VALIDATION

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CHANGE HISTORY

VERSION	DATE	Purpose of the amendment
00	01/05/2026	Initial document

OBJECTIVE

This manual presents ABIDJAN OFFSHORE Integrated Management System (IMS). It present in a single framework ABIDJAN OFFSHORE commitments, procedures and practices in terms of Quality, Health, Safety and Environment (QHSE).
It is a framework for ensuring compliance with normative requirements (ISO 9001, ISO 45001, and ISO 14001), legal requirements, stakeholder satisfaction, and continuous improvement of operational performance, while promoting continuous improvement of company performance.

FIELD OF APPLICATION

This document applies to all ABIDJAN OFFSHORE bases.

RESPONSIBILITIES

The application of the document is the responsibility of all actors cited by the subject of the document. The QHSE Manager ensures the implementation, application and updating of the provisions set out in this manual.

REFERENCES

- ISO9001 VERSIONS 2015
- ISO 14001 VERSION 2015
- ISO 45001 VERSION 2018

RECIPIENTS

All ABIDJAN OFFSHORE staff, Customers and Service Providers.

RELATED DOCUMENTS

- AO-QHSE-BDD-01-00-Internal and External Issues
- AO-QHSE-PRC-01-00-Macroscopic Process Mapping
- AO-QHSE-POL-01-00-QHSE Politic
- AO-QHSE-BDD-02-00-Identification and assessment of risks.
- AO-RH-PRO-01-00-Training management.
- AO-RH-BDD-01-00-Training Plan.
- AO-QHSE-ENR-07-00-Prevention plan
- AO-QHSE-PRO-01-00-Documentation management

- AO-QHSE-ENR-05-00-Security quarter hour
- AO-QHSE-ENR-01-00-JSEA
- AO-QHSE-ENR-03-00- Work Permit, AO-QHSE-ENR-02-00- Fire Permit.
- AO-QHSE-06-00-Subcontractor Management
- AO-QHSE-ENR-14-00-Incident / accident report
- AO-QHSE-ENR-20-00-Non-compliance sheet.

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1. FIELD OF APPLICATION

1.1 Presentation of ABIDJAN OFFSHORE

ABIDJAN OFFSHORE Services (AOS) is a local services company with a shared vision to deliver innovative solutions to the oil and gas, mining, power, marine, infrastructure and environment sectors in the MSGBC region, unlocking new opportunities for our clients through relentless commitment and a culture of purpose.

We are uniquely positioned to improve the efficiency of project lifecycles, from design to delivery and beyond, by challenging industry conventions and rethinking how to achieve the best outcomes.

We anticipate and seize opportunities for our clients, assuring them of our competence and inspiring their confidence at every stage.

AO is part of Teranga Corporation and utilizes the existing synergies of a group of sister companies to deliver world-class services to our clients.

ABIDJAN OFFSHORE' QHSE SMI applies to all activities, processes and operations related to exploration, production and project management in our different sectors of intervention.

1.2 Our Activities

a. Engineering, Procurement and Construction (EPC)

AO leverages its partnership with a global engineering and construction firm to provide a full range of services. Our capabilities extend to every stage of your facility's development. From project design to construction management, we have the resources and capabilities to support large-scale projects. We provide innovative, cost-effective and safe solutions that are unique to the MSGBC region.

b. Equipment rental and services

ABIDJAN OFFSHORE Services is the local partner of Tiger Offshore Rentals, a leading international provider of specialist rental equipment to the upstream offshore oil and gas market. Together, we provide fluid tanks and logistics equipment to meet our customers' daily needs for the safe movement, transportation and storage of drilling fluids and liquids. Our logistics equipment transports key assets such as pipes, dry bag materials, food products and supplies to and from drilling and production sites.

c. Manpower Services

We offer our clients a one-stop shop for the recruitment of workforce (local and expatriate) in the field of outsourced energy services. We ensure that we have the right person, with the right training and skills, in the right place and with the right tools to undertake the job.

d. Operations and Maintenance

AO is a global leader in operations and maintenance. We provide scalable, integrated operations and maintenance resources and services throughout the lifecycle of a facility, in virtually any location around the world.

e. NDT inspection

AO, in collaboration with its partner Tiger Offshore, offers a wide range of NDT inspection services in Abidjan. From ad hoc inspections to rigging and sling management programs, we offer our clients a variety of options.

f. Flexible offshore services

We offer offshore services and inspections on flexible pipe systems on an ad hoc basis or as part of an agreed integrity management programme. If desired, services can commence after the flexible pipes have been loaded and be repeated at regular, agreed intervals.

