

## TARGETS AND CHARTER

The Corporate QHSE Objectives and Action Plan for PFL Engineering Services Limited are listed below

S/N	FOCUS	OBJECTIVES	UOM	PRESENT STATUS	TARGET	COMPLETION DATE	MONITORING FREQUENCY	PERFORMANCE INDICATOR(S)	RESPONSIBILITY	RESOURCE(S) REQUIRED	RESULT ASSESSMENT METHOD
1	<b>BUSINESS &amp; SYSTEM IMPROVEMENT</b>	(a) Expansion of a range of services for Asset Integrity Management to include at least 3 additional scopes, one of which must be specialized.	Number	4	≥7	20/12/2017	Quarterly	Award of Contracts in the different AIM scopes added which should include Drone Operations	CEO/GM/Head of Commercial/TOM	Finance, Machine and Manpower	Contract Counts
(b) Commence full office operations in Ghana by August 2017 and perform at least 1 project in Ghana before November 30th		Ratio	0:0	1:1	30/11/2017	Quarterly	Statutory & Regulatory Licenses, Work Permits, Office Location, ISO Certifications, Acquisition of Equipment, Tendering for jobs/project, Advertisement of Services, Award of Jobs	CEO/GM	Finance, Machine, Manpower	Time of Commencement of Operation & execution of job.	
(c) Ensure at least 50% increase in Top Management's involvement in Base & Project Operations through more frequent work & site visits.		%	2016 visits	2016 visits + 0.5x2016 visits	20/12/2017	Quarterly	Obtain all relevant permits/licenses for project site visits, deliberately implement visits (announced & unannounced)	CEO/GM/TOM	Manpower, Finance & Knowledge	Number of Top Mgt visits to base and project sites.	
(d) Apply the subjectivity diminished appraisal system to carry out at least two complete appraisal exercises by EOY		Number	0	2	20/12/2017	Bi- Annually	Conclude KPI identification process, include appraisal in 2017 organizational planning, execute appraisal as planned.	COO/HR	Knowledge, Computer.	No of Appraisals executed by EOY, KPIs communicated	
(e) Establishment of a consolidated career progression framework which accommodates unambiguous & sustainable grading system such that the growth process becomes predictable and inevitable.		Month	February	July	01/07/2017	Annually	Review with Top management and publish handbook and implement framework, Categorization and ranking of staff, Implementation of salary structure/bonus incentive program	COO/HR/GM/CEO	Knowledge	Harmonization, Succession plan and Handbook release	
(f) Promotion of risk based thinking in the area of operational decision making such that by August 2017, 50% approvals are supported by identified risk from the requesting entity.		%	0	50	30/08/2017	Annually	Update of ERM Procedure to provide guideline, Review of form templates to include risk, opportunities and controls,	CRM/TOP Mgt	Knowledge, Computer	Updated Procedure, No of forms with provision for risk identification.	
(g) Enhance risk control monitoring so that by EOY, unacceptable risk realized should not exceed 2% of the total unacceptable risk across the organization.		%	-	2	22/12/2017	Quarterly	Develop a Risk Dashboard with emphasis on intolerable risk, increase monitoring of intolerable risk	CRM Team	Knowledge, Computer	Result of evaluation of effectiveness of risk assessment	
(h) From five (5) at the moment, increase intolerable risk contingency plan to at least 80		%	5	80	22/12/2017	Monthly	Increase depth of risk assessment, develop contingency plan template and establish plans in templates	CRM/ALL HODs	Knowledge, Computer	Computation of percentage of intolerable risk	

