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MESSAGE FROM THE CEO

The DOF Group is an integrated supply and subsea company, delivering solutions to an expanding and growing industry. My ambition is to make this Group the world leader of reference and recognised by our stakeholders as a dependable reliable and competent partner. Placing excellence, safety and quality at the heart of all our activities will vastly contribute in achieving this ambition. That is why I have decided to implement a Business Management System (BMS) at the Group with a view to deploy effective processes in order to improve the Group's services and improve upon the Group's success.

Health, Safety, Environment and Quality is not a discrete concept exclusive to 'specialists'. HSEQ, through the implementation of a BMS, is a golden opportunity to consider the needs and expectations of our stakeholders. It also provides a perspective on the fulfilment of our objectives, how we perform our daily work, how we are organised, the risks we face, and the tools we utilise. We can also assess how, on a daily basis, we can continuously improve, as individuals and as team members, our working conditions and the Group's culture.

I count on the commitment and involvement of all of us to ensure that we achieve the objective of implementing the BMS and becoming the authority of reference and competent partner to our stakeholders.

Mons Aase
SCOPE

The DOF Group has implemented a Business Management System (BMS) that is documented and applied in order to effectively support the achievement of the Group’s objectives (e.g. operational, quality, safety and external environment) and continuously improve the Group’s operations.

This manual specifies the features and objectives of the BMS, as the DOF Group:

- Intends to demonstrate its ability to consistently provide a service that meets stakeholders’ expectations and applicable regulatory requirements, ultimately a high level of industry safety and environmental protection globally;

- Aims at enhancing its operations through the effective application of the system, including processes for continual improvement;

- Intends to ensure its compliance to the applicable management standards namely:


Management of and control over the Company is divided between the shareholders, represented through the general meeting of the shareholders, the Board of Directors and the Managing Director (CEO) in accordance with applicable legislation. The Company has an external and independent auditor.
THE DOF GROUP

DOF ASA was founded in 1981 and is today an international Group of companies which owns and operates a modern fleet of supply and subsea vessels as well as having the engineering capacity to service the subsea market. The company operates worldwide and offers services to the global oil and gas industry.

The DOF fleet comprises almost 80 vessels, including new-builds and ships operated by subsidiaries.

DOF ASA is the holding company for DOF Subsea AS, Norskan Offshore Ltda and DOF Management AS.

BACKGROUND
The company operates in three segments of the offshore vessel market. These are defined by strategic types of activities and vessel types: PSV (Platform Supply Vessels), AHTS (Anchor Handling Tug Supply Vessels) and CSV (Construction Support Vessels). The subsea engineering activities mainly comprise survey and IRM services, construction support and diving services.

The DOF fleet average age is 6 years, making it one of the most modern in the market. The total fleet (including new-builds) currently consists of PSVs, AHTS vessels and CSVs. In addition, DOF also owns and operates a fleet of highly sophisticated ROVs. DOF has offices all over the world, close to all major oil and gas regions. During the last decade the company has invested in key regions such as Atlantic, Brazil, North America and Asia Pacific, whilst continuing to grow in the West Africa regions. The company is still heavily represented in the North Sea.

DOF strives to be the leader in the fields of health, safety, environment, and quality (HSEQ) and systematically promotes these areas in the execution of all activities and operations. The company is the market leader when it comes to new and innovative vessel design and efficient and environmentally friendly operations.

DOF has a total multi-national workforce of over 4,000 people. Our team comprises professionals within their individual areas of expertise. The company understands that it is the people who are the key to success, and therefore follows a strategy for promoting career opportunities and employees’ health and well-being.

GENERAL OVERVIEW
The DOF Group Business Management System provides the principles applied in developing, implementing, maintaining and improving a totally integrated management system within the DOF Group in order to effectively manage the strategies, systems and responsibilities whilst ensuring effective management and the continual improvement in the company performance.
The DOF Group Business Management System has been developed to ensure our status as an exemplar organisation within the operational activities related to:

- Vessel and Project Management;
- Subsea Intervention, Engineering and Design;
- Subsea inspection, maintenance, repair and construction.

**BUSINESS MANAGEMENT SYSTEM**

The DOF Group Business Management System (BMS) is a single integrated system used by the organisation to manage the totality of its processes, in order to meet the organisation’s objectives and equitably satisfy the stakeholders.

All Business units and Departments of the DOF Group shall organise the planning, tasks, monitoring, checks and continual improvement within the BMS in particular by utilising the tools and methodology set up for it.

