



HSSEQ Strategy Our Vision to 2025

For Addressees Only

01

Introduction

02

Vision

03

Accountability

04

Collaboration

05

Action

06

Communication

07

Environmental
Compliance

08

External
Partnerships

09

ISO Compliance and
Accreditation



01

INTRODUCTION



OUR HSSEQ STRATEGY AND PURPOSE



VISION



ACCOUNTABILITY



COLLABORATION



ACTION



COMMUNICATION

Our industry is an inherently hazardous one, and therefore ensuring the safety and wellbeing of our personnel, our planet, our stakeholders, and the assets under our care is quite literally our licence to operate in the modern maritime world.

As a result, these expectations and those of our organisation require complex management systems to assure compliance in our service delivery. However, these complexities create challenges in ensuring we all live and breathe HSSEQ excellence to the highest possible standards, at all times.

It is with these complexities in mind that V. has issued our HSSEQ Excellence Charter, to clearly define the expectations that we look all colleagues to live by, and as a clear signal of the highest levels of commitment to ensure flawless service delivery and outstanding HSSEQ leadership, throughout V.

Ian Trebinski
Group Director - HSSEQ

SETTING HSSEQ STRATEGY ALIGNED TO V'S DIRECTION

This HSSEQ Strategy has been designed to ensure V's HSSEQ policies, programs, and performances are directly aligned with our overall Corporate strategy of being the committed partner of progress for everything at sea, with the flawless service delivery of complete marine solutions for our partners around the world being supported through the fundamentals of safety leadership excellence across V.:

- A clear vision of HSSEQ Excellence in practice
- Setting clear HSSEQ accountability for all V. colleagues
- Driving collaboration as one V., in all HSSEQ matters
- Assuring effective and timely action in all HSSEQ matters, and
- Communicating effectively and transparently on all HSSEQ matters



02

VISION



All V. colleagues are expected to understand and illustrate the priority of HSSEQ Excellence for V., through;

- truly living the values of this HSSEQ Excellence Charter, and holding each other accountable to them
- ensuring HSSEQ is clearly promoted and discussed as the highest priority in our flawless service delivery
- understanding, using, and assuring success in the V.VP and HSSEQ goals and targets set by our Board
- proactive engagement with our dedicated HSSEQ team to ensure successful execution of our HSSEQ duties, obligations, and policies

A CLEAR VISION OF HSSEQ EXCELLENCE IN PRACTICE

Goals	Actions & Tactical Tools	Measures
<ul style="list-style-type: none"> • All V. colleagues have clear understanding of our HSSEQ Excellence expectations, and have access to the tools and guidance that enable active application at all times • Ensuring HSSEQ is ‘top of the agenda’, and actively and continually discussed throughout the business • Growing a culture where HSSEQ performance is clearly understood, communicated, acted upon, and utilised to support decision-making • Utilisation of our Verification Program (V.VP) to convert internal insight into action that improves service delivery and external audit performance over time • Ensuring V. has a scalable and uniform, HSSEQ structure, roles, and responsibilities, which are accessible to and supportive of our operations and business needs 	<ul style="list-style-type: none"> • This HSSEQ Strategy and HSSEQ Excellence Charter, linking strategy to tactical tools and supporting programs to assure success • Ensuring meetings and events start with a ‘Safety Moment’, keeping HSSEQ at the front of everyone’s mind • ‘Safety Thoughts’ communicated to the organisation as inspiration for focus on and discussion of HSSEQ issues • Publication and regular update of our V.VP, to keep operational KPIs and associated performance relevant and engaging • Publication and regular reviews of our HSSEQ KPIs, as approved by the Board, to ensure focus and progress is maintained • Regular and transparent engagement from the HSSEQ function as a source of subject matter expertise and support across V. 	<ul style="list-style-type: none"> • Assessment of success of implementation and execution against HSSEQ Strategy and Excellence through internal and external audit and assurance • Performance against the V.VP and associated metrics • External industry audit performances – TMSA, OVMSA, ISO etc. – improving, mirroring V.VP progress • Performance against annual HSSEQ KPIs, set by the Board and cascaded across V. • Regular Service Delivery and BU Reviews to discuss and adjust HSSEQ performance and focus

V. deeply understands that setting a clear vision is critical to ensuring the expectations and values required to deliver on HSSEQ Excellence.

