COMPANY PROFILE SUMMARY

Prepared by:
Deepak Sarath
Director, Business Development & Strategy
HSEC Services LLC
Email: Deepak.sarath@hsecservices.com

Approved By:
Keith Griffin
Managing Director
HSEC Services LLC
Email: keith.griffin@hsecservices.com

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HSEC SERVICES LLC (UAE Trade License: 711 397)
Office 602 Block B, Entrepreneur Business Village, Deira
PO Box 413543, Dubai, UAE
www.hsecservices.com
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# LIST OF ABBREVIATIONS

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<tr>
<th>Abbreviation</th>
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<tr>
<td>HSE</td>
<td>Health, Safety and Environment</td>
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<tr>
<td>IEE</td>
<td>Integrated Exchange of Expertise</td>
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<tr>
<td>KSA</td>
<td>Kingdom of Saudi Arabia</td>
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<tr>
<td>LLC</td>
<td>Limited Liability Company</td>
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<tr>
<td>LPI</td>
<td>Leading Performance Indicators</td>
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<tr>
<td>ME</td>
<td>Middle East</td>
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<tr>
<td>O&amp;G</td>
<td>Oil and Gas</td>
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<tr>
<td>PMT</td>
<td>Project Management Team</td>
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<tr>
<td>SABIC</td>
<td>Saudi Arabia Basic Industries Corporation</td>
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<tr>
<td>UAE</td>
<td>United Arab Emirates</td>
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<tr>
<td>USP</td>
<td>Unique Selling Points</td>
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1. CORPORATE PROFILE SUMMARY

HSEC Services LLC have assembled “an extra-ordinary group of people producing sustainable and pragmatic outcomes for industry and the community”. We are experienced people that will, in time, come from your community and understand the issues that enable people and contractors to perform less than their best.

We are people that have tremendous experience that can ensure the clients business systems/requirements or standards are met or preferably exceeded in a way that is known to be effective, sustainable and efficient. We are people that see the long term future of our company only being possible by partnering with our clients and the community in providing services or community support better than our competitors.

Since its inception in Australia in 1999, HSEC Services (previously operating as Safety and Training Australia) has been working with clients globally to evolve a safe working environment for the community and the industry. With a combined experience of over 100 years, the management of HSEC Services LLC are considered pioneers in the field of HS&E.

HSEC Services LLC has established a new corporate office in Dubai, UAE with the view of expanding into Middle-East and Europe. In Saudi Arabia, a new branch office setup is underway to facilitate potential operations focussed in Jubail, Yanbu, Jizan, Ras al Khair and Rabigh.

We are aiming to provide a host of services and support to major clients in the Oil and Gas sector in the Middle-East. The management of HSEC Services are very well-respected, especially for having pioneered the HSE prequalification systems in Australia and successful conclusion of Major Projects in the Kingdom of Saudi Arabia. Our pragmatic and innovative techniques coupled with our responsible and ethical business and personal practices offer us a distinctive business edge in the sector.
2. HSEC SERVICES LEADERSHIP TEAM

i. Keith Griffin - Managing Director

Keith is the Managing Director and founder of HSEC Services and has been a HS&E professional for greater than 30 years. Originally based in Perth, Australia when HSEC Services was founded in 1999 Keith now resides in the UAE but has spent 5 of the last 7 years in the gulf region working as a consultant within the Kingdom of Saudi Arabia and UAE. The other 2 years were in Indonesia consulting to a global Oil & Gas Company.

Having been an occupational HS&E professional with extensive experience in implementing, managing and improving HSE management systems for the private sector in Australia, Asia and the Middle East Keith accepted the invitation from his Saudi Arabian business partner to move the company base to the Middle East.

Within HSEC Services, Keith is Chief Advisor on project and operational management systems, project start-up, risk management, due diligence, compliance, and general HSE services within the group and has extensive operations, risk management, safety and environmental management experience that span the oil and gas, petro-chemical, mining, heavy industry and utilities sectors.

