

CULTURE FOR SAFETY STRATEGY DOCUMENT

This strategy document represents GD Energy Services (GDES) corporate commitment to a culture for safety and is implemented via our management processes.

It requires the commitment of all leaders to support and demonstrate the values outlined in this document and the commitment of all individuals to maintain positive control of safety and quality via our deliberate, considered actions.

The strategy document covers all activities undertaken by GDES in its responsibilities as a supplier of services to industry worldwide. It applies to all our services and to all functions within the organisation that support our activities with safety being our number one priority.

We shall ensure the protection of workers, the public and the environment from undue hazards by achieving and maintaining appropriate operating conditions, preventing accidents and mitigating accident consequences. GDES will achieve this standard of safety and quality performance through a systematic approach that develops our culture for safety, improves leadership and individual behaviours, effectiveness of processes and the continuous reinforcement of our 'REDER error reduction programme' standards, expectations and values.

GDES objectives are to provide assurance of a high level of safety and quality through all our projects and services and to promote a strong culture for safety which is shared by all of our supply chain so that safety and quality is integrated in all processes. These objectives are founded on the principles of transparency and high quality dialogue with internal and external stakeholders together with a commitment to continuous improvement where ongoing review and the sharing of experiences and lessons learned are key drivers.

GDES's culture for safety standards will be achieved by ensuring:

- a) A positive safety culture is continuously fostered within the organisation, characterised by communications founded upon openness, mutual trust and shared values. This includes fostering a Safety Conscious Work Environment (SCWE) in which we all openly report and pursue safety issues or concerns without experiencing a negative reaction;
- b) All processes are robust and focused on prevention of events, problem identification and resolution;

- c) People are Suitably Qualified and Experienced, follow procedures, demonstrate a questioning attitude, uphold the highest standards and coach each other to improve those standards;
- d) We are a learning organisation that strives for excellence by continuous improvement.

This strategy is also supported by the adoption of the following Traits of Healthy Safety Culture (from the World Association of Nuclear Operators-WANO)

The traits are divided into three categories that are similar to the three categories of safety culture in International Nuclear Safety Advisory Group (INSAG)-4, Safety Culture.

The categories and their primary traits are as follows:

Individual Commitment to Safety

- Personal Accountability
- Questioning Attitude
- Safety Communication

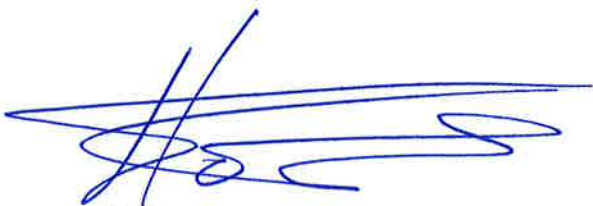
Management Commitment to Safety

- Leadership Accountability
- Decision-Making
- Respectful Work Environment

Management Systems

- Continuous Learning
- Problem Identification and Resolution
- Environment for Raising Concerns
- Work Processes

The health of our safety culture performance will be periodically assessed to ensure that the objectives of this strategy and the traits above are being achieved



Hector Dominguis

Chief Executive Officer – September 2016