Trained by NOV, our local offshore team is very familiar with flexible pipeline structures and can solve unexpected problems on site. They can be mobilized for any project in the MSGBC and the West Africa region.

1.3 Our Sites and Facilities

- **Sites**: AO has its main site at Yopougon Azito Beago in Abidjan , where operating, production, maintenance and other activities are carried out.
- **Administrative Offices**: AO's headquarters are located at Ivoire Trade Center (ITC) in Cocody , where management, planning and operations support activities are carried out.

1.4 Our Interested Parties

The Employees: All employees, including managers, engineers, technicians, and administrative staff involved in the activities and processes covered by the SMI.

Providers: Companies and individuals hired to provide services, materials, or equipment necessary for the execution of projects and operations.

Customers: External entities that benefit from ABIDJAN OFFSHORE services and products.

2. NORMATIVE REFERENCE

ABIDJAN OFFSHORE's Management System is based on the requirements of ISO 9001, ISO 45001 and ISO 14001, ensuring that all key processes are aligned with the integrated objectives of Quality, Safety, and Environment.

3. TERM AND DEFINITION

TERMS	DEFINITION

SMI	INTEGRATED MANAGEMENT SYSTEM
QHSE	QUALITY HYGIENE SAFETY AND ENVIRONMENT
AO	ABIDJAN OFFSHORE
JSEA	JOB SAFETY AND ENVIRONMENTAL ANALYSIS

4. OUR QHSE MANAGEMENT SYSTEM

4.1 Process Approach

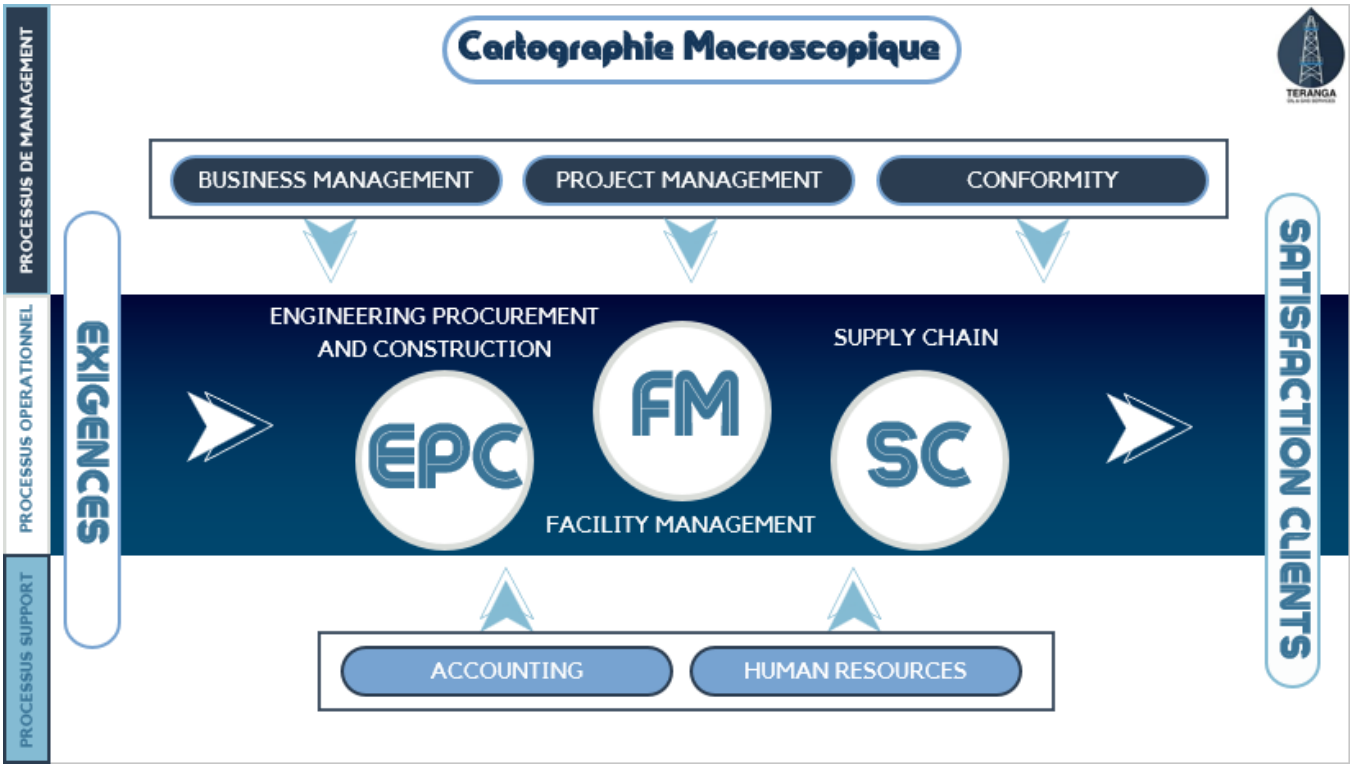
The process approach enables ABIDJAN OFFSHORE to ensure that all operational and support activities are planned, implemented, monitored and improved in a consistent manner. Each process is assessed based on its risks and opportunities.

