



DOUGLAS
OHI

onsite insight

HSSE Newsletter

MAY 2026



 **CIOB**
Company Member

An OHI Company

Introduction

The latest edition of our Regional HSSE newsletter is a chance to recognise the effort, care, and commitment our teams continue to show every day.

Across Oman, KSA, and the UAE, despite increasingly harsh weather conditions, work continued with zero fatalities and zero lost time injuries, a reflection of the vigilance of our people, the support of our supervisors, and the strength of our shared, value-driven HSE commitment.

As summer conditions intensify, this is also the time to look after ourselves and one another by staying focused on hydration, rest, and the small daily actions that help keep everyone safe and well.

It was also encouraging to see that a significant number of safety observations were recorded during the month, showing that our teams continue to speak up, stay engaged, and help us identify where we can keep improving.

This month's edition also highlights the practical work taking place across the region to manage heat stress, strengthen emergency readiness, celebrate the people and initiatives that are making a difference on our sites every day, and includes an article from Dougie, on climate change.

You will also learn about Zahra Al Sinani and her work on ICV, as well as Sajjad Khan from our HR team in our "In Conversation With" section, whose infectious nature helps us shine a light on the people behind the work who help shape our culture.

We would also love you, or, more specifically, your children, to take part in Dougie's summer colouring competition, which focuses on the importance of water, a simple but essential reminder of how vital hydration is for all of us during the hotter months. We are also adopting the theme of "staying fluid this summer", and if you have never entered a crossword competition, here is your chance. You will also learn more about El Niño, a naturally occurring pattern caused by unusually warm sea surface temperatures in the central and eastern tropical Pacific.

Anish Cherin provides further food (or fluid) for thought with his graphic on the importance of proper planning during the summer months.

Senior client management visited a project site in the UAE as well as in Oman, and weekly joint safety walks between the client and Douglas OHI demonstrated that safety is not just a field-level responsibility.

May showed what is possible when our people, systems, and leadership come together with a shared purpose, showing how interdependent and essential these things are. As we move into June and the height of summer, the conditions will become tougher, but so must our commitment to one another.

Thank you to everyone whose effort, teamwork, and care continue to make a positive difference across our region.



Regional Roundup

Sultanate of Oman

In Oman, safety performance remained strong, with zero fatalities, LTIs, restricted work cases, road traffic accidents, first aid cases, and property damage incidents recorded during the month. One medical treatment case, one near miss, and 350 safety observations were reported, reinforcing both our positive performance and the need to maintain strong controls as temperatures rise.



Observation programmes across Oman continued to show strong workforce engagement. Key focus areas included supervision, housekeeping, communication, PPE, access and egress, slip and trip risks, and material storage. These insights help guide practical improvements where they matter most.

Health and emergency preparedness remained a key focus. Initiatives covered heat illness prevention, noise exposure monitoring, summer health precautions, wellbeing awareness, and regular medical bulletins. A fire emergency drill also helped strengthen confidence and identify improvements in the evacuation process.



Regional Roundup

Cooling shelters, mist fans, cold water stations, ice supplies, hydration messaging, TWL monitoring, toolbox talks, questionnaires, and cooling vest trials helped keep heat controls visible and embedded in daily operations across the portfolio.

Our teams are also trialling a new type of cooling vest to further strengthen heat stress prevention measures.



Site tours, safety walks, HSE meetings, recognition programmes, vehicle safety checks, and task-specific hazard briefings helped reinforce standards, strengthen competence, and promote a positive safety culture across our projects.

Our project team at one of our sites also made time to celebrate World Health Day.



Regional Roundup

United Arab Emirates

Our UAE teams continued to deliver at scale in May, recording over 9 million manhours across three projects while maintaining strong safety performance. The month ended with zero fatalities, zero lost time injuries, and zero restricted work cases, reflecting the effort of our teams and the importance of staying alert as conditions become more demanding.

The observation programme remained active, with key focus areas including housekeeping, material handling, PPE, waste management, and supervision. These insights helped guide practical improvements and continued reinforcement on site.

Emergency preparedness and heat stress prevention also remained key priorities. A medical emergency mock drill tested response readiness during a heart attack scenario, while heat stress awareness sessions provided practical guidance on early symptoms, hydration, rest breaks, and safe acclimatisation for new and returning workers.



Regional Roundup

A standout moment in May was receiving a client award for strong HSE performance, reflecting the standards set by our UAE team and the everyday commitment shown by supervisors, foremen, and workers who look out for one another.



Recognition and awareness activities also continued throughout the month, including merit awards and targeted campaigns focused on hand and finger injury prevention, ground disturbance, and road safety. Leadership visibility remained strong, helping keep safety standards clear, practical, and connected to day-to-day work.