Operating internationally for multinational companies, Keith has experience managing various projects from Mega Projects through to long-term oil & gas maintenance contracts and has coordinated substantive change management projects that have targeted the development and implementation of organizational management systems and performance standards within English second language workplaces. Keith was an early pioneer of Contractor Management and Pre-qualification systems (HSE) in Australia and his program is still in use throughout the organizations that adopted them.

ii. Saad Al Thawad – KSA Country Manager and Senior Consultant

Saad is the senior consultant of HSEC Services and CEO of Marathon International, a Saudi Arabian consulting firm. He has significant experience in establishing strategic alliances, aligning companies with updated governmental and regulatory affairs and offering unique solutions to HSE and Security management issues. Saad has led a team during the construction of the largest minerals and metals industrial complex projects in the Middle East, Ma’aden Phosphate and Aluminium. Prior to Ma’aden, he had assumed a senior HSE and Security role in SABIC affiliate (Ibn Zahr) and had served as a manager in the Saudi Eastern Province Police Directorate.

He has great experience in designing custom-solutions within key HSE and security management areas such as Corporate HSE/Security programs, contractor HSE & security protocols, assessment of project HSE and security vulnerabilities, emergency response procedures, HSE and security-related audits, continuous monitoring and improvement programs related to HSE and so on.
Within Saudi Arabia, Saad is also a chief advisor for Government Relations, project and operational security management systems, project start-up and risk management.

Over the years, Saad has established excellent professional relationships with KSA Ministry, Civil Defence, Royal Commission, Ministry of Interior, Higher Commission of Industrial Security, Ministry of Utility personnel and he has formed strong bonds with numerous Saudi Arabian HSE leaders and professionals which in turn enables HSEC Services to meet our preferred position of being staffed by a majority of nationals rather than expats within the countries HSEC Services operates.

iii. Dilya Hamdamova - UAE Country Manager & Senior Consultant (Learning & Development)

Dilya is the Country Director of HSEC Services inside the United Arab Emirates, Regional Director Europe and Central Asia and also the Senior Consultant for Learning & Development.

Dilya is both qualified and experienced as a Teacher (Degree Qualified) and within the broader “Learning & Development” field. Since leaving university her direction has been to both strengthen and apply her teaching abilities within the field of business management, business and community relations and communication.

Having worked in both Central Asian and the Middle Eastern regions Dilya has gained extensive experience in understanding and respecting the business culture in dynamic as well as difficult business arenas. Having held an executive role within two major international organizations Dilya has developed and utilized her core strengths in the field of personal and professional training and development. In particular:

- Training course development (Sales, Manufacturing, Commercial, HSE)
- Delivery of training material to classroom and workplace
- Conflict resolution
- Behaviour Modification
- Working with English second language personnel
- Business Management

iv. Tony Van Grembergen - Lead Construction Safety Consultant

Formerly a Construction Manager on Major Projects within Western Europe and the Middle East Tony came to HSEC Services as a Construction Safety Consultant as a result of his clear understanding of how to balance the safety and productivity needs of projects in order to achieve safe and efficient work outcomes.
Tony has experience within Mega Projects that are known to be global benchmarks within the areas of leading HSE and Project Management outcomes. His primary experiences are within: Oil & Gas; Petro Chemical; and Civil construction.

Tony’s vast industry experience coupled with his exposure to global Clients and Employers has enabled him to understand how to achieve a safe workplace while still meeting or exceeding the normal business demands of successful Productivity, Cost and Quality outcomes.

As a result of his years of work as a Construction Manager, Tony does understand the clients holistic needs and his blue chip project experience has enabled him to master what for many construction professionals is a difficult challenge, meeting all of the key LPI’s of a modern Project. Tony is a true safe construction expert.

3. HSEC SERVICES COMPANY ORGANIZATION OVERVIEW

![Organization Chart](Image)

Figure 1: HSEC Services LLC – Overall Organization Chart
In the new corporate office in UAE, HSEC is in the process of hiring experienced O&G personnel who believe in the same policies and principles as us. We intend to create a working environment that is beneficial to both the employee and the employer. In light of HSEC’s progressive expansion scheduled over 18 months, the complete organizational and operational structure is intended to take shape as illustrated.

Please note that this is in addition to the contract/temporary employees and hired consultants, whose numbers could be in the range from 5 Nos to 100 Nos and possibly even more. For our particular projects, we have an extensive global network to hire consultants and specialists, experts on temporary or contract basis.