Ref: ***AO-QHSE-BDD-01-00-Internal and External Issues***

4.2 Macroscopic Process Mapping

AO's macroscopic process map is a graphic representation of our main activities, organized according to a hierarchical and functional logic. It allows us to visualize the links between processes, understand their interaction, and ensure that all critical activities are integrated into the Management System. The map is divided into three main categories: management processes, operational processes and support processes. These processes are articulated to guarantee the overall performance of the company, while respecting QHSE objectives.

Ref: ***AO-QHSE-PRC-01-00-Macroscopic Process Mapping***



4.3 Presentation of the carAOraphy cartography

a. Management process:

Focused on governance and strategic management of the company.

- Business Management
- Project Management
- Compliance

b. Operational processes:

They include activities directly related to the production and delivery of services.

- EPC (Engineering, Procurement, and Construction)
- Facility Management
- Supply Chain

c. Support process:

Cross-functional activities that facilitate the smooth running of main processes.

- Accounting
- Human Resources (HR)

4.4 Process Description Sheet

For each key process identified in the mapping, a descriptive sheet is established. These sheets make it possible to clearly define the objectives, those responsible, the inputs and outputs, as well as the associated performance indicators.

a. Business Management

- **Objective**: Define the company's overall strategy and economic directions, ensuring the effectiveness of resource management.
- **Responsible**: General manager.
- **Entries**: Market analysis, customer feedback, financial reports.
- **Exits**: Strategic plans, growth decisions, annual objectives.
- **Performance indicators**: Growth rate, profitability, compliance with budgets.
- **Related Resources**: Planning tools, management dashboards.

b. Project Management

- **Objective**: Supervise and organize the project preparation phase, including documentation, technical studies, feasibility analyses, and resource planning before the start of the implementation phase.
- **Responsible**: Project manager.
- **Entries**: Specifications, forecast budgets, customer needs, feasibility analyses, impact studies.

- **Exits**: Project plans, technical documentation, validated studies, permits and authorizations obtained, detailed planning.
- **Performance indicators**: Compliance with preparation deadlines, quality of documentation delivered, obtaining authorizations, budget planned for the implementation phase.
- **Related Resources**: Project management software, study software (CAD, BIM), planning teams.

c. Compliance

- **Objective**: Ensure that all company activities comply with local and international regulations, as well as internal QHSE standards.
- **Responsible**: QHSE Manager
- **Entries**: Legislation, QHSE standards, internal and external audits.
- **Exits**: Compliance reports, updating procedures.
- **Performance indicators**: Compliance rate, number of non-conformities.
- **Related Resources**: Regulatory database, audit tools.