The Business Management System encompasses as a minimum:

- A planning process that ensures the consistency of all objectives defined across various fields and at various levels [strategic, operational (processes), Operational, individual];
- Sound management of the processes the Group has already implemented and those that will be implemented to fulfil its vision and meet its legal requirements and process interactions; it also implies drafting the necessary documents (e.g., policies, procedures) to ensure proper competence, functioning, control and traceability over the processes;
- Management of the Group's business risks;
- Management of adequate resources in line with the objectives, justified accordingly and with the possibility of adaptation in subsequent reviews;
- A system of checks and measurements, including key performance indicators and data analysis (e.g., HSEQ analysis, stakeholders’ feedback, audits);
- A system of effective follow up of Group BMS related actions;
- A review of the BMS at planned intervals by the Directors to ensure its continuing suitability, adequacy and effectiveness (management review process);
- A system to manage changes.

The Chief Executive Officer is ultimately responsible for the implementation of the BMS. The HSEQ Department is responsible to provide the framework and methods for the implementation.

The Business management system is applicable to all present and future operations performed by or on behalf of the Group.

**CERTIFICATION**

The Business management system certification project was launched in 2009 to strengthen the Group’s operations and support in achieving its vision.

Additionally the DOF Group also operate and are certified to International Management Code for the Safe Operation of Ships and Pollution Prevention; International Port and Ship Facility Security Code and operate in accordance to the E&P (Exploration and Production) forum guidelines for the Development and application of Health, Safety and Environmental Management Systems

This overall certification and operating environment enables the DOF Group to improve its performance through the use of industry data, information and knowledge and improve strategic and operational decision making within the company in accordance defined criteria and operating standards.
DOF GROUP BMS MODEL

The DOF Group Business Management System provides the foundation for integrating key performance and operational requirements within a results orientated business excellence framework. This creates a basis for sustainable action by all employees and allows for recognition of “lessons learned” which in turn can be used to continually improve company performance. The Group’s Vision, Values, Policies and guiding principles are the beliefs and behaviours that shall drive the organisation to perform “best in class”.

The BMS Model is centered around the ‘value chain’ of the company, from business acquisition, project and vessel management, through to operations resulting in feedback which is continuously being integrated back into the company activities. This value chain is fully supported by the support functions of the company from HSEQ, Human Resources, Finance Control, Commercial and Legal, Information technology and Procurement and logistics. All functions of the company operate within the framework of the Company Vision, Values and Policies which are underpinned by the Principle business management system guiding principles as listed:

• Leadership and Commitment
• Policy and Strategic Objectives
• Organisation Responsibilities and Resources
• Evaluation and Risk Management
• Planning
• Implementation and Monitoring
• Auditing and Improvement
This visualization of the BMS shows how, through a foundation of integrating key performance and operational requirements, the DOF Group creates a basis for sustainable action for-and-by all employees, continually improving company performance.
LEADERSHIP AND COMMITMENT

The DOF Group’s CEO, managers and officers shall lead by example and seek to model behaviours that reflect the company’s vision, values and policies. They shall inspire, motivate and encourage all members of the company to contribute, to be innovative and to embrace change. Senior managers shall communicate organisational vision, key objectives and core strategies and ensure that these strategies are effectively deployed throughout the organisation. The Group’s objectives shall be balanced with the needs of all stakeholders.

The corporate executive team shall be responsible to the Board of Directors for their actions and the performance of the Group.

The executive team shall cascade their commitment to all levels of the company through the Group’s Vision, Mission, Values and Policies.

By approving this Business Management System Manual, the Chief Executive Officer clearly expresses his commitment to support, implement, maintain and continuously develop the management system of the Group.

VISION, MISSION AND VALUES

DOF Group’s company Vision is:

**TO BE A WORLD CLASS INTEGRATED OFFSHORE COMPANY, DELIVERING SOLUTIONS RESPONSIBLY, WITHOUT RISK, TOGETHER - EVERYDAY.**

The DOF Group Mission is to seek to:

**DELIVER QUALITY PRODUCTS AND SERVICES, SAFELY AND WITH MINIMAL DAMAGE TO THE ENVIRONMENT WHILST WORKING WITH OUR CUSTOMERS TO ACHIEVE THEIR GOALS THROUGH THE PROVISION OF SUPERIOR WORLD CLASS SERVICES AND THEREBY PROVIDE RESPECTABLE LONG TERM RETURNS FOR OUR SHAREHOLDERS.**

The Values of our company further support this by embedding the following core ideals into all personnel and throughout all company activities:

**RESPECT - INTEGRITY - TEAMWORK - EXCELLENCE - SAFE**

A CULTURE OF EXCELLENCE

DOF Group seeks excellence and continual improvement in every aspect of performance and endeavours to share this vision with like-minded external parties and positively influence our partners through being an exemplar organisation.