It is with this in mind that we set clear expectations from the very highest levels of management, through the entire organisation, and deliver those policies and tools required to ensure delivery on that vision.

From our HSSEQ Excellence Charter, through our VVP, to the work of our HSSEQ team-members, our vision and communication of our safety values and goals are clear and consistent.



03

ACCOUNTABILITY



Every V. colleague is fully empowered and accountable in the ownership and influence of our HSSEQ Excellence, by;

- setting strong visible examples of safety leadership at all times, in all locations, to continually grow our HSSEQ Excellence
- using our “V.Rules” as a means to prevent incidents and promote safe working practices at all times
- correctly using our “Stop Work” policy to prevent unsafe acts and conditions, and to reinforce HSSEQ Excellence
- reinforcing the use of our V.MS for all colleagues to consistently adopt and apply the same standards across V.

SETTING CLEAR HSSEQ ACCOUNTABILITY FOR ALL V. COLLEAGUES

Goals	Actions & Tactical Tools	Measures
<ul style="list-style-type: none"> • Proactive, visible, and felt leadership at the frontline, resulting in empowered operational personnel who are versed and engaged in the steps and programs required to achieve HSSEQ Excellence • Reduction in incidents through colleagues utilising the V.Rules proactively onboard and in all worksites, across V. • Effective and timely use of our ‘Stop Work’ policy resulting in reduced incidents and increased leading reporting activities • Effective use of – and feedback on – our V.MS to ensure it remains up-to-date, reviewed, and relevant to all V. operational activities, and captures all current industry best practices 	<ul style="list-style-type: none"> • Vessel and Site Visits from ET, MD and OD-level colleagues • Senior Leader Engagement (SLE) calls to remote vessels • The V.Rules and ‘Stop Work’ pocket cards, issued to colleagues to prevent incidents • Safety Observation reporting program and accompanying reporting app/tools • Master and Chief Engineer ‘Safety Self-Assessments’ • Safety Briefs held at all vessels and sites, and recorded through ShipSure • Superintendent VIRs to assure safety & asset integrity • Master’s Review of V.MS, with improvement opportunities captured • Management Review Meetings held, with improvement opportunities captured 	<ul style="list-style-type: none"> • Reports, actions, and findings, from MVVs and SLEs • Specific metrics within V.VP to measure V.Rules Training completion • Use of V.Rules reflected in Weekly HSSEQ Updates • Measure of ‘Stop Work’ events recorded in ShipSure • Submissions and awards via ‘Safety Catch of the Month’ program • HSSEQ Leading Indicator improvements over time • Specific metrics within V.VP to measure completion of Master’s Reviews • Insight to processing V.MS Procedure Change Requests • Internal and external audit performances of V.MS compliance and implementation

Providing our colleagues and stakeholders with the tools and empowerment required for our HSSEQ Excellence is fundamental.

V. expects that visible and felt leadership examples are consistently demonstrated throughout the organisation, from our most senior management, through to our key frontline colleagues, onboard and onshore.

In this manner, we can reinforce a universal culture of HSSEQ Excellence that drives continual improvement through direct accountability.



04

COLLABORATION



We are one V., and through truly effective collaboration we enable HSSEQ Excellence by;

- ensuring our decisions and actions are not made in isolation, and that outcomes actively promote our HSSEQ Excellence values at all times
- providing HSSEQ reporting schemes that share findings to drive collaborative continual improvement
- utilising and engaging with our Assurance program to provide coaching and assessment of our compliance and working practices
- conducting ‘Safety Stand-downs’ and walkabouts that encourage team participation and action in identifying HSSEQ improvement opportunities