d. EPC (Engineering, Procurement, and Construction)

- **Objective**: Execute the project implementation phase, covering engineering aspects, procurement of materials and equipment, as well as on-site construction according to the specifications defined during the preparation phase while ensuring compliance with QHSE requirements.
- **Responsible**: Operations Manager.
- **Entries**: Validated technical and study documents, planned material and human resources, subcontracting contracts, implementation schedule.
- **Exits**: Infrastructures and installations delivered and operational, compliance with QHSE specifications and standards, compliance with deadlines and budgets.
- **Performance indicators**: Compliance with deadlines, quality of work, compliance with QHSE requirements, compliance with the allocated budget.
- **Related Resources**: Project management software, Construction equipment, On-site teams, Site monitoring tools, Material suppliers.

e. Facility Management

- **Objective**: Ensure the management and maintenance of facilities to guarantee their proper functioning and safety.
- **Responsible**: Facility Manager.
- **Entries**: Maintenance planning, equipment, maintenance teams.
- **Exits**: Functional installations, maintenance reports.
- **Performance indicators**: Facility availability rate, maintenance incidents, QHSE compliance.
- **Related Resources**: Facility management tools, maintenance teams.

f. Supply Chain

- **Objective**: Manage the entire supply chain, from procurement to delivery of products/services, while respecting QHSE requirements.
- **Responsible**: Supply Chain Manager.
- **Entries**: Orders for materials/equipment, suppliers, production needs.
- **Exits**: Products delivered, inventory, logistics report.
- **Performance indicators**: Delivery cycle time, stock rate, logistics incidents.
- **Related Resources**: Inventory management systems, transport logistics.

g. Accounting

- **Objective**: Ensure the financial management of the company, including monitoring budgets, managing financial flows, and compliance with tax and legal obligations.
- **Responsible**: Financial Director.
- **Entries**: Budgets, invoices, banking data.
- **Exits**: Financial statements, financial performance reports.
- **Performance indicators**: Respect for budgets, profitability indicators.
- **Related Resources**: Accounting software, financial statements.

h. Human Resources (HR)

- **Objective**: Manage the company's human resources by ensuring the recruitment, training, and well-being of employees, while ensuring compliance with QHSE policies.
- **Responsible**: HR Manager.
- **Entries**: Staffing needs, skills profiles, labor legislation.
- **Exits**: Recruitment, training, performance evaluations.
- **Performance indicators**: Employee retention rate, satisfaction, compliance with QHSE standards.
- **Related Resources**: Human resource management systems, personnel database.

5. LEADERSHIP

5.1 Management Commitment

The management of ABIDJAN OFFSHORE is committed to promoting a safe, sustainable and excellence-oriented working environment, by fully integrating Quality, Health, Safety and Environment requirements into all company activities. This policy is based on the collective and individual commitment of all employees to achieve the strategic objectives of the organization.
Ref: ***AO-QHSE-POL-01-00-QHSE Politic***

5.2 QHSE objectives

- **Operational Excellence:**

Achieve peak performance at all levels of the business by optimizing resources, minimizing inefficiencies and fostering a culture of continuous improvement of processes and results.

- **Respect for the Environment:**

Minimize the environmental impact of our activities by adopting responsible practices, such as reducing emissions, waste management and the rational use of natural resources. We are committed to preventing any pollution, by respecting regulatory requirements and international environmental standards.

- **Regulatory Compliance:**

Ensure strict compliance with laws, regulations and standards applicable to our operations, whether it is occupational safety, environmental protection, or quality requirements. We ensure that our processes are constantly reviewed and aligned with legislative and regulatory developments.

- **Continuous Improvement:**

We are committed to a constant reassessment of our QHSE practices and performances, by analyzing the results, integrating feedback and taking corrective actions to strengthen our management systems.

- **Customer Satisfaction:**

Meet the expectations and requirements of our customers by delivering high-quality products and services, while respecting the commitments made in terms of safety, health and environmental preservation.

- **Safety Commitment:**

Protect the health and safety of our employees, contractors and stakeholders by identifying and controlling risks related to our operations. We seek to achieve the goal of zero accidents through a proactive and preventative approach to risk management.