CODE OF BUSINESS CONDUCT

The Code of Business Conduct has been developed by the Group to frame the ethical and legal approach of DOF Group employees, contractors and associated work activities.

HSEQ VALUE, CULTURE AND COMMITMENT

The DOF Group is committed to achieving health, safety, environmental and quality excellence throughout all business practices and operations. The DOF HSEQ culture is a product of individuals and Group values, attitudes, competencies and behaviours which are supportive of the company policies and programmes.
Respect
Integrity
Teamwork
Excellence
Safe
POLICIES AND STRATEGIC OBJECTIVES

The DOF Group Policies and Strategic Objectives reflect corporate intentions, principles of actions and aspirations with respect to improving performance within the organisation.

The DOF Group understands what its market and stakeholders (not just customers) value, and what shall be valued in the future. With this knowledge, the DOF Group shall drive organisation activities, products and services to ensure successful performance.

THIS SECTION COVERS:
- GROUP POLICIES
- STRATEGIC OBJECTIVES
- PRODUCT REALISATION AND CUSTOMER SATISFACTION
GROUP POLICIES
DOF Group maintains policies that apply throughout the organisation and are approved by the Board of Directors and endorsed by the DOF Group Chief Executive Officer. All regional executive managers and senior manager members are responsible for ensuring that the policies are communicated to all levels of the organisation.

The Group policies are provided within the company Code of Business Conduct and displayed at all Group operational locations.

STRATEGIC OBJECTIVES
The DOF Group key objectives are to improve upon company and operational performance, however the Group also remains focused on ensuring sustainability into the future. These two key objectives provide for the strategies developed and implemented at all levels of the company.

Corporate, Regional and Functional strategic objectives are reviewed and reported periodically to ensure established plans, actions and efforts are sufficient to meet the prime objective.

PRODUCT REALISATION AND CUSTOMER SATISFACTION
Product Realisation is achieved through the BMS embodying a system of identifying customer needs, meeting stipulated requirements, providing a high quality product then measuring and monitoring performance.

The ‘Plan-Do-Check-Act’ system provides a BMS that is highly engaged with customer satisfaction, accustomed to meeting requirements and continually improving as a unit.

Through engaging and understanding our stakeholders, the DOF Group are able to deliver increasing value and ensure utilisation of world class assets.
ORGANISATION, RESPONSIBILITIES AND RESOURCES

DOF Group success is ensured through the establishment of an organisation structure that provides clear leadership and accountability whilst also providing for engagement, management and development of the workforce to utilise the full potential of individuals.

The DOF Group business and operations are managed through regional hubs throughout the world including Norway (Austevoll and Bergen), UK (Aberdeen), Africa (Luanda), North America (Houston and St. John’s), Asia Pacific (Perth & Singapore), Brazil (Rio Di Janeiro and Macaé).
ORGANISATION FRAMEWORK, RESPONSIBILITIES AND RESOURCES
The DOF Group has defined, documented and communicated with the aid of organisation charts and individual position descriptions the roles, responsibilities, authorities, accountabilities and relationships necessary to support the BMS and its commitments. Resources and infrastructure are appropriately allocated to ensure the effective and continuous performance of the Group.

RESPONSIBILITY
The Chief Executive Officer of the DOF Group is accountable to the Board of Directors for ensuring that the Group policies are implemented.

The ultimate responsibility for the management, business performance and the allocation of sufficient resources and infrastructure within the DOF Group rests with the CEO and the Board of Directors.

The CEO is supported by an executive management team who are appointed to ensure the financial, technological and organisational resources are available to support the DOF Group throughout the global operations.

EXECUTIVE MANAGEMENT
The ultimate responsibility for the management, business performance and the allocation of sufficient resources and infrastructure within the DOF Group rests with the CEO.

The CEO is supported by an executive management team who are appointed to ensure the financial, technological and organisational resources are available to support the DOF Group throughout the global operations.

MANAGEMENT REPRESENTATIVE
The Vice President of the HSEQ Department is nominated as Management Representative for HSEQ. He/she is responsible for ensuring that processes are established, implemented and maintained; for reporting to the Executive Management team on the performance of the BMS and any need for improvement; for ensuring the promotion of awareness of stakeholder requirements throughout the Group.

