

Our Vision: Safe behaviours by everyone within an environment which is free from harm or loss

Our Mission: Continuous improvement in performance by working together to eliminate harm reduce loss

Our objectives are based upon our seven principles

A safe workplace: Everybody is kept safe with no harm whilst carrying out their duties

A healthy workplace: A person’s health is protected and their wellbeing enhanced

A responsible workplace: We all take responsibility for protecting and enhancing the environment and communities in which we work

A supportive and fair workplace: Puma supports all employees and urges everyone to take part in keeping others and the environment free from harm

A learning workplace: We improve by sharing and learning from our experiences and those of others

Visible leadership in the workplace: Each one of us will lead by example and have made a commitment to deal immediately with issues, providing support to those whom require it

A mindful workplace: We will understand and manage process safety and other major hazards throughout design, delivery, operation and maintenance

The Strategic Process and Fundamentals



Strategy methods

- The delivery of the strategy will be managed at a site level via the LEAN continuous projects and monitored by the Weekly Operations Meeting.
- On-going internal audits, supplier audits and feedback from key stakeholders will feed into this process.
- A full end of year review will assess company performance against the objectives, targets and projects. Lessons learnt will be fed into the final design of the following annual HSEC Objectives and targets.

How we will work together to deliver the step change in HSEC performance

Providing an excellent HSEC service to support Operations

- Engaging with, understanding and supporting our customers to deliver our products on specification and with excellent service.
- Provide support, advice and co-operations with all stakeholders to achieve our HSEC mission.
- Delivering quality training and support across the business to ensure a competent workforce and contractor community delivery work via a risk based approach.
- Continuously improving our Risk Management systems and processes.
- Collaborating with industry to share with and learn from others.
- Embedding all Puma programmes into all we do.
- Providing our leaders with the best intelligence about our HSEC performance and styles.
- Providing strategic solutions to the company's leaders.
- Always being open to improve practices and promote them within the group.

Bringing the strategy to life in the business

- Lead by example demonstrating the Puma HSEC principles.
- Correctly resource all work activities to enable safe delivery in accordance with Puma standards.
- Lead by example rewarding good HSEC performance and acting where improvements are needed.
- Instilling a Just Culture in delivery of a disciplined risk based culture.
- Active engagement in approved initiatives making people, time and resources available.
- Timely release of and support for staff training and development.
- Engage and support the company leadership initiatives.
- Effectively provide, listen and engage with HSEC communications.
- Maintain an active dialogue with the HSEC Team feeding back opportunities for improvement
- Provide timely and accurate HSEC Performance data.

Measuring success – How we will monitor and measure the implementation of the strategy

Measuring the implementation of the strategy will be achieved by using a combination of leading and lagging indicators and our established core HSEC performance indicators. The core performance indicators will run in parallel with the monitoring of performance against the wider annual HSEC Objectives and Targets set out for 2021. The core performance indicators align with our 7 principles and will be presented in a dashboard format along with selected more detailed data drawn from other core indicators. HSEC Performance dashboards will be produced monthly. The HSEC Team will review the adequacy of the core indicators annually and will ensure they remain relevant and effectively drive the performance of the business.

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PUMA Core Principle	Core Objective	Targets	Measure of Success	Responsibility
A Safe Workplace	Work to reduce / mitigate loss	Assurance of compliance with Golden Rules and Puma principles by all employees	Audit	HSEC Manager
		Reduce the frequency of injury incidents by 20%	Incident rate reduction by 20% from 2020 data	
		Ensure agreed HSEC KPIs & Data is collated and reported on a Weekly & Monthly basis via the HSEC Co-ordinator	Reduction of Incidents due to understanding trends	Terminal HSEC Co-ordinators
		All permitted work activities to be completed with no recorded incidents	All PTW activities to be monitored	
	Enterprise Risk Management	Ensure all Terminals have in place an effective Risk Register covering all risks, and that each risk has suitable mitigation plans and or projects	100% Implementation in each Terminal	Terminal Managers
		To manage risk register actions, each Terminal shall have in place a robust Improvement Plan	100% Implementation in each Terminal	
	Managing Major Accident Hazards	Each Terminal to have in place an up to date MARA – This is not just a desktop review, the review team need to walk the site to ensure all issues are captured	Positive outcome following peer review of completed MARA	
		Each Terminal to use the MARA to ensure all Critical Activities are fully understood, and for each Critical Activity there is a current procedure which is fully understood by all	Critical activities register completed, procedure in the process of review and competency assessment register completed	
A Healthy Workplace	Every person's health is protected	COSHH assessments to be compiled and in place for all high risk substances	In place and communicated	HSEC Team Specialist; Terminal Managers
		Asbestos registers to be in place for all terminals accompanied by a suitable improvement plan	In place and communicated	
	Everybody's health & wellbeing is enhanced through work	Review ideas and continue campaigns with the support of HR and 3 rd party healthcare providers	In place and positive feedback received	P&C Manager
A responsible workplace	Reduce energy consumption/ emissions to air	Ensure compliance with the second phase of the Energy Savings Opportunity Scheme (ESOS)	Follow up on notification submitted in December 2019	HSEC Team Specialist
	Reduce emissions to water	Obtain a Marine Licence for Milford Haven Jetty maintenance and ensure compliance with licence conditions	Marine Licence in place; No compliance breaches	HSEC Team Specialist; Terminal Manager
	Reduce emissions to groundwater/ land	Implementation of new permit (EPR/KP3036AX) conditions and Improvement programme requirements	No compliance breaches	HSEC Team Specialist; Terminal Manager
	Improve Emergency Response Plans	Complete emergency exercise at Newport Terminal	Completed exercise	HSEC Team Specialist; Terminal Manager
		Complete COMAH exercise at Westerleigh Terminal	Completed exercise	HSEC Team Specialist
	Improve Terminal Security	Continuously monitoring of security standards and efficiency at all Puma UK Facilities, and communicate security information and advice	Communications sent to UK sites	Security Manager
	Compliance	Ensure compliance with all legal, regulatory, corporate and other requirements.	No compliance breaches; Internal audit; ISO Certification	HSEC Team
A Supportive & Safe	Everybody takes part in keeping people safe	Further implementation and roll out of IOSH Managing Safely Training	Continued implementation	HSEC Manager