4. HSEC SPECIALIST SERVICES

A. Snapshot of Services

![Figure 2: HSEC Services LLC – Snapshot of Services](image)

i. Field Services and Support
   - HSE Pre-qualification/Compliance Assessment of Contractors/Client Facilities
   - HSE Coach or Mentor
   - Driving Positive Change
   - Consulting
   - Flexible Workforce Solutions and Contracting
   - HSE Auditing
   - On the Job Training

ii. Working with your contractors
   - Pre-Bid HS&E Assessments
   - Step Change
   - Preparing Work or Project Pre-deliverables
   - Continuous Improvement
iii. Technical Services and Support
- HS&E Consultants
- HSE&C Program Design
- Contract Preparation & Front End Loading
- Environmental Impact Analysis
- Safety Cases
- Training Design and Support
- Contracting and HS&E Manpower

iv. Learning and Development
- Benefits of partnering with HSEC Services
- Training Design and Support
- Workplace Training

v. Reducing Costs and Complexity
- Supplier Recognition Programs
- Learning and Development Management Services
- Enterprise Reward and Recognition Program
- Flexible Workforce Solutions
- HSE Compliance
- Contract HSE Pre-qualification/Compliance Assessment Program

B. Overview of Environmental Consultancy Services

HSEC Services strongly believes in minimizing the impact that each of our project creates within our global environment. In fact, this is the reason why the responsibility and environmental commitment is built into the heart of our corporate policy.
In order to ensure high quality work, efficient project management and industry best practice, HSEC Services will ensure that your consulting team is properly qualified and experienced in order to execute the full scope of work and is professionally registered with the appropriate industry body.

We can provide a wide range of environmental services to our clients, including:

- Turnkey Project Management, tailored to the Client’s requirements
- Environmental Solutions to suit the Client’s budget and requirements
- Approvals strategy and planning constraints and opportunities
- Environmental impact assessments and approvals
- Baseline and impact assessment and monitoring (air, noise, groundwater and marine)
- Contamination assessments and remediation management
- Flora and fauna surveys
- Construction environmental management
- Stakeholder engagement
- Compliance reporting and audit

Excellence in all we do is central to our day-to-day work. HSEC Services is particularly adept at developing synergistic teams and alliances to provide sustainable, innovative, and cost-effective environmental solutions. Our aim is to exceed client expectations, provide value for money and promote excellent service delivery and quality.

HSEC Services has established and close working relationships with a trusted and accredited professional network of leading specialists that allows us to ensure that a wealth of knowledge and innovation is brought to the table.

We are driven by a strong work ethic and offer a fresh perspective through a comprehensive, integrated approach to environmental management. At all times HSEC Services embraces the principles of quality assurance in all aspects of our services which in turn provides our clients with transparent and reliable solutions to environmental management issues.

Some of the exciting projects the HSEC Services’ management team members have facilitated include:

- Ma’aden Phosphate Project Saudi Arabia (stage 1) – Managing Consultants
- Worsley Alumina Expansion project Australia – Managing Consultants
- Chevron Indonesia Sumatra – Managing Consultants
C. Overview of HS&E Training Courses offered

All training packages developed by HSEC Services are unique to the clients’ specific needs as defined by a Training Needs Analysis. Content is usually based on:

- Client Project/Work scope
- Industry specific needs
- Scope specific risks
- Nationality/Language groups
- Cultural consideration regards aptitude, learning capabilities and content.

Although we have a large range of training courses available the list defined below is a sample list of HSEC Services developed courses that we feel meet your advised scope of “Engineering Construction Industry” training. Typical training courses available are (but not limited to):

Executive Leadership – Designed for Project Managers so they can make decisions that get the most productive safe work effort from field workers;

Frontline Leadership – Designed for Field Construction Supervisors/Foremen to allow them to balance construction/HSE responsibilities effectively;

Effectively Managing Contractors - This course aims to provide a very good understanding of contractual HSE obligations for both parties, the contractor and contracted & the knowledge on how to reduce risk of safe work issues on the job.

JSA/Risk Assessment – For frontline management and HSE staff.

Developing Project HSE Pre-deliverables - Designed to enable personnel that are required to write and develop project HSE Management systems to produce documents and systems that add value to safe work but reduce complexity, waste and risk of harm to people or the environment.