BUSINESS UNIT MANAGEMENT
Business Unit management composition of various organisational levels and operational centres are established to support the performance and oversee the implementation of the Group and regional plans and to provide the support to the executive management team. For all business activities undertaken, line management are ultimately responsible to the CEO for the performance and success of the company services. A structure of management accountability defines how responsibility cascades to line and project managers, vessel masters, department managers etc and subsequently to all DOF Group personnel, contractors and subcontractors.

PROCESS OWNERSHIP
The business management system is process based, whereby the processes are appropriate for those activities in which the DOF Group undertakes. Regions and projects utilise the appropriate business process to deliver the Group's products and services to our clients.

Designated owners of a Group functional business process shall be responsible for defining the management system details and controls appropriate to the activities associated with the process. Typically Group Vice Presidents / Directors shall be global leaders of the functional business process.

Process owners or Technical Authority will be suitably qualified Senior / Department Manager who, supported by the HSEQ Function, shall develop the necessary management system details and controls appropriate to the sphere of activities associated with the particular part of the process.

EMPLOYEES
The DOF Group has an expectation that all employees will ensure that they undertake their activities in a safe and responsible manner whilst ensuring that the activities they perform are planned, executed and controlled in accordance with the applicable business process.

All employees are empowered and encouraged to identify, report, correct and prevent non-conformances and deficiencies within the BMS.

RESOURCE ALLOCATION
The identification of resources needed is an integral part of planning cycles. These resources include human, technical and financial and are identified through business plans, operational requirements and budget preparations.
HUMAN RESOURCES

The DOF Group recruits and maintains highly qualified and experienced personnel. It provides for a work environment and culture that encourages all staff to develop their potential and to pursue quality and continual improvement at the workplace. The DOF Group operates according to specific processes developed in full compliance with global and regional requirements.

The main purpose is to recruit the most suitable candidate for each vacant position in accordance to applicable requirements. The selection criteria for each and every position are defined according to specific job descriptions.

The training or personnel is considered fundamental in order to continuously maintain and develop the skills and professional expertise. For each DOF Group staff member, training needs are reviewed during performance appraisals practices. The DOF Group manages two main types of training:

**General:** The Human resources Department is responsible for organising and implementing the general training which includes a multitude of topics, including: when entering into the company (new comers), HSEQ training, IT training (specific to the Group), financial, personal effectiveness and communication, and management skills.

**Technical training:** Pertains to the operational activities and addresses a wide range of specific topics (i.e. regulations, implementing rules, audit techniques, new technologies, etc.) whose knowledge and application may directly influence the safety and quality of the activities performed by the DOF Group.

The DOF Group has an implemented system of job descriptions in order to define both competence levels and responsibilities.

**Critical Functions:** The DOF Group is accountable to stakeholders and the public in ensuring that personnel holding positions critical to the safety and welfare of personnel and the environment, are adequately trained and experienced. The DOF Group maintain processes which ensure personnel performing critical tasks are competent on the basis of appropriate qualifications, experience, personal attributes and individual skills.

SUPPLY CHAIN MANAGEMENT

DOF Group have developed and implemented processes to ensure contractors and suppliers employed by the company apply policies and standards compatible with those of the Group. The Supply Chain Management processes provide the necessary level of assurance to the quality of products and services that are appropriate to the criticality of the scope of supply.

DOF Group is committed to the principle of seeking innovative business relationships with suppliers and contractors as well as customers. DOF Group will ensure policy commitments are not relinquished through utilising supplier and contractor management mechanisms.

COMMUNICATION

Communication on the Business Management System is ensured within the internal communication framework namely:

- Intranet
- DOF Group portals
- News summaries
- Bilateral meetings between departments
- Project and Operational meetings
- DOF Group presentations to staff (town hall meetings)
- DOF Group official emails or announcements to all staff

Through actively engaging personnel through these and other means of communication and consultation, the DOF Group enhances its performance by enabling cooperation, teamwork and empowerment.

DOCUMENTS AND RECORDS

The main activities of the DOF Group are described and recorded by means of a wide range of documents. Therefore it is of strategic importance that specific requirements are defined and documented to control the different types of documents in order to ensure that the appropriate information is available whenever needed and secondly to prevent the inadvertent use of invalid information.
The documentation system allows the DOF Group to manage 2 types of documents:
1. **Internal reference documents**
2. **External reference documents**

**INTERNAL REFERENCE DOCUMENTS**
Governing documents – are defined as all those documents produced internally to provide guidance and instructions on how the DOF Group requires activities to be performed.

The DOF Group governing documentation system provides a large variety of formats and a consistent set of document management rules.

Documents which have document numbers starting with DG have been identified as documents applicable to all business units in the DOF Group. These documents may be found at any level of the document hierarchy.