5.3 Responsibilities and Authorities

To ensure the effective implementation of the QHSE SMI in the defined scope, responsibilities and authorities are clearly established:

- **General Management**: Responsible for defining the QHSE policy, allocating the necessary resources, and overall supervision of QHSE compliance and performance.
- **QHSE Manager**: Responsible for the daily management of the SMI, the coordination of corrective and preventive actions, and the monitoring of QHSE performance.
- **Process Pilot**: Each process pilot is responsible for implementing and monitoring QHSE procedures specific to their field of activity.
- **Operational Staff**: All employees must follow established procedures, participate in required training, and report any non-conformities or opportunities for improvement.

6. RISK AND OPPORTUNITY MANAGEMENT

6.1 Risk Identification and Assessment

Risks associated with health, safety, quality and the environment are identified at each stage of the processes. Prevention and control measures are put in place to minimize potential impacts. Ref: ***AO-QHSE-BDD-02-00-Identification and assessment of risks.***

6.2 Emergency Response Plan

ABIDJAN OFFSHORE has contingency plans in place to deal with major incidents, including oil spills, fires and natural disasters. Regular simulations are conducted to test the effectiveness of these plans.

7. MANAGEMENT OF SUPPORT ELEMENTS

The support elements aim to ensure the availability of resources, skills and information necessary to guarantee the implementation, maintenance and continuous improvement of the QHSE integrated management system at ABIDJAN OFFSHORE.

Support elements cover:

- Human and material resources,
- Skills and training management,
- Internal and external communication,
- The documentation and information necessary for the operation of the system,
- Infrastructure and means of monitoring and measurement.

7.1 Management of human and material resources

ABIDJAN OFFSHORE ensures that the human resources required to implement the processes are available in sufficient quantity and have the required skills. Skills management is linked to the selection, integration, and development of employees through regular training in connection with QHSE issues.

Infrastructure, equipment and facilities are maintained and monitored to ensure their proper functioning. This includes emergency and logistics equipment, as well as support infrastructure (premises, systems, etc.).

AO ensures that all material resources necessary for the smooth running of operations, including measurement and control tools, are available and adapted to needs.

7.2 Skills management and training

To ensure the effectiveness of our management system, AO ensures that all our employees have the skills necessary to perform their tasks. The skills required for each position are determined based on the job requirements and the needs in terms of safety, quality, and respect for the environment. Ref: ***AO-RH-PRO-01-00-Training management.***

ABIDJAN OFFSHORE implements a continuous training plan to develop employee skills. This includes specific QHSE training, regular refresher courses, and updates on industry best practices. Ref: ***AO-RH-BDD-01-00-Training Plan***.

Skills are regularly assessed to verify that employees are able to perform their tasks in accordance with QHSE requirements.

7.3 Awareness Management

All employees are informed of the importance of their role in achieving the company's QHSE objectives. This includes:

- Awareness of the risks associated with their activities via toolboxes,
- Understanding customer requirements and applicable standards through safety reception (induction),
- Their contribution to the performance of the integrated management system,
- The implications of potential deviations from QHSE procedures or standards.

7.4 Communication

Communication channels are established to ensure that relevant QHSE information flows within the organization. This includes:

- Regular meetings on QHSE performance,
- Dissemination of updates to procedures and processes,
- Incident or non-conformity reporting systems.

ABIDJAN OFFSHORE ensures that external stakeholders (authorities, customers, partners) are informed about the QHSE aspects related to their activities. The information exchanged includes:

- Regulatory compliance and legal obligations,
- Incidents or accidents related to activities,
- Environmental performance and company commitments.

Ref: ***AO-QHSE-ENR-07-00-Prevention plan***

7.5 Document management

QHSE management system documents (procedures, work instructions, forms, etc.) are created, approved, and updated in a rigorous manner. Documents relevant to the system are appropriately retained to ensure their integrity, readability, and accessibility. QHSE records (such as activity reports, inspection reports, audit reports, incident reports, completed checklists, etc.) are controlled and stored to ensure their availability for performance monitoring and audits.