End of Year Review

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	Everybody feels that they will be listened to	Each Terminal to develop a completed SUSAC completion form to share with all Terminals monthly	1 per month	
A learning workplace	Our organisation learns and acts upon the important lessons from the past to improve	Ensure all Terminal Actions are complete prior to due date	RIVO Action report with no overdue actions	Terminal HSEC Co-ordinators
		Ensure all Incidents/Near Misses are promptly Reported and Investigated within 28 days for level 3- 5 & 48 hours for level 1 & 2	RIVO Incident Notification & Investigation reports with no overdue items	
		Implementation of 96 Hour reports in the event of incidents of sufficient severity	Completed 96 Hour reports as required	HSEC Manager
		Continuation of Safety Committee Meeting and Sub Groups at Milford Haven Terminal	4 Meetings Held in 2021 per subject matter	HSEC Manager
		Each month every Shift and or Terminal will hold a HSEC meeting	1 per site / shift per month	Terminal Managers
		To ensure all Key Audits are completed in accordance with planned schedule	All audits completed and closed out by year end	HSEC Team Specialist
		Ensure Product Quality is maintained and achieve a performance rating of 100%	Zero off-spec product reports	Terminal Managers
		Attendance at Industry subject groups, committees and forums and feedback into the wider business	Each HSEC member to have a membership of a subject group or forum and cascade feedback	HSEC Team
		Ensure customer satisfaction & safety culture	Number of self-audits from suppliers, customers etc.	HSEC Team
Visible leadership in the workplace	Our leaders will lead by example	All supervisors to be trained as safety leaders, to help motivate others to improve their HSEC performance	All Supervisors to complete Process Safety Training	Terminal Managers
		A minimum of 1 Level 1 Site Tour to be conducted per week by Managers and Supervisors	KPI achieved	
		A minimum of 1 Level 2 Site Tour to be conducted per month by Senior Management Team	KPI achieved	Terminal HSEC Co-ordinators
		Continue to Champion & deliver 1 independent HSEC initiative to reduce loss	KPI achieved	Terminal Managers
A mindful workplace	We will understand and manage process safety and other major hazards throughout design, delivery, operation and maintenance	Ensure all Terminal risks are captured via the Terminal Risk Register	Risk Register in place, populated and being utilised	Terminal Managers
		Develop and implement an effective HSEC Improvement Plan within the Terminal	Improvement Plan in place, populated and being utilised	
		Each location to have in place a Major Accident Risk Assessment to identify all major risks and critical activities. This will be reviewed Annually	Each MARA will undergo a peer review for completeness and continuous improvement	HSE Team Specialist
		Develop and deliver Process Safety Training to identified personnel	Programme rolled out	

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KPI	MILFORD HAVEN	WESTERLEIGH	THEALE	BELFAST	NEWPORT
	TARGET	TARGET	TARGET	TARGET	TARGET
SUSAC Report - Safe/ Unsafe Act or Condition	No target set – Quarterly Award				
Level 1 - Site Tours (HSEC Team)	1 per Team Member per Month				
Level 2 - Site Tours	1 per supervisor per week	1 per supervisor per week	1 per supervisor per week	1 per supervisor per week	1 per month
Site MARA	Review and Issue with COMAH Report	Annual Review	Annual Review	Annual Review	Annual Review
Permit Audits	10% General, 25% High Risk	10% General, 25% High Risk	10% General, 25% High Risk	10% General, 25% High Risk	10% General, 25% High Risk
Driver Audits	4 per month	50 per month	20 per month	30 per month	n/a
Deliver a HSEC Toolbox Talk (TBT) or (L2BL)	1 per week	1 per week	1 per week	1 per week	1 per week
Develop a Safety TBT	1 per week	1 per month	1 per month	1 per month	1 per month
Operational/ Emergency Gun Drills (table-top/practical)	1 per shift, per month	1 per month	1 per month	1 per month	1 per quarter
Operational/ Emergency Gun Drills (practical)	1 per quarter	1 per quarter	1 per quarter	1 per quarter	1 per quarter
Hold a Terminal or Shift HSEC Meeting	4 per month	1 per month	1 per month	1 per month	1 per month
Planned Work Inspections	12 per month	7 per month	2 per month	4 per month	1 per month
Live Play/COMAH Exercise with External Response – As 5 year plan		Q4 2021			
Submit Monthly Security Report to UK Head of Security by 3rd of the following Month.	1 per month	1 per month	1 per month	1 per month	1 per month
Issue Monthly Report to Group Security Advisor – by 5th of the following Month	1 per month	1 per month	1 per month	1 per month	1 per month
Facility Security Checks – to be submitted to UK Head of Security by the 28th of the following Month	1 per month	1 per month	1 per month	1 per month	1 per month

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