The systematic monitoring of the use of these governing documents and corresponding rules ensures consistency and transparency of the DOF Group activities, standardisation and rationalisation.

The BMS system platform has been established allowing managing processes and all it’s associated governing documentation. As an outcome of this tool, all governing documentation applicable in the DOF Group is available via internet / intranet pages.

Business Unit and Project documents – are defined as all documents which are developed and produced to provide guidance, strategy and instructions on how all activities are to be performed specifically relating to the business unit (region) and projects / operations.

All individual business units shall have a specific method of access, storage and retention of these documents and shall be aligned and conform to the overall document management requirements of the Group.

**RECORDS MANAGEMENT**
A “record” is defined as an information whatever its medium, created, received and maintained as evidence by DOF Group, in pursuance of its legal obligations or in the transaction of its business.

The objective of the Records Management process is to establish record management principles in accordance with relevant legislative and regulatory requirements, standards and best practices and to ensure that records are properly created, managed and disposed in the interests of corporate accountability, orderly administration and memory.

Records contain information that is a valuable resource and an important business asset. The DOF Group shall manage authentic, reliable and usable records capable of supporting business functions as long as they are required. This implies that:

- Records are proven to be what they purport to be (authenticity);
- Records contents can be trusted as a full and accurate representation of the transaction activities or facts to which they attest (reliability);
- Records are proven to be complete and unaltered (integrity);
- Records can be located, retrieved, presented and interpreted as directly connected to the activity or transaction that produced it (usable).

**Level 1**
World wide governing executive documents.

**Level 2**
Functional control documents.
No regional variance permitted.

**Level 3**
Project & Execution documents.
A minimum of regional variance may be permitted.
RISK EVALUATION AND MANAGEMENT

The risk evaluation and management process is at the “heart” of the Business management system and is applied extensively to all DOF Group activities that have the potential to:

- Cause harm to people or the environment;
- Damage company assets and / or property;
- Damage the company reputation;
- Disrupt business continuity through loss of financial, commercial or leadership control.

The risk evaluation and management process requires:

- Identification of the risk;
- Evaluation and assessment of the risks (against screening criteria);
- Control risks through prevention and mitigation;
- Recovery measures which limit escalation (in event of occurrence).

Different ways of applying the risk evaluation and management process are used appropriate to the business process level.

MANAGEMENT OF RISK
The DOF Group approach to the management of risk consistently to ensure the achievement of our business objectives. The Business management system contains the processes for application in which to provide the DOF Group assurance to manage business, project, operational risks to ensure the services and products supplied meet the needs of the customer.

These processes are applied at all levels of the Group to seek to reduce risk and uncertainty such that customer needs and requirements are met whilst also ensuring the continued growth and success of the Group. Integral to the processes are the tools developed / designed to ensure that the identified risks are evaluated and effectively managed.

Risk management processes are conducted at each phase of our business cycle to provide increased certainty of achieving or exceeding the objectives set by the DOF Group Executive team.

APPLICATION AND ASSURANCE
Through the application and implementation of the Business management system; business units, operational assets, projects and sites shall ensure that the risks identified are consistently evaluated and managed in accordance to the objectives and requirements set by the DOF Group and the standards and legislation to which the Group subscribes and operates in.

In ensuring the success and realisation of the DOF Group objectives, specific plans and management systems shall be developed that define the relevant levels objectives and performance criteria in managing the risks applicable whilst considering the overall DOF Group policy, objectives, risks and business and operational needs.

The management systems and plans developed for the appropriate level includes the:

- Identified and appropriate standard and performance criteria of managing the risks;
- Activities necessary to develop, implement and maintain assurance in managing the risks;
- Appropriate levels and methods for monitoring and validating/verifying against the set performance criteria;
- Deployment of sufficient resources of support to meet the performance criteria.
Management of Risk
PLANNING

The DOF Group has set up a planning and reporting process that enables it to meet future strategic goals and objectives.

Planning and the development of specific objectives are fully integrated into the Group’s planning and reporting process.

THIS SECTION COVERS:
- PLANNING AND REPORTING
- PROCESSES, STANDARDS, GUIDELINES AND PROCEDURES
- MANAGEMENT OF CHANGE
- CRISIS MANAGEMENT AND BUSINESS CONTINUITY
PLANNING AND REPORTING

The DOF Group has identified planning activities that are carried out at different time frames. The planning cycle and associated documents are shown in the below:

**Strategic Planning** – strategic planning represents the long-term guideline for the organisation. The Strategy sets out the framework for all DOF Group Policies.

