

Company HSSEQ plan

Introduction

Boa Management AS has a clear goal of improving our performance with regards to Health, Safety, Security, Environment and Quality both at sea and ashore. Policies, systems and activities shall always be to a level that is equal to or above the minimum requirements of the relevant national and international regulations. The general aim of our policy is to prevent incidents and/or conditions that may cause:

- Personal injury or loss of life;
- Damage to health;
- Damage to the environment;
- Damage to vessel/barge or third party property; and
- Loss of reputation.

Reporting of incidents and undesirable conditions creates a firm basis for further development of our safety and environmental performance. Adherence to procedures and the right awareness and state of mind becomes even more important as we expand our activities on the international market.

1. HSSEQ objectives, strategies and plan

1.1 Objectives

The HSSEQ objectives for Boa Management AS 2023/24 are:

- To manage the vessel and barge fleets in accordance with the best professional standards.
- Perform the best service and overcome our customers expectations.
- To comply with all relevant national and international rules and regulations.
- To maximize safety personnel, environment, vessel, onboard equipment, cargo and towed objects.
- To have in place an effective organisational structure suitable for the Company's business activities.
- To assess all identified risks to our personnel, the environment and our vessels/barges and establish appropriate safe guards.
- To continuously improve safety and quality management skills of all personnel.
- To continuously improve emergency preparedness related to safety, security and environmental protection.
- To operate according to the ISO 14001 - Environmental management system. Environmental waste, discharges and emissions are identified, monitored and where appropriate reported to ensure compliance with regulatory requirements. Monitoring programs are established and initiatives developed to manage and improve environmental performance of significant aspects.
- To operate shore management according to ISO 9001/2015 in order to;
 - Consistently provide services that meet customer and applicable statutory and regulatory requirements
 - Enhance customer satisfaction through the effective application of the QMS, including processes for continual improvement of the system and the assurance of conformity to customer and applicable certification / regulatory requirements.
 - Define the services covered by the Engineering department
 - Raise the awareness of the impact on the organization of its context and potential effect on the organization and projects of interested parties.

1.2 Health and safety strategy plan

- Continue the Company's ZERO targets with respect to injury to personnel, environment and property.
- Increase the number of Safety observations
- Increase the number of suggestions for Improvements

ZERO target with respect to injuries

By involvement and engagement from all employees, both ashore and offshore, we shall aim for this superior goal. The Management shall encourage and play an active role towards the employees to maintain a positive and healthy Safety Culture. Campaigns with the intention to strengthen the Safety Awareness, Safety focus and Involvement will be effectuated.

The indicator in the KPI table is TRFC in the Company (Total Recordable Case Frequency).

Increase the number of Safety Observation Reports.

The Company has identified this as an important contribution to prevent accidents. Safety Observations will be used actively to analyse negative trends. The Company will keep the overall track and report to the vessels on status through the quarterly HSSEQ reports.

The indicator in the KPI table is number of Safety Observations.

Increase the number of 'Suggestion for Improvement Reports'.

As a good initiative to improve the HSSEQ work and increase the quality of the Company HSSEQ management system, the Company is dependent of suggestion for improvement reports.

The indicator in the KPI table is number of Suggestion for Improvement reports.

Encourage all employees to perform physical work-outs frequently and to play active role to make an attractive arrangement by e.g. active participation in the Training programme facilitated by the Norwegian Maritime Authority (<https://idrett.sdir.no/>). The ship's superintendents will support, within reasonable limits, and any crew requirements and suggestion for improvements with respect to the gymnasium equipment on board. The Boa Management AS office, facilities for work-out are arranged for. Boa Management hereby encourage all employees to raise their own physical health.

1.3 Environmental Strategy Plan

- ZERO spill to the environment
- Reduce effluent of NO_x, CO₂ and SO_x from ships and barges in various activity modes and increase the use of shore power while in port
- Reduce the usage of paper at the Boa Management AS office.
- Environmental friendly disposal of toner cartridges at the Boa Management AS office.

The main environmental aspects have been prepared in the Environment Management System (EMS) as a part of the ISO14001 certification involving both shore administration and the vessels. The aspects were defined in cooperation between all departments. All parties, ashore and off shore are communicated with the environmental aspects lists.

ZERO spill to the environment

The Company will endeavour to avoid any spill to the environment from any of the Company units. This shall be achieved by that the Company shall contribute and encourage the crew on board our vessels and barges to be proactive with essential maintenance on the ships and barges equipment. The Company shall also contribute and encourage all crew and operators to be proactive to safe operations and handling of vessel/barge equipment and project cargo.

The indicator in the KPI table is number of spill to the environment reports.

Reduce effluent of NO_x, CO₂ and SO_x.

The Company believes that constant focus on fuel consumption will have a positive affect on the overall consumption. The fuel consumption is very much influenced towards Charterers utilisation. However, there are important initiatives that the crew and Company may perform. In transit, the default speed shall always be eco-speed which gives the most favourable consumption/distance ratio, unless otherwise instructed by the vessels operator. when possible, the crew may e.g. stop or reduce amount of diesel engines when waiting offshore, limit diesel engine in use when in stand-by duties etc. In port, the crew shall aim to reduce the power consumption as far as possible by e.g. switching of lights in compartments not occupied, installing energy efficient lightbulbs, operating the the most fuel efficient generator and utilising shore power whenever possible.

The indicator in the KPI table will be based on consumption (mt) per hour in port/at anchor and in transit eco-speed (the target eco-speed is 9.5 kts).

