4** What is the best advising you could give your younger self?
Hard work has no substitute. Dedication, continuous learning, and respect for experience are essential for growth. It's important to learn from others, but also to think through solutions before asking for help. Teamwork plays a key role. A positive work culture, without ego or unnecessary conflict, makes a real difference in achieving results. Guiding and mentoring the next generation is equally important, so they are prepared to contribute and grow.
- 5** How do collaboration and teamwork contribute to your success?
Collaboration and teamwork are critical in the construction industry, where multiple stakeholders must work together effectively. Strong teamwork improves communication, coordination, and problem-solving, helping prevent errors and delays. It also creates a safer and more efficient working environment.

Dougie's HSSE Corner

Dougie's here with a quick reminder: not everything we see or hear is accurate. Taking a moment to verify information can help avoid confusion, reduce unnecessary worry, and keep everyone better informed.



Let's avoid sharing unverified news and make sure we follow only official and reliable sources for accurate information



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!