**Group Plan** – The Group Plan is a vital step in the mid-term planning of the Group processes and the basis for the rest of the planning documents.

The Group plan provides a clear view of the operational, financial, safety, environmental and quality objectives and the key performance indicators for the first year and last year of the 5-year period in the multiannual plan.

**Business Unit Plan** – The BU Plan provides the strategic link between the Group subsidiaries companies and the overall Group plan. This is the plan that established how BU plans to meet the objectives of the Group plan whilst taking into consideration the key regional factors and strategies.

**Budget** – The budget is the instrument which, for each financial year (1 January to 31 December) forecasts and authorises the revenue and expenditure considered necessary for the Group.

Resources to implement the Group’s plans and processes, taking into consideration the BU Plans, are decided at the Executive Management team level, subject to the final adoption by the DOF Group board, which ultimately decides on the Group’s budget and operating plan.

**Operational Plans** – On a yearly basis the Business units define the operational plan for the following year. The Operational plan is the short-term realisation of the business Unit plan. It provides a clear view of business units (and ultimately Group) objectives and the key performance indicators on an annual perspective. Due to the fluid nature of the industry, this plan is reviewed and revised as appropriate on a quarterly basis to ensure applicability.

**Project / Department Plans** – All Project and functional Departments develop a plan which is consistent and meets the individual business unit’s needs, objectives and resources.

During the planning phases, specific objectives of the Department / Project are defined for each process in line with the general strategic goals and objectives of the Business Unit and ultimately the DOF Group. Each objective identified within these documented plans is monitored via specific KPIs.

**Annual General Report** – On a yearly basis the DOF Group reports on the work done the previous year taking into account the objectives defined in the Business Unit plans.

The report provides a clear view of the achievement of the Group’s objectives.
PROCESSES, STANDARDS, GUIDELINES AND PROCEDURES
The DOF Group has developed a top down and transversal approach identifying and describing the way in which the DOF Group requires activities to be undertaken:

Core processes – These processes are related to the DOF Group value chain and define the way in which the Group undertakes business;

Support processes – These processes ensure the effective and efficient implementation of the core processes via administrative, logistic, legal, communication, HSEQ and operational support;

Management processes – These processes contribute to the implementation of the operational processes via appropriate planning, reporting and support to the management.

PROCESS DOCUMENTATION – In the framework of the BMS documentation, the DOF Group has processes in order to document specific activities and responsibilities for the correct implementation of each process.

The process owner, with the support of the HSEQ Department, shall ensure that each document takes into account the Group and regulatory framework, the need of controls and check points where requested, and the eventual need of records to provide evidence of the work performed.

STANDARDS AND GUIDELINES – Standards and guidelines are developed by each functional Group which provide for the required methods to be employed, the performance standards applicable to the activity and the criteria to be satisfied.

These documents are prepared for activities, defining how they should be conducted – whether by the Group’s own employees, or others acting on behalf of DOF Group - to ensure technical integrity and to transfer knowledge.

PROCEDURES – Procedures define the manner of conducting tasks at either a Group or business unit level, whether conducted by the company’s own employees or by others acting on its behalf. In the case of critical tasks, which have the potential for adverse consequences if incorrectly performed, these procedures are documented and maintained within the BMS and communicated to relevant personnel.
MANAGEMENT OF CHANGE
Documents and processes maintained within the DOF Group are defined by applicable legislative or other standards, industry best practice and internal decisions and requirements.

Changes within these requirements become effective criteria for the review of the process and the relevant documentation in order to ensure the continuous updating of operational documents and the awareness of all the affected personnel, internal or acting on behalf of the DOF Group.

Typically, criteria for change shall be via:

• Legislative or other standards subscribed to, including industry;
• Stakeholder / customer requirements from previously planned;
• Internal objectives or decisions (including organisational changes);
• Risk management practices, technical advancement or modifications to existing products and services.

Process and procedures are in place within the DOF Group to ensure the capture, review and implementation necessary in dealing with changes.

CRISIS MANAGEMENT AND BUSINESS CONTINUITY
DOF Group has established systems and plans to identify and address foreseeable crises and emergencies. These plans are supported by the Executive Management, Business Unit and Project / Vessels Crisis and Emergency Management documentation and the “Crisis Manager” software as the focal means of managing a crisis and emergency within the business. Key to the management of any Crisis or Emergency situation within the DOF Group is the management and focus on the following:

People: Ensuring the safety of all personnel involved within the situation, and those that may be affected by the situation;

Environment: Minimising any impact of the situation on the Environment;

Assets: Minimising the impact on DOF Group facilities and assets such to restore normal business operations as soon as possible;

Reputation: Avoid or Manage adverse publicity regarding the situation and defend the DOF Group, its stakeholders and wider industry;

Liability: Ensure plans are established in ensuring business continuity is maintained or re-established as soon as possible.