Work at Height Training - This course enables those that work at height to be able to fit the safety harnesses effectively and understand the specific site standards and why these standards exist. HSEC Services can present this course to meet two different criteria, fall restraint and fall prevention and arrest.

Environmental Awareness - For frontline management and HSE staff. Based on the Projects environmental license to construct. Designed to enable personnel to understand and work with the Environmental Management systems that add value to environmental safe work.
5. OUR VALUES, POLICIES AND PRINCIPLES

A. Responsible & Ethical Behaviour

The HSEC Services Values, Code of Conduct and company policies provide guidance on responsible and ethical decision making and behaviour, and also takes into account our legal obligations as well as the reasonable expectations of all stakeholders, particularly our clients.

Our Code of Conduct underpins our Values. It sets out the behaviours we expect of our Directors, Managers, employees and contractors, and articulates our commitment to good corporate governance, responsible business practice, our clients, our workforce, the communities in which we operate and the environment. All persons governed by our Code of Conduct are responsible for complying with the principles embodied in the document. Our governance framework includes polices in the following key areas:

![Figure 4: HSEC Policies for Responsible and Ethical Behaviour](image)

**Health and Safety** – which recognizes our commitment to the health, safety and the wellbeing of our staff, clients, contractors and the effects of our work on the community and Environment. The policy highlights the importance of workplace health and safety and sets out the responsibilities, accountability, measurement and our commitment to compliance for health and safety at HSEC Services.

**Privacy/Confidentiality** – which sets out our commitment to the protection of our business, employee’s and clients’ information, how and why we collect it, how we may use and disclose it, how we keep it secure and accurate, as well as how clients may access their own information.

**HSEC Services’ 3Rs of Social Media Engagement (Representation, Responsibility and Respect)** – which provides guidance to employees who use social media, either as part of their job or in a personal capacity, regarding our expectations when they talk online about us, our clients, our services, our people, our competitors and/or other business related individuals or organizations.

**Anti-Bribery & Anti-Corruption** – which aims to ensure we comply with applicable anti-bribery and anti-corruption laws and regulations or the same policies of our clients. Our Gifts and Hospitality Policy also seeks to ensure that gifts, prizes and hospitality are not accepted in
inappropriate circumstances, including where acceptance may (or may be perceived to) compromise independence or be construed as a bribe.

**Conflicts of Interest and Outside Activities** – which provides a process to manage conflicts of interest, and assist our employees, clients, contractors and managers to understand what we consider to be a conflict of interest and how to deal with any actual or potential conflicts.

B.  **Reporting on Risk**

The Identification and managing of business and personal risks which may affect the success of our People, Clients, Company strategies and/or financial prospects for future years is an essential part of our governance framework.

i.  **HSEC Services Risk Management Approach**

Our risk management approach allows for the ongoing assessment, monitoring and reporting of risks which can impede our progress in delivering our strategic priorities or affect the ability of our people to provide/deliver for themselves. HSEC Services has implemented a ‘Three Lines of Defence’ model, which facilitates clear separation of accountabilities between them:

![Figure 5: HSEC Services Three Lines of Defence Model for Risk Management](image)

![Figure 5: HSEC Services Three Lines of Defence Model for Risk Management](image)
First line: belongs to ‘Front-line’ management and staff in business operations - who are responsible for the day to day management of risks.

Second line: is the responsibility of the Location Manager - who provide the ‘front-line’ with the framework, policies, methodologies, tools and assistance to embed risk management in the way they work within our business.

Third line: Group Internal Audit - who provide independent and objective assurance on the effectiveness of our governance, risk management and internal control processes.

A critical component of our ‘second line’ of defence is our risk management framework which aligns with ISO 31000 Risk Management – Principles and Guidelines, the global standard for risk management. We remain committed to continuous improvement in our approach to managing risks and ensuring that we maintain a strong, integrated risk and compliance culture.

ii. Our Risk Management Policy

Our risk management policy defines our objectives, principles and accountabilities for risk management at all levels across HSEC Services. Included in this policy is our definition of material business risks which we define as any type of risk that could have a material impact on HSEC Services, our people or our Clients. Material business risks are regularly reported to the Group Director along with their controls and treatments.