Regional Roundup

KSA

Our KSA operations continued to grow in May, with three live projects delivering safely across a varied and expanding portfolio. Overall performance remained encouraging, supported by strong engagement in the observation programme. Five near misses were reported and followed up, reinforcing a learning-focused safety culture where teams continue to speak up, stay alert, and support one another.

A transport-related incident was managed promptly, with immediate recovery and containment measures in place. It also provided an opportunity to reinforce key lessons around journey planning, realistic scheduling, fatigue monitoring, and the support arrangements required before each trip begins.



Observation themes in KSA included PPE, vehicle and equipment safety, inspections, housekeeping, waste management, and scaffold and ladder use. These priorities helped guide practical reinforcement on site, supported by management tours, HSE walks, and regular leadership visibility in the field.

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Regional Roundup

May was also a positive month for engagement and welfare, with teams coming together for recognition activities, practical training, emergency drills, and heat stress awareness across sites and camps.

The Drivers Forum and appreciation event provided transport personnel with valuable support and recognition, while Eid celebrations helped strengthen the sense of community and belonging across the workforce.



Douglas OHI's Sustain Programme is a comprehensive ESG initiative that embeds sustainability into every aspect of the business.



[Find out more](#)
[Download our Impact Report](#)

Dougie's HSSE Corner

DOUGIE'S WATER ADVENTURE!

THE FUN AFFECTS OF WATER

HI TEAM!
Water isn't just something we drink... it helps our bodies, minds, and moods!

1 BOOSTS ENERGY!
Water keeps me energised and ready to take on the day!

2 HELPS ME THINK CLEAR!
When I'm hydrated, I can focus better and solve problems easier!

3 KEEPS MY BODY HAPPY!
Water helps regulate my body temperature and keeps everything working smoothly!

4 IMPROVES MY MOOD!
Feeling good starts from the inside out—thanks, water!

5 SUPPORTS HEALTHY HABITS!
Drinking water helps my body fight off illness and stay strong!

THE NOT-SO-FUN SIDE

- ✗ Tired
- ✗ Headaches
- ✗ Can't focus
- ✗ Not fun at all!

DOUGIE'S WATER CHALLENGE!

Drink water throughout the day, have fun, stay sharp, and feel your best!

CHEERS TO GOOD HEALTH AND HYDRATION!

REMEMBER:

DRINK WATER

ALL DAY

FEEL GREAT

STAY SAFE WITH DOUGIE!

Facing Our Climate Reality

Our region continues to experience rising temperatures, changing rainfall patterns, and more frequent extreme weather events, creating new challenges for project delivery and workforce wellbeing.

SUMMER WORK PLANNING

Smart planning keeps our team **safe, productive and healthy** during the summer.

- 1 OUTDOOR WORKS DURING NON-PEAK TIME**
Schedule heavy outdoor activities early morning or late evening to avoid peak heat.
- 2 INDOOR WORK DURING PEAK TIME**
Utilize peak heat hours (12 PM - 4 PM) for indoor tasks like documentation, planning, or material preparation.
- 3 FREQUENT REST**
Take regular breaks in shaded or cool areas to prevent heat stress and maintain productivity.
- 4 JOB ROTATION**
Rotate tasks among workers to minimize prolonged exposure to heat-intensive activities.
- 5 SUFFICIENT DEHYDRATION SALTS AND WATER**
Provide enough clean water and ORS/dehydration salts to keep everyone hydrated and energized.
- 6 BACKGROUND CIVIL CONSTRUCTION**
Plan and progress background civil works like foundation, curing, shuttering, and backfilling during suitable hours.

Data from Oman, Saudi Arabia, and the UAE highlights how climate conditions are becoming increasingly unpredictable, reinforcing the need for proactive planning, effective heat stress controls, and resilient operating practices.

Part of this wider climate picture is El Niño, a naturally occurring weather pattern that influences global wind and pressure systems. While it develops far from our region, its effects can contribute to hotter summer conditions, intense storms, and shifting rainfall patterns across the Arabian Peninsula.