The effectiveness of the systems, plans and equipment for crisis and emergency management shall be periodically reviewed and assessed, through drills or other means, in an effort to reflect changing circumstances and ensure lessons learned are incorporated into future plans and undertakings.
IMPLEMENTATION AND MONITORING

Monitoring, measurement and analysis processes are vital to the achievement of continual improvement of the DOF Group's BMS. Based on the reliable results of suitable measurements, the DOF Group and Business Units are able to ensure the completion of the objectives and implement valuable improvements in the system.

The following paragraphs explain the different methods implemented by the DOF Group for monitoring, measurement and analysis.

BUSINESS PROCESSES MONITORING AND MEASUREMENT

In order to monitor the performance of the processes' specific objectives, annual KPIs and targets are established. The analysis of these KPIs and the achievement of the targets are done partly through their inclusion in the Operational and Project plans and their assessment in the Business Unit Performance reports and DOF Group Annual Report, partly through inclusion into the DOF Group scoreboard or into specific Business Unit, Department or Project scoreboards. Annual KPIs are updated with the frequency required to decide improvement action proactively, and communicated to all concerned process actors.

The monitoring of the specific services and products as an outcome from the processes is monitored and controlled within the specific process by means of appropriate check points.

STAKEHOLDER SATISFACTION

Active and passive solutions are implemented for collection and analysis of external stakeholder (client) feedback. The active solution consists of sending questionnaires for the evaluation of the concerned activities, and collecting information during meetings with external stakeholders; whereas passive solution is achieved through implementation of online feedback form on the DOF Group website.

In addition the DOF Group analyses complaints lodged by external parties. Regarding internal stakeholder feedback, Process Owners may launch specific stakeholder satisfaction surveys as an input to consider improvements in their processes.

NON-CONFORMANCE AND CORRECTIVE ACTIONS

The action to remove the detected nonconforming product/service or activity is a correction that can include the completion of operations, rework of documents or whatever is deemed necessary in order to eliminate the nonconformity.
The correction of the detected nonconformity (during audits or during the normal activities) is managed by closing the findings by means of proper corrective actions. Corrective actions focus on the need to eliminate the root cause of the nonconformity.

Whenever exceptional circumstances call for deviation from an existing legal framework / policy / procedure, then proper authorisation will be requested according to the management of change process before the non-conformant action is executed.

If the deviation is detected only after the non-conformant action has been executed, then proper authorisation for remedial and / or improvement action can be requested according to the management of change process.

Root cause and risk are analysed and identified as part of the request for change, to allow further improvement actions at process level.

**INCIDENT REPORTING, INVESTIGATION AND ANALYSIS**

The DOF Group maintain processes for the internal recording of incidents which affected, or could have affected HSE performance, so that relevant lessons can be learned and appropriate actions are taken.

Mechanisms are in place for the reporting of incidents within the Group and also to regulatory bodies as required by law. Additionally these mechanisms include the need for communicating with external parties.

Investigations into incidents shall be instigated such as to identify the immediate and underlying causes and to enable appropriate actions to be authorised.

The follow-up of incidents is similar to the processes for implementing corrective actions in cases of non-conformance.

**RECORDS**

All incidents and non-conformities (observations) and associated findings are properly registered, managed and archived in the DOF Group centralised database within the BMS system.

**DATA ANALYSIS**

In order to assess the suitability and effectiveness of the BMS, the DOF Group considers of main importance the analysis of all data generated by the processes of the BMS.

On a general basis the basic factual data is generated during the monitoring phases defined in the previous chapters namely:

- DOF Group / Business Unit scoreboards;
- Key performance indicators as defined in the planning phase;
- Stakeholder feedback;
- Non conformity data (e.g. audit findings);
- Previous business related actions;
- HSE related actions affecting the DOF Group management system.

**KPI**

The Board of Directors regularly receives reports that cover financial status and important Key Performance Indicators (KPIs) for the operating companies within the DOF Group.

The quarterly financial statements and management reports are also subject to review at quarterly meetings of the Board of Directors.
AUDITING AND IMPROVEMENT

The DOF Group recognises that periodic audits and reviews of procedures and systems of work are cornerstones to a continually improving BMS performance and providing a high level of service.