DRIVING COLLABORATION AS ONE V., IN ALL HSSEQ MATTERS

Goals	Actions & Tactical Tools	Measures
<ul style="list-style-type: none"> • HSSEQ Excellence is an active part in our operational discussions and collaboration activities across V., placing it at the forefront of our decision-making • Development of HSSEQ content and campaigns actively engages and promotes colleague input and development of ideas • Colleagues have ready access to HSSEQ information and insight that enables better collaboration, knowledge sharing, and empowered decision-making • Our V. Assurance program supports continual improvement through active collaboration, coaching, and assessment onboard our vessels • ‘Safety Stand-downs’, walkabouts, and vessel and site visits as a consistent and active tool to engage frontline personnel in practical HSSEQ Excellence 	<ul style="list-style-type: none"> • Management Review Meetings, reviewing and discussing HSSEQ policy and process within operational offices • RSQ02 Vessel Risk Assessment process for onboarding new vessels into management • Workshops and projects to engage colleagues’ input for development and improvement of campaigns and content • Communication of ‘Safety Thoughts’ and Weekly HSSEQ Updates • V. Assurance program mandated for all vessels on a minimum annual basis • V. Assurance conducting annual onshore audits • Scheduled and ad-hoc Management Vessel Visits, Superintendents Safety Briefs, and site tours to engage and discuss frontline HSSEQ issues 	<ul style="list-style-type: none"> • Completion, action, and implementation of MRM actions • Completion and tracking of RSQ02’s • Communication and promotion of HSSEQ workshops and projects • Promotion and recognition of colleagues contributing to HSSEQ workshops and projects • Vessel HSSEQ performance improving over time through V. Assurance engagement and coaching • Office audit performance improving over time through V. Assurance engagement and coaching • Completion of MVV’s and Safety Briefs tracked through ShipSure and V.VP metrics

Our success in building and growing our HSSEQ Excellence is to engage our key personnel and frontline colleagues in shaping the required fundamental policies, processes, and programs.

V. therefore ensures the active participation in, and feedback from, our seafarers and stakeholders in developing HSSEQ content, and in subsequently championing this within their own vessels and workplaces.

Through this transparent collaboration, we ensure a higher degree of ownership and awareness that results in improved HSSEQ leadership and performance throughout our organisation.



05

ACTION



Every V. colleague is expected to take effective action to address HSSEQ concerns, through;

- providing an ‘Open Door’ that encourages all colleagues to proactively discuss HSSEQ
- reinforcing our ‘Just Culture’, enabling all colleagues to report without fear of repercussions
- reporting Incidents, Near Misses, and Safety Observations, via ShipSure or our mobile apps, to identify HSSEQ risks and improvement opportunities
- utilising our ‘Speak Up’ whistleblowing program to anonymously raise concerns that have not been actioned or responded to effectively

ASSURING EFFECTIVE AND TIMELY ACTION IN ALL HSSEQ MATTERS

Goals	Actions & Tactical Tools	Measures
<ul style="list-style-type: none"> • HSSEQ issues are discussed and reported in an open and timely manner, without fear of reprisal or negative feedback • Fostering a robust ‘Just Culture’, which recognises that error is inevitable, and our policies and processes must be continually monitored and improved, but in which individuals shall be held accountable for knowing or wilful violations • HSSEQ events and observations are reported in a timely, detailed and effective manner, enabling us to continually learn, reduce risk, and eliminate repetitive occurrences • Our ‘Speak Up’ program is used consistently and effectively to escalate any actual or potential breaches that are not correctly actioned or are wilfully ignored 	<ul style="list-style-type: none"> • Safety Committee meetings, onboard and in offices • Incident Investigation and Root Cause Analysis driving continual improvement of our policies and processes • Lessons Learnt program sharing knowledge and improvement opportunities across V. • Reporting of all HSSEQ occurrences and observations in a timely manner through ShipSure • Use of the dedicate Safety Observations app to speed-up reporting, insight, and action on observations made • ‘Speak Up’ program utilised and reports investigated to ensure effective close-out, and feedback to reporting colleagues to reinforce effectiveness in the system 	<ul style="list-style-type: none"> • Completion of Safety Committee meetings and upload of minutes to ShipSure • Dedicated V.VP metrics on Incident Reporting and Investigation • Dedicated data and insight on RCA to reduce repetition over time • HSSEQ KPIs providing performance trends and insights related to reportable HSSEQ occurrences • Dedicated data and insights on Observations, to provide timely action and inform campaigns in response • Restricted access to insight and close-out of ‘Speak Up’ cases, to protect anonymity

Timely and effective action on HSSEQ concerns is fundamental to ensuring the credibility and consistency of our safety commitment.

V. therefore drives a culture of open and effective reporting, timely and transparent action, accountability for success in delivery, and tracking of data and trends to reduce repeat incidents and negative outcomes, and to promote and reinforce positive outcomes at every opportunity.

With this action-focused culture, all V. colleagues are able to participate in and be assured by our drive to make effective change and to embed true continual improvement.