The risk management policy reinforces the risk management accountabilities of our Company Management. In summary:

The Group Managing Director is responsible for reviewing our material business risks (MBRs), approving our risk management policy, overseeing our strategic risk management systems (including the framework for managing HSEC Services MBRs and other operational risks) and, in relation to the MBRs, monitoring management’s performance in implementing risk management responses.

Our Group Managing Director, supported by the Location Leadership Team, is accountable for ensuring that our management implements an effective risk management and internal control framework to identify, manage and monitor HSEC Services risks.

C. Health and Safety

Safety is what we do. We believe that all accidents and incidents are preventable. Our commitment to the safety and health of all of our employees, contractors and the people we serve is driven by strong leadership, the engagement of our people and the effective management systems needed to achieve our safety vision.

We will always exhibit the behaviors that demonstrate our commitment to safety and health in the workplace and broader community. Our health and safety culture is supported by a Health and Safety Program titled “The Way We Work” and is based on:
• giving safe work principals prevailing status over all other HSEC Services business objectives;
• an acceptance of individual responsibility and accountability for our personal and company HSE performance;
• management through effective leadership is visible and clear, with guidelines and supporting behaviors established to enable management to act without hesitation in support of this strategy;
• a belief by our people in the company managements desire to maintain best practice HSEC performance for both ourselves and our clients; and
• input and output targets set for improvement in all areas of HSEC performance are to be leading as well as lagging based on the work we do and be measurable for best effect.

i. Commitment
HSEC Services Management and Employees are required to commit to always promote our believe that Zero Harm to people, plant and the environment is achievable and that Safe Work is a prime value that is not compromised. The basic commitments we expect are:

• we are each individually responsible for the Safety of ourselves, those we work with, the broader community we interact with and the environment;
• we will always take action to prevent harm; and
• we each will not accept or condone substandard work practices.

D. Our Community

• HSEC Services will always be active in making a positive difference to the communities in which we live and work.
• We want our work to add positive value to community education and local economic development, utilise local labour and to support local business wherever possible.
• As a business we intend to contribute to society and business both locally as well as the broader community in a way that is seen and felt by observers as adding the positive value we seek. It is our strong desire to ensure that our contribution meets or exceeds the social and political values of the location within where we work.

E. Employee Diversity and Inclusion

We see Diversity and Inclusion as a business norm. It is our policy to leverage Diversity and practice Inclusion in order to contribute to the achievement of our strategic objectives and company values. This means using Diversity to:

• Drive business results;
• Enhance our reputation; and
• Attract, recruit, engage and retain a diverse team of talented people wherever appropriate.
Our policy is based on the strong business benefits that accrue from effectively managing Diversity, the value that difference brings to the HSEC Services Group, the Diversity that exists among the clients we serve, and the need for flexibility that exists within a progressive organisation.

Our Diversity and Inclusion strategy is aligned to our strategic priorities and Company Values. Our strategic intent for Diversity and Inclusion is the attraction, retention and development of a diverse team of skilled people who are increasingly engaged, thus enabling delivery on our strategy. Our Diversity and Inclusion initiatives are based on three strategic pillars:

- Our Clients - to leverage diversity as a business driver;
- Our Communities - to be a recognized leader in Diversity and Inclusion in the business and broader community; and
- Our People - to attract, recruit, engage and retain diverse talent. This includes the embedding of inclusive practices within each part of our employee life-cycle.

i. Principles

Our Diversity and Inclusion policy is centered on the following six core principles:

- Respect for People and Family – many people perform best with flexible work options that allow them to better integrate their professional and personal commitments. We provide employees with a range of support tools and resources to help them establish working arrangements that increase employee engagement and productivity.
- We also offer flexible work and leave options that meet the needs of our people at different phases of their lives and careers, while achieving business objectives and meeting customer needs
- Merit - decisions about recruitment, development, promotion and remuneration are based on performance and capabilities.
- Fairness and Equality - embracing Diversity and being inclusive means we do not tolerate unlawful discrimination, bullying, harassment or victimisation.
- Contribution to commercial success - our Diversity and Inclusion initiatives are based on sound business principles and objectives. We focus on results for HSEC Service, the Client and our people, not on processes or programs for their own sake.
- Everyone's Business - we have some focussed initiatives for Identified Groups, but essentially Diversity and Inclusion is for everyone. It is part of how we work.
- Part of who we are - we are diverse and we are inclusive. Our people live our Cultural Priorities which include valuing diverse ideas and innovating together to achieve our objectives.
6. WHY HSEC SERVICES LLC?