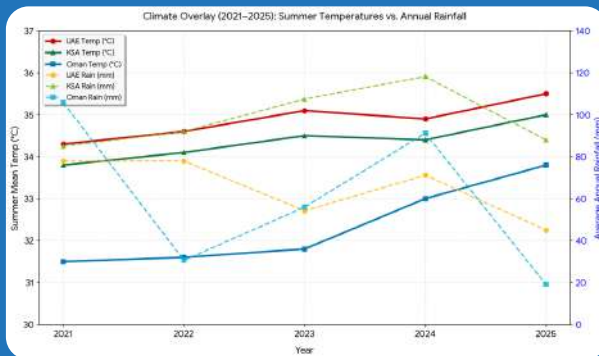
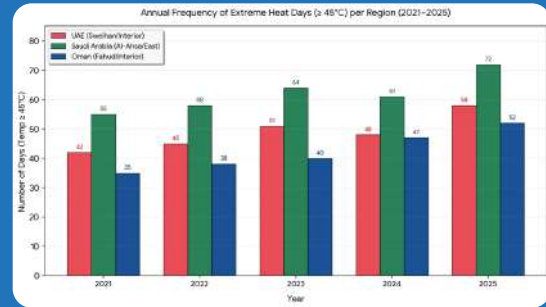
As these environmental pressures continue to evolve, planning for heat, weather, and workforce resilience remains an essential part of safe and sustainable project delivery.

The Data: A Region Growing Hotter and Drier

Recent climate indicators across our operating footprint highlight three clear trends:

1. Rising Extreme Heat Days

Across Oman, Saudi Arabia, and the UAE, extreme heat days are increasing. Between 2021 and 2025, Saudi Arabia rose from 55 to 72 days, Oman from 35 to 52 days, and the UAE from 42 to 58 days. This reinforces the need for stronger heat planning, hydration discipline, and proactive worker protection.

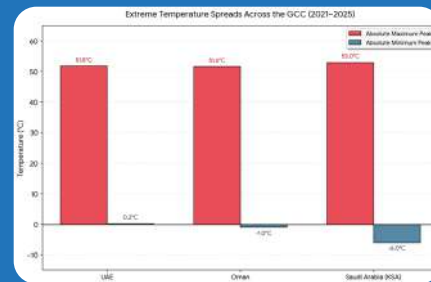


2. Declining Rainfall Levels

As summer temperatures continue to rise, annual rainfall levels have dropped across key locations. By 2025, Oman recorded 19 mm, while the UAE fell to 45 mm, highlighting growing pressure on water resources and the importance of responsible water management.

3. Wider Temperature Extremes

The region is also seeing sharper temperature variation. Maximum peaks reached 53.0°C in Saudi Arabia, 51.8°C in the UAE, and 51.6°C in Oman, while minimum temperatures dropped below freezing in both Oman and Saudi Arabia. These extremes underline the importance of resilient planning across all operations.



Protecting Water. Protecting Our Future.

This data is more than a warning. It is a reminder that rising heat and changing water availability directly affect our people, operations, and communities.

Now is the time to respond with discipline, innovation, and care:

- **Strengthen water stewardship:** Treat every drop as a valuable resource.
- **Reduce waste:** Improve water reuse, recycling, and responsible consumption across facilities.
- **Optimise operational use:** Identify and reduce water-heavy processes wherever possible.
- **Adapt heat protocols:** Strengthen workforce protection during extreme weather conditions.
- **Plan work smarter:** Adjust outdoor activities to avoid peak heat periods.
- **Improve cooling support:** Provide accessible cooling areas and hydration points for field teams.
- **Support lower-carbon operations:** Continue exploring renewable energy and efficiency measures.

Together, across Oman, KSA, and the UAE, we can turn climate challenges into stronger, safer, and more sustainable ways of working.

STAY HYDRATED, STAY FLUID!
★ HEAT STRESS PREVENTION CROSSWORD ★

Drink water, take breaks, stay cool, stay safe!

ACROSS

1. Take when you feel tired or hot.
2. Work with a _____ to check signs of heat stress.
3. Keeping enough fluid in your body.
4. Wear correct _____ to stay protected.

DOWN

1. Drink often to prevent dehydration.
2. Avoid working too long under the direct _____.
3. Your body produces this to cool down.
4. Stay under this to avoid direct sun.
5. High temperature can cause _____ stress.
6. Move to a _____ place if you feel dizzy.

In Conversation With



Sajjad Khan
Senior Project Engineer

1 Can you tell us about your current role and main responsibilities at Douglas OHI?

I'm a Senior Project Engineer with over 30 years of experience working with consultants, clients, and contractors. My role covers liaising with government authorities, client senior management, design consultants, subcontractors, suppliers, and teams on adjoining projects. I also spend a good chunk of time supporting our teams on site, helping the HR department with technical issues, registrations, and recruitment, and mentoring junior engineers.

2 What inspired you to pursue a career in your field?

I've always loved seeing something go from drawings to reality. As a kid, I was fascinated by how things were built, and that curiosity just stuck with me. Thirty years later, I still get a kick out of it!

3 What has been your most memorable project or achievement with Douglas OHI so far?

Without a doubt, getting Douglas OHI UAE and Majan Construction KSA registered with some of the top companies in the region. It was a long process, with a lot of back and forth with the authorities and great support from the DOHI team, but seeing it come through was a huge milestone for all of us.