Reduce the usage of paper at the Boa Management AS office

The Company will continue to focus on reduction of paper consumption at the Boa Management AS office. Small measures will give advantages; such as double sided printing of documents, electronic filing of relevant documents (pay rolls, electronic invoice system, electronic HSSEQ management system etc.) When used paper is obliterated, it will be segregated for recycling to save the environment.

The indicator in the Key Performance table is pcs of papersheets per employee (office)

Environmental friendly disposal of toner cartridges at the Boa Management AS office.

The company will establish a system for environmental disposal of toner cartridges.

The indicator in the KPI table is percentage of toner cartridges disposed environmental friendly.

1.4 Quality Strategy Plan

The quality strategies being applied in Boa Management AS are:

- To avoid unplanned Off Hire due to technical matters.
- To have ZERO insurance cases
- To have none Customer Complaints towards crew qualification.
- Improve crew and employee retention rate
- To reduce the number of findings/observations in customer related inspections.
- To improve Customers satisfaction in the Client Feedback Form rating 1-6.
- Improve utilisation of the ship and company safety and quality management system

Unplanned Off Hire

The Company will endeavour to avoid and off-hire due to technical matters and therefore fulfil and exceed the customers expectations for continuous service. Technical Department shall contribute and encourage the crew on board our vessels to be proactive with essential maintenance on the ships and barges equipment.

The indicator in the Key Performance table is offhire hours x 100 / 8760 (hrs in one year).

ZERO target with respect to H & M and P & I insurance claims

The Company will endeavour to avoid any insurance claims on Company units and cargo handled. Technical Department shall contribute and encourage the crew on board our vessels to be proactive with essential maintenance on the ships and barges equipment. The Company shall also contribute and encourage all crew and operators to be proactive to safe operations and handling of vessel equipment and project cargo.

The indicator in the KPI table table is number of insurance cases.

Non Conformance towards crew qualification

Focus on the crew qualification both towards mandatory rules and contractual requirements issued by the Charterer. Any Customer Feedback or audit where a requirement is not adhered to shall be issued and followed up in the Unisea Audit system. Description on corrective action in order to avoid recurrence shall be distributed to all relevant parties.

The indicator in the KPI table is based on number of reported NC's pr. million man hours.

Officers, Barge Operators and Office Employee retention rate

This KPI expresses the company's ability to retain officers, crew and employees within the organization.

The indicator in the KPI table is based on % retention rate calculate by the formula:

$$\% \text{ Retention Rate (RR)} = 100\% - [S - (UT + BT) / AE] \times 100$$

Where:

RR = Shore staff / Officers Retention Rate

S = Total Number of terminations from what ever cause (this means the total number employees that have left the company in a 12 month period regardless of the reason)

UT = Unavoidable Terminations (i.e. retirements or long term illness)

BT = Beneficial Terminations (i.e. sometimes those staff that do leave provide benefit to the company by virtue of leaving, for example under performers)

AE = The average number of employees (shore staff / Officers) working for the company during the same period as calculated, this should be any period of 12 months.

Number of findings/observations in customer related inspections

Customer related inspections is an OVID, CMID, Vetting or other inspection initiated by charterer or broker. The Number of findings/observations gives an indication of the vessel performance against Customer expectations.

The indicator in the KPI table is based on number of reported findings/observations divided on number of inspections carried out.

Improve OVMSA (OCIMF - Offshore Vessel Management and Self Assessment) rating

The performance of the Company Management is often verified by the Oil Majors through the OCIMF OVMSA system. As a part of the Quality Management System and the strive for continuous improvement, the OVMSA shall be reviewed and updated annually as a part of the Management Review Process.

The indicator in the KPI table is based on the rating achieved.

Improve rating in Customers satisfaction - Client Feedback form

As a part of the Quality Management System and the strive for continuous improvement, the Client Feed Form shall always be sent and completed by the Customer as part of a project closeout.

The indicator in the KPI table is the average rating in the client feedback form (1-6).

2. Key Performance Indicators Boa Management AS

| Area | KPI | Responsible | Measuring Method |
|---|---|---|---|
| HEALTH & SAFETY | ZERO target with respect to injuries | HSEQ Manager | Company TRCF |
| | Increase the number of Safety observation reports | HSEQ Manager | Number of reports |
| ENVIRONMENTAL | Zero spill to the environment | Technical Superintendents. Tugs/Barges Directors | Number of reports |
| | Reduce effluent of NOx, CO2 and SOx | Technical Superintendents. Tugs/Barges Directors | Tugs - Fuel consumption l / day in port at anchor |
| | | | Tugs - Fuel consumption l / nm in transit eco-speed |
| | | | Barges - Fuel consumption l / day in barge operations |
| Reduce the usage of paper at the Boa Management AS office | IT Manager | Paper sheets / Employee | |
| Environmental friendly disposal of toner cartridges at the Boa Management AS office | IT Manager | Percentage disposed environmental friendly | |
| QUALITY | ZERO unplanned Off Hire | Technical Superintendents. Tugs/Barges Directors | Percentage unplanned off-hire last 12 months. |
| | ZERO unplanned technical down time | Technical Superintendents. Tugs/Barges Directors | Percentage unplanned off-hire last 12 months. |
| | ZERO H&M and P&I insurance cases. | Technical Superintendents. Tugs/Barges Directors | Number of cases |
| | Non Conformance towards crew qualification | Crewing Managers | 1000000 x Number of NCs / manhours |
| | Officers, Barge Operators and Office Employee retention rate | Crewing Manager Tugs/Barges, HR Manager | % Retention Rate |
| | Number of findings/observations in customer related inspections | HSEQ Manager | Observations / Inspections |
| | Improve rating in Customers satisfaction - Client Feedback form | Department Managers | Average rating (1-6) |