A. Diverse Expertise of HSEC Services

- Over 100 years of combined specialized experience in the field
- **Mega Projects** in Oil and Gas, Petro-chemical, mining, heavy industry and utilities sectors
- Early pioneer of **Contractor Management** and **Pre-qualification systems** -- used extensively in Australia and globally by two major mining companies
- **On-shore** and **Off-Shore**: Project and Operational management systems, project start-up, risk management, due diligence, compliance and general HSE services
- Aligning clients with updated governmental and regulatory affairs, contractor HSE & security protocols, assessment of project HSE and security vulnerabilities, emergency response procedures, HSE and security-related audits

![Figure 6: HSEC Services Applications](image)

B. Standing out from the Competition, our Unique Selling Points (USPs)

**HSEC Services** is an extra-ordinary group of people producing Sustainable and Pragmatic outcomes for industry and the community since 1999 globally. **HSEC Services** has been founded and developed on the principles of Responsible and Ethical Business practices. We strongly believe in "Client-Focus"; i.e. to create a positive client experience through drafting and evolving services by:

- Listening to our clients and understanding what is important to them
- Being Pragmatic in design and application
- Ensuring Cost effectiveness
- Being Consistent and Sustainable.
Some of the USPs of HSEC Services are listed below.

- Single-Point Solution for HSE-centric Issues
- Focus on long-term relationships rather than mere profit-based business
- Key account management and responsible ethical business model
- Cost-benefit to client with pragmatic and sustainable solutions
- Reputation for excellence
- International experience and exposure
- Integrated exchange of expertise (HSEC IEE) and consultancy through global network of experts in Australia, Middle East, Asia, Western Europe
- Hands-on expertise of personnel in most modern and iconic Mega Projects including SADARA and Ma’aden of KSA (Kingdom of Saudi Arabia).

C. HSEC IEE (HSEC Services Integrated Exchange of Expertise) Platform

We offer a unique integrated exchange of expertise (HSEC IEE) and consultancy platform through experts in our global offices in Australia, UAE and KSA. Through the common platform, clients can benefit from the wide range of expertise, vast experience and focused specialties to assist in devising the optimum solution.

Figure 7: HSEC Services IEE Platform
D. Past Global Experience

While HSEC Services has been operational in Australia since 1999 (previously operating as Safety and Training Australia), our corporate office in UAE is relatively new. However, over the years, the management members of HSEC Services have been active in senior roles in a number of projects across the globe. Some of their achievements include pioneering the globally used safety and contractor prequalification systems in Australia and the completion of landmark projects in KSA. Combined, they bring along with them a diverse experience portfolio spanning over 100 years! Few of their global experience highlights are listed below:

Project lead and team support to the following mega-projects

- Olympic Dam Major Upgrade – Australia – 11,000 persons peak
- Woodside North West Shelf Project – Australia – 14,500 persons peak
- Ma’aden Phosphate Project – Kingdom of Saudi Arabia – 29,000 men peak
- SADARA Integrated Chemicals Project – Kingdom of Saudi Arabia – 66,000 men peak

PMC/PMT leadership and team support:

Full HSE Program design, Implementation and Maintenance systems of

- Project as outlined above
- Worley Alumina upgrade – Western Australia
- Meat Industry Corporation Automated Slaughterhouse - Australia
- Oil Search Oil & Gas gathering and refining expansion – New Guinea
- Chevron Oil gathering upgrade – Sumatra, Indonesia
- SAMREF Refiner Upgrade – Yanbu, Kingdom of Saudi Arabia
- Vale Nickel Operations expansion – Indonesia

Experience with Specialty Services:

- Behaviour Management Systems
- Leadership Safe Work development
- Contractor Management
- Project Front End Loading (Contracts/Program/Safety in Design/Kickoff)
- Executive HSE training
- Modern training and development systems
- Integrated Project HSE/construction systems
- Specialist training for Supervisor Safe Work balance