06

COMMUNICATION



Across V., we communicate effectively and transparently to consistently reinforce and drive HSSEQ excellence;

- via our annual Safety Culture Survey, and communicating regular updates on actions and ideas from this
- through our Safety Culture Committee, that provides an open forum for colleagues to engage, participate and contribute
- through communication of bulletins, updates, and ‘Safety Thoughts’ to keep HSSEQ at the front of everyone’s mind
- by hosting conferences and workshops to engage and update our critical frontline colleagues

COMMUNICATING TRANSPARENTLY ON ALL HSSEQ MATTERS

Goals	Actions & Tactical Tools	Measures
<ul style="list-style-type: none"> • Our annual Safety Culture Survey serves as a key tool to gather colleagues’ ideas and feedback, to continue growing our HSSEQ Excellence and demonstrate improvement in same over time • Colleagues actively engaged in open conversation and critique through the V. Safety Culture Committee, and similar local forums, to provide continuous and transparent dialogue on HSSEQ issues • Colleagues have access to regular and insightful communications providing practical guidance on how to improve our HSSEQ Excellence, utilising internal and external sources of information • HSSEQ Excellence at the top of the agenda in our seafarer conferences, All Colleague calls, and other V.-wide engagement forums 	<ul style="list-style-type: none"> • Colleagues’ active participation in the annual Safety Culture Survey • Group HSSEQ summary reports and action updates post-Survey • Group Safety Culture Committee and dedicated Safety Committees, onboard and onshore • ‘Safety Catch of the Month’ promoting and rewarding examples of HSSEQ Excellence in practice • Sharing of Safety Bulletins and Safety Moments, with content from within V. and from across our industry groups and partnerships • Engaging with external forums and partnerships, to provide V.’s insight and experience in shaping wider industry policy and best practice 	<ul style="list-style-type: none"> • Safety Culture Survey responses and insights • Movement on the ‘Safety Culture ladder’ as assessed through the Survey • Engagement and updates through the Safety Culture Committee • Submission to and rewards through the ‘Safety Catch of the Month’ program • Completion and evidence of HSSEQ Campaigns to drive engagement and performance improvements • Publication of Safety Bulletins and Safety Moments • V. participation in and partnership with external programs and industry bodies

Consistent and transparent communication is a key tool in V.’s approach to growing awareness of and engagement in our HSSEQ Excellence.

Throughout the organisation, we have multiple channels for discussion, assessment, feedback, and improvement of our HSSEQ programs, and we are committed to making these accessible to every colleague.

Through a consistent cadence of updates and engagement, V. subsequently ensure every colleague has a voice, and is readily provided with the information and insight required for them to take an active part in shaping HSSEQ Excellence across our organisation.



07

ENVIRONMENTAL COMPLIANCE



DEDICATED FOCUS ON ASSURING AND DRIVING OUR ENVIRONMENTAL STEWARDSHIP

Program	Details	Frequency
Unannounced external Vessel Inspections	Through our strategic partner, Witt O'Brien's, V. operates an unannounced vessel inspection program, ensuring an objective view of environmental compliance and operating practices onboard, delivered by one of the world's leading experts in the field.	Ad-Hoc
V. 'Speak Up' whistleblower program	V. continually promotes and reinforces use of our 'Speak Up' program, ensuring concerns on any non-compliance or breach of policy can immediately be reported directly to a Group-level program.	Continual
Mandatory ISO accreditation	V. Mandates all Ship Management offices to hold ISO:14001 accreditation, and provides relevant V.MS content that meets those standards to support implementation locally and onboard.	Continual
MARPOL focus at Seafarer conferences	Each seafarer conference contains MARPOL-focussed engagement sessions to ensure colleagues remain engaged on current legislation and practical application of same whilst onboard.	Monthly
Group-level Environmental Compliance audits	Witt O'Brien's also conduct Group-level audits of all Environmental-related HSSEQ content, policy, reporting, and data, to ensure our systems and processes remain robust and relevant.	Annual
Major Incident Guidelines (MIG) training	V. provides annual training, also available digitally, from both internal and external sources on the importance of effective major incident response and application of our own internal MIG.	Annual
Environmental compliance in personnel evaluations	Each colleague has an active component of Environmental Compliance as part of their appraisal and personnel development program, which is reviewed quarterly and assessed annually.	Annual

In addition to our focus on driving overall HSSEQ Excellence, V. maintains a dedicated focus on our environmental compliance, as a fundamental priority for V. and our stakeholders.