4 What challenges have you faced in your role, and how did you overcome them?

Dealing with multiple stakeholders can be tricky! Whether it's aligning with authorities, resolving interface issues with adjoining projects, or managing differing priorities, I've found the key is open communication, solid documentation, and building genuine relationships over the years. A good cup of tea and a face-to-face meeting usually go a long way!

5 How do you contribute to promoting health, safety, and sustainability at work?

I lead by example. From making sure permits are in order to challenging unsafe methods and pushing for smarter, less wasteful ways of working. At the end of the day, everyone

deserves to go home safe, so we should never compromise on that.

6 Can you share an example of teamwork or collaboration that made a difference on your project or in your workplace?

We had a tricky interface on the Duqm Refinery Project, with other subcontractors working on an adjoining phase. Getting all parties around the table with the client and consultants meant we could agree on a practical sequence of works. That collaboration saved time and avoided unnecessary disputes.

7 What advice would you give to new employees joining Douglas OHI?

Listen, ask questions, and don't be afraid to get your boots on site! Build good relationships with the people doing the work, and don't underestimate the value of patience when dealing with authorities. The learning never stops here, and we have a great team.

8 What are your hopes or goals for the future, both professionally and personally?

Professionally, I'd love to see more of our young local engineers step up and take the lead. I'm happy to keep mentoring them while continuing to deliver the big projects coming our way. Personally, I'd like more time with family and, hopefully, a few more trips around the world.

9 How do you balance work and personal life, especially when working away from home?

It's not always easy, but planning is everything. I rely heavily on a solid team I trust, schedule regular calls home, and make the most of my time off when I'm back. Quality over quantity makes all the difference.

10 What makes you happiest in your work or life at Douglas OHI?

Honestly, it's seeing a project completed safely and knowing the team pulled it off together. Nothing beats that feeling. A close second is watching the younger people I've mentored grow in confidence and start running their own projects.

In Conversation With



Zahra Al Sinani

Senior In-Country Value

1

Can you tell us about your current role and main responsibilities at Douglas OHI?

I'm a Senior In-Country Value (ICV) Specialist at Douglas OHI, where I lead ICV initiatives across key projects. My role focuses on localisation, supplier development, Omanisation, stakeholder engagement, and compliance. I work closely with Procurement, HR, Finance, and project teams to maximise local value and support sustainable growth.

2

What inspired you to pursue a career in your field?

I've always wanted to do work that creates value beyond business results. ICV gives me the chance to support economic development, local talent, SMEs, and opportunities that benefit both the company and the wider community.

3

What has been your most memorable project or achievement with Douglas OHI so far?

One of my proudest achievements has been helping implement ICV strategies on major national projects while creating opportunities for local suppliers, SMEs, students, and job seekers. Seeing those efforts turn into real benefits for people and communities has been especially rewarding.

4

What challenges have you faced in your role, and how did you overcome them?

A key challenge has been balancing project requirements with ambitious ICV targets and stakeholder expectations. I manage this through planning, clear communication, teamwork, and a practical, solution-focused approach.

5

How do you contribute to promoting health, safety, and sustainability at work?

I see sustainability as a vital part of long-term success. By promoting local sourcing, workforce development, and responsible business practices, I help create lasting value while supporting Douglas OHI's commitment to health, safety, and environmental responsibility.

6

Can you share an example of teamwork or collaboration that made a difference in your workplace?

ICV success depends on collaboration. Working closely with Procurement, HR, Finance, Project Controls, and site teams has helped us meet commitments, improve reporting, and increase local participation in a meaningful way.

7

What advice would you give to new employees joining Douglas OHI?

Be proactive, stay curious, and keep learning. Douglas OHI offers great opportunities for growth, and building strong relationships while looking for ways to add value will help you succeed.

8

What are your hopes or goals for the future, both professionally and personally?

Professionally, I want to keep leading initiatives that strengthen local capability and support sustainable growth in Oman. Personally, I hope to keep learning, inspire others through my work, and maintain a healthy balance between career and family life.

9

How do you balance work and personal life, especially when working away from home?

For me, balance comes down to planning, clear priorities, and staying connected with family and colleagues. That helps me stay productive while still making time for personal wellbeing and important relationships.

10

What makes you happiest in your work or life at Douglas OHI?

What makes me happiest is seeing the positive impact of our work on people and communities. Knowing that we are helping develop local talent, support businesses, and create opportunities gives me a real sense of purpose.

Dougie's HSSE Corner

A quick reminder

Staying hydrated is one of the simplest ways to stay safe and healthy on site.

Show us your creativity by colouring our hydration hero and sharing your masterpiece!



Please send your colouring to dougie@douglasohi.com

You never know, you may win a prize!