Ref: ***AO-QHSE-PRO-01-00-Documentation management***

7.6 Monitoring and measurement tools

ABIDJAN OFFSHORE ensures that measurement equipment is suitable for process needs. This includes environmental monitoring instruments, quality measurement devices, and safety performance monitoring tools.

Measuring equipment is calibrated and maintained in accordance with manufacturers' specifications and applicable standards. A maintenance plan is in place to prevent malfunctions and ensure measurement accuracy.

8. OPERATIONAL MANAGEMENT

Operational management aims to ensure the efficient and safe execution of AO's daily activities while respecting QHSE requirements. It is based on a systematic approach to ensure that each activity is carried out safely, efficiently and in compliance with QHSE standards. To achieve this, employees must follow well-defined procedures, complete the necessary checklists, and participate in awareness and risk analysis meetings. AO, through a good command of operational management, aims to:

- Ensure the efficiency of operations in accordance with QHSE standards.
- Standardize work procedures to reduce risks and improve quality.
- Facilitate the collection of operational data to assess process performance.
- Track and correct deviations in real time to ensure continuous improvement.

8.1 Working Procedures

Standardized work procedures are established for each critical task. They describe the steps to follow, the precautions to take, and the safety and quality requirements. Employees must:

- Refer to the procedures before each operation,
- Follow specific instructions to minimize risks,
- Use the required personal protective equipment (PPE),
- Follow environmental and safety guidelines.

Each procedure is updated regularly based on feedback, observed non-conformities and identified improvements.

8.2 Toolbox

Toolbox Talks are held periodically before activities begin, to raise awareness among the team about the risks specific to the task or project in progress. These briefings provide a reminder of good practices in health, safety, and the environment. It aims to

- Inform workers about the specific risks of the activity to be carried out that day.
- Discuss preventive measures and necessary PPE.
- Increase vigilance on security behaviors.

The Toolboxes are led by the supervisor or site manager, who is responsible for:

- Identify relevant topics,
- Ensure that all participants understand the risks,

- Ensure that preventive actions are implemented.

Ref: ***AO-QHSE-ENR-05-00-Security quarter hour***

8.3 JSEA

At AO, the Job Safety and Environmental Analysis (JSEA) is a key step in the planning and execution of our tasks. It involves identifying the hazards and potential environmental impacts associated with each task, and determining appropriate control measures before commencing execution. It aims to:

- Identify, assess and control risks before starting work.
- Ensure that safety and environmental protection measures are in place.
- Protect workers and the environment by anticipating potential incidents and accidents.

The JSEA must be validated by the QHSE manager or his representative and explained to all members of the team before the start of work.

Ref: ***AO-QHSE-ENR-01-00-JSEA***

8.4 The Check List

Checklists are essential tools for AO to verify that all steps of a task or project have been carried out in accordance with QHSE requirements. They serve as a guide and data collection tool to evaluate performance and ensure compliance with procedures. Each team is responsible for completing the checklists before, during and after the execution of the tasks. The elements to be checked include:

- Equipment compliance,
- Wearing PPE,
- Implementation of safety and environmental measures.

8.5 Work permit

Following the JSEA and the implementation of all preventive measures (inspection of work tools or equipment, wearing of PPE, etc.), a work permit is issued by the QHSE manager or his representative. This document formally authorizes the execution of specific tasks, in particular those presenting significant risks (work at height, hot work, entry into confined spaces, etc.). Ref: ***AO-QHSE-ENR-03-00- Work Permit, AO-QHSE-ENR-02-00- Fire Permit.***

8.6 Subcontractor Management

As many activities at ABIDJAN OFFSHORE involve external partners. Good management of subcontractors is essential to ensure that QHSE standards and our clients' requirements are met throughout the execution of projects. Subcontractors are assessed on the basis of their technical

competence and compliance with our QHSE requirements. They provide us with evidence of safety training and appropriate certifications (e.g. ISO, HSE). Before the start of work, each subcontractor goes through a QHSE induction process. This process includes:

- Training on ABIDJAN OFFSHORE QHSE policies and procedures (induction),
- Awareness of site-specific hazards and environmental requirements (prevention plan),
- Issuance of the necessary work permits.