Through the programs above, and through our overall drive and commitment to HSSEQ Excellence, V. assures that our seafarers and operational colleagues are equipped with the most up-to-date guidance, training, communications, and policy, beyond statutory minimum expectations.

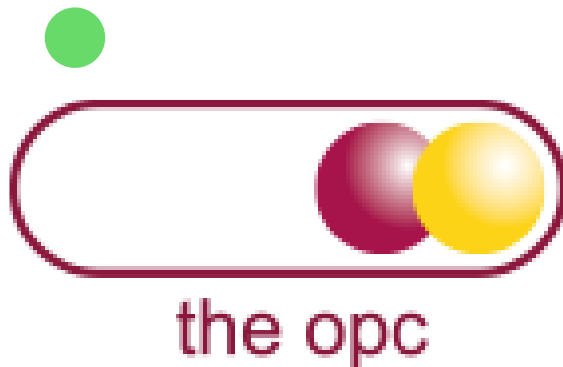


08

EXTERNAL PARTNERSHIPS



In our drive for HSSEQ Excellence, V. doesn't rest on its successes or rely solely on our own self-assessments. We are involved in a number of key partnerships with external stakeholders to ensure we have constant, objective feedback and guidance on our continual improvement, to supplement the ideas, initiatives, and feedback received directly from our colleagues and internal programs.



V. partners with ABS to facilitate their conduct of 'Safety Assessments' in our Ship Management offices and of V. as a whole, providing objective feedback and improvement opportunities of our safety policies, processes, and programs.

The OPC conducts an annual Safety Culture Survey on behalf of V., seeking to gain the insight and opinions of all colleagues – ashore and afloat – in order to shape our programs, ideas, and actions in response to feedback from yourselves.

V. is a long-standing member of the Shell 'Maritime Partners in Safety' (MPIS) program, which gathers representatives from across the industry to share best practice material in order to achieve a step-change in safety performance.

Together in Safety is a non-regulatory industry consortium connecting the maritime sector with the common purpose of working together to improve safety performance, and share best practices.



V. participates in and contributes to a number of industry programs, to help shape guidance and best practices across multiple sectors. This ensures our customers and stakeholders have an active partner and interface in those programs, representing internal and industry-wide best interests and developments.



V. representatives sit across numerous OCIMF panels and workgroups, but most notably are actively involved in the development and testing of SIRE 2.0, with V. offices and managed vessels playing an active part in 'live' tests of and feedback on the new SIRE system.



V. is a long-standing partner of Intertanko, with colleagues currently working across 7 workstreams and focus groups, and with members of our Executive Team sitting also on the Intertanko Council.



V. has a Group-level membership with Intercargo, with several of our Ship Management MDs sitting on local workgroups and committees, and with colleagues from V.'s Group technical team also supporting the Intercargo Technical Committee.



Through the International Chamber, V. colleagues actively represent our customers and operational segments in shaping maritime affairs and policy, and technical matters including vessel construction, safety and management best practice development.



09

ISO COMPLIANCE AND ACCREDITATION



GROUP-WIDE SYSTEMS AND PROCESSES DESIGNED TO DELIVER SERVICE AGAINST RECOGNISED GLOBAL STANDARDS, AND ARE ACCREDITED THROUGH AN ANNUAL EXTERNAL AUDIT PROGRAM.



ISO 9001

ISO 9001 sets out the criteria for a quality management system.

This standard is based on a number of quality management principles including a strong customer focus, the motivation and implication of top management, the process approach, and continual improvement.

Using ISO 9001 helps V. ensure our customers and stakeholders receive consistent, high-quality services, delivering mutual business and operational benefits.



ISO 14001

ISO 14001 sets out the criteria for an environmental management system, and maps out a framework that V. follows to assure the effectiveness of our environmental management processes and activities.

Designed for any type of organization, regardless of its activity or sector, this standard assures V. colleagues and external stakeholders that environmental impact is being measured and improved.



ISO 45001

ISO 45001 specifies requirements for an Occupational Health and Safety (OH&S) management system.

Compliance with ISO 45001 enables us to establish, implement and maintain an OH&S management system to improve occupational health and safety, eliminate hazards and minimize OH&S risks (including system deficiencies), take advantage of OH&S opportunities, and address OH&S management system nonconformities associated with our activities.