The philosophy of periodic audits and reviews seek to satisfy the DOF Group's ethos of continual improvement in regulatory, contractual and BMS compliance in addition to identifying opportunities for improvement in the services we provide.

AUDITING

DOF Group has defined protocols and processes enabling a standardised approach to auditing across the company. This is achieved by audit plans and schedules at business unit levels of the organisation encompassing the globally specified audit frequencies, desired scope of audits, allocation of resources, methodologies, system for tracking implementation and distribution.

Combined, localised audits provide an overview to DOF Group executive management as to holistic company performance and specific areas assessed within audit scopes.

Audits can be carried out by internal resources, clients and/or regulatory bodies.

INTERNAL AUDITS

Internal audits are carried out by HSEQ Department of the DOF Group; this internal audit capability plans and performs audits in accordance with the generally recognised principles and international audit standards. It also reports annually, both at Group and business unit levels, on the internal audit activity.

The purpose of internal audits are to contribute to a rigorous and effective management of the DOF Group to ensure conformance to applied procedures and to determine how the Group may mitigate risks; the added value being to promote a culture of efficient and effective management within the Group, business units and departments.

The results of internal audit are an input for the improvement phase.

AUDITS AND ASSESSMENTS BY EXTERNAL PARTIES

The Agency is subject to the audits conducted by the following bodies:

Det Norske Veritas (DNV)

DNV audits the Group annually. It issues a specific report on the DOF Group and also Business Unit implementation of the requirements of the specified international standards to which the Group subscribes to.

Stakeholder

Stakeholders include current and prospective clients who audit on the effectiveness, implementation and alignment to international, industry and their own standards.

Flag State & Regulatory Bodies

Vessels and Operations are audited by regulatory governing bodies which review the implementation of required legislative requirements by the specific business unit / vessel.

The HSEQ Department is responsible for the coordination of all external audits and the relevant findings will be an input for the improvement phase.
BOARD AUDITING COMMITTEE
The Company’s auditor submits the main features of the plan for the annual audit of the Company to the Audit Committee.

The auditor participates in meetings of the Board of Directors that deal with the annual accounts. At these meetings the auditor reviews any material changes in the Company’s accounting principles, comments on material estimated accounting figures and reports material matters on which there has been disagreement between the auditor and the Executive Management of the Company.

The auditor once a year presents to the Audit Committee a review of the Company’s internal control procedures, including identified weaknesses and proposals for improvement. The Board of Directors holds a meeting with the auditor at least once a year at which neither the CEO nor any other member of the Executive Management is present.

CORPORATE FINANCE AUDIT FUNCTION
The finance function in the company is doing continuous financial audits throughout the year by both internal and external resources. This is done according to internal policies and accounting guidelines, IFRS, International Financial Reporting Standards.

REVIEW AND IMPROVEMENT
The outcome of monitoring & measuring activities represent the primary input for any improvement action. Within the Business Management System the DOF Group has identified the following activities that are significant in the achievement of tangible / substantial opportunities for improvement:

1. Management review
2. Implementation of DOF Group related actions

MANAGEMENT REVIEW
The Management Review is a process intended to review the DOF Group Business Management System by the Management team for:

- Adequacy (output meets requirements);
- Suitability (results achieved in the best way);
- Effectiveness (system fulfils the needs).

The yearly Management Review meeting (at Group and Business unit levels), under the support of the HSEQ Department, aims to review at least the following data and outcomes from:

- Internal and external audits;
- Risk management;
- Stakeholder feedback;
- Process management, including objectives;
- Status of Group / Business unit related actions (identifying on schedule or late actions);
- Documents and records management;
- Changes that may affect the BMS (regulatory, organisational, budgetary).

The outcome of the Management Review meeting consists of decisions and action plans to ensure continuous suitability of the DOF Group Business Management System and to further improve it.

IMPLEMENTATION OF DOF GROUP RELATED ACTIONS
Corrective action shall be the preferred means to address all situations where a major or repeated minor non-conformity is highlighted.

For any repeated non-conformity related to the quality of services or the Group’s processes, specific actions are foreseen at the appropriate level in order to eliminate the causes and to avoid the repetition of the same problem. The BMS related actions follow-up procedure includes the verification of implementation of corrective actions, but also the assurance of their actual effectiveness. Preventive action and loss prevention shall be the preferred means to mitigate potential non-conformities and risks. Whenever a risk has been detected, it is up to the concerned Process Owner to designate an appropriate qualified person to take the responsibility for implementing the preventive action as appropriate.

The HSEQ Department maintains a central database with all information relevant to the follow-up of DOF Group BMS related actions.
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