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2	<b>QUALITY, RISK MANAGEMENT &amp; CUSTOMER PROCESS</b>	(i) To complete processes for the successful transition from ISO9001:2008 to ISO9001:2015 by EO Q3.	Month	February	Sept 2017	01/09/17	Monthly	Conduct certification audit.	CEO/ CRM	Finance, Knowledge	Successful BV Audit.
		(j) Risk management audit: 2016 = 1 2017 ≥ 2	Number	1	2	22/12/17	Annually	Include risk management audit in QHSE program, prepare for and conduct audit including on site	CRM/QMS Officer	Knowledge	Number of audits
		(k) Increase company-wide knowledge of Risk Based Thinking and ISO 9001:2015 QMS Standard by 70%	%	15%	70%	01/06/17	Quarterly	Refresher Training/Awareness on ISO 9001:2015 & Risk Management, Regular QMS Briefs	CRM/QMS Officer	Knowledge	No of Refresher Trainings and briefs conducted
		(l) Customer Satisfaction: ensure that customer satisfaction is above 95%	%	90	95%			Obtain feedback, analyze and evaluate wrt target. PMI – Result of evaluated feedbacks	BD	Computer, Manpower	Percentage satisfaction
3	<b>HEALTH</b>	(m) Ensure that there is zero outbreak of epidemic among permanent and project staff of company by conducting preventive measures driven campaigns.	Number	0	0	01/12/17	Quarterly	Proactive education and awareness of communicable diseases (e.g., Lassa Fever, Ebola, meningitis, measles, bird flu etc) with high propensity to result in widespread infections.	Medic/HSE	Knowledge, Computer	No of awareness, zero epidemic
		(n) Zero occupational disease	Number	0	0	21/12/17	Quarterly	Monitor and prevent occupational disease by ensuring that all control measures for best health practices at work are adhered to at all sites.	HSE	Knowledge	Zero incident reports
		(o) Reduce Project Sites First Aid injury by 50% and office site by 70 % over 2016	Percentage	2016 reports	PS – 0.5X2016 +2016; OL - 0.4X2016 +2016	21/12/17	Half yearly	Ensure that workers and contractors understand Risk and Controls. Monitor safe work practice including adherence to PPE.	HSE	Knowledge, Finance	Zero incident rates
4	<b>SAFETY</b>	(p) Increase anomaly reporting rate such that, at least 35% more is achieved over 2016 total by December, 15, 2017	%	2016	≥ 0.3 X2016 + 2016	15/12/17	Quarterly	Define different anomalies and emphasize on reporting while recording reported cases.	HSE	Knowledge, Computer	% increase in reports
		(q) Increase safety awareness within the organization through formal and informal safety education	Number	15	25	01/12/17	Quarterly	Organize external and internal awareness of training on relevant safety training.	HSE	Knowledge, Finance	No of awareness session held
		(r) Zero Fire incidents.	Number	1	0	01/12/17	Half yearly	Train more personnel on fire fighting, Emergency Response. No of Fire Incidents. Fire Drills	HSE/Operations	Knowledge, Finance	Fire fighting , Emergency Response Training, Zero fire incident rate
		(s) Zero Road Traffic Accident	Number	1	0	15/12/17	Quarterly	Defensive Driving Training for drivers, frequent re induction for drivers and awareness on driving safety	HSE/Operations		Zero RTA incident
5	<b>LEGAL &amp; OTHER REQUIRMENTS</b>	(t) Proactively identify any new legal requirement and ensure verifiable evaluation of compliance through a process which includes the company's legal entity. Average compliance	Percentage	70	80	31/12/17	Six Monthly	Plan for and implement compliance analysis with Onome Okodiya & Co.	HSE/CRM	Knowledge, Manpower	Updated Legal register, Records of Compliance Evaluation

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		shall not be less than 80% by COB 2017.									
		(u) Monitor compliance to Cyber Crime Act such that there is Zero violation using any company IT infrastructure throughout 2017	Number	NA	0	31/12/17	Two Monthly	Study the action points in the New Act and Establish stringent controls to prevent the violation of the act.	IT/GM	Knowledge, Computer, Finance	No of inspections on IT Infrastructure
6	<b>ENVIRONMENT</b>	(v) Execute processes for the successful transition from ISO14001:2004 to ISO14001:2015 by EO Q4.	Month	July	December 2017	20/12/17	Quarterly	Engage Consultant; realign all documentation, train IMS internal auditors as applicable, conduct certification audit.	CEO/CRM Head	Knowledge, Finance	Internal Auditor Training, Documentation, Successful BV Audit.
		(w) Reduce Solid waste by 10% each Quarter of 2017. Comparisons shall be w.r.t Q4 2016.	Percentage	Q4 2016	0.9*Q4 2017	1/12/17	Half yearly	Measure using weighing scale and compare with Q4 2016.	HSE/Operations	Knowledge & Manpower	% Reduction
		(x) Monitor and reduce paper consumption by 40% by EOY 2017	Per Savings in Naira	2016	0.7*2016	31/12/17	Quarterly	Eliminate purposeless printings, deploy ERP fully, measure savings.	IT/Admin	Equipment, Software	Reduced cost of stationeries
		(y) Closely monitor controls for all significant Environmental aspects and ensure that no Accident occur from any of them.	Number	1	0	31/12/17	Quarterly	Include Environment element in HSE statistics, proactively proffer ways to put in place and ensure that relevant impact do not occur.	HSE	Knowledge, Equipment & Manpower	Zero Incident rate and updated control measures on Environmental Aspect register.
		(z) Zero Chemical spillage at the warehouse	Number	-	0	01/12/2017	Quarterly	Proper Storage of Chemicals, barricade the area, availability of chemical spill kit, Response plan for spillage	HSE Supervisor	Knowledge, equipment	Zero Chemical spillage
7	<b>PRODUCT CONFORMITY</b>	(aa) Ensure that there is zero complain from our clients regarding direct mismatch of Quality in any of our services to their defined specification.	Number	-	0	31/12/17	6months	Study requirements thoroughly at bid review and provide impeccable services with utmost focus on meeting all stated and implied requirements of clients. Obtain feedback	GM/CEO	Manpower	Customer Complaints
8	<b>CSR</b>	(bb) Include at least 6 beneficiaries in company annual education grant such that 2 persons each from Primary, Secondary and tertiary institution benefit by EOY	Number	2	8	31/12/17	Quarterly	Provide resources at the beginning of the year evaluate qualified candidates and executively grant scholarship.	CEO	Finance	No of Beneficiaries

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3<sup>rd</sup> March, 2017