Subcontractors are subject to regular inspections to verify their compliance with QHSE policies. They participate in Toolbox Talks and carry out a JSEA before each task. Any failure to comply with QHSE requirements may result in suspension of work until corrections are made. Ref : ***AO-QHSE-PRO-06-00-Subcontractor Management***

8.7 Data collection for performance monitoring

The information collected through checklists, Toolbox Talks, and JSEAs is centralized and analyzed to assess safety, health, and environmental performance. This information can tell us about:

- compliance with procedures,
- recurring trends and risks

The results obtained are used to improve processes.

9. INTERNAL AUDITS AND PERFORMANCE MONITORING

9.1 Internal Audit

Internal audits are conducted at regular intervals to verify compliance with internal procedures and regulatory requirements, and to identify opportunities for improvement to enhance the overall effectiveness of the system.

Internal audits are scheduled to cover all critical processes of the company. An annual schedule is established and communicated to all stakeholders. The audit is conducted by qualified internal auditors who are independent of the audited processes. At the end of the audit, a detailed report is produced, highlighting the points of compliance and the deviations identified. The non-conformities identified are subject to corrective actions, the implementation of which is monitored until the deviations are completely closed.

9.2 Performance Indicators

In order to measure the effectiveness of the IMS and ensure that objectives are achieved, ABIDJAN OFFSHORE uses a set of Key Performance Indicators (KPIs). These indicators are defined for each key process and are used to regularly assess performance in terms of quality, safety and environment. KPIs allow progress towards strategic objectives to be monitored, deviations to be detected quickly and corrective actions to be implemented when necessary.

- Every month, meetings are organized to assess the achievement of objectives through the analysis of KPIs. This review allows for rapid corrective decisions to be taken in the event of non-compliance or performance deviation.
- Process reviews are also carried out regularly to analyse in depth the performance of various critical processes such as project management, EPC, or the supply chain.
- An annual management review is organized to take stock of overall QHSE performance, assess the effectiveness of the IMS and establish new strategic objectives. This review is an opportunity to take stock of the results of internal audits, performance indicators and supplier audits.

10. CONTINUOUS IMPROVEMENT

At ABIDJAN OFFSHORE, continuous improvement is a fundamental principle of the Management System, aiming to continuously optimize performance in terms of Quality, Health, Safety and Environment (QHSE). AO puts in place robust mechanisms to identify areas requiring improvement, while relying on feedback and analysis of past performance to adjust its strategies and processes.

10.1 Results of Internal and External Audits

Internal audits conducted by qualified teams identify non-conformities, emerging risks and potential for improvement. As for external audits, particularly ISO certification audits, they provide a critical and independent view of the performance of the MS.

The results of these audits are carefully analyzed, and corrective and preventive actions are defined to correct the failures detected, but also to anticipate possible non-conformities. Each audit thus becomes an opportunity for learning and improving practices.

10.2 Feedback

ABIDJAN OFFSHORE strives to capitalize on each significant event (incident, accident, major non-conformity, successful completion) to learn lessons and strengthen its practices.

- **Analysis of incidents and accidents**: Each incident or accident is systematically investigated through in-depth investigations. These analyses make it possible to understand the root causes and to propose effective corrective measures in order to avoid the repetition of these events. Ref: ***AO-QHSE-ENR-14-00-Incident / accident report***
- **Lessons Learned**: feedback is formalized in the form of "lessons learned" which are disseminated to all levels of the organization. This allows all teams to benefit from the lessons learned from past events to adjust practices and strengthen procedures.

10.3 Review of Key Performance Indicators (KPI)

Key performance indicators, defined for each process, are regularly monitored to measure the achievement of the set objectives. Monthly and annual meetings dedicated to the evaluation of KPIs constitute strategic moments to analyze deviations from targets, assess trends, and adapt action plans.

- **Proactive improvements**: When KPIs reveal gaps or deterioration in performance, proactive actions are implemented to correct anomalies before they affect overall results. Ref: ***AO-QHSE-ENR-20-00-Non-compliance sheet.***

- **Readjustment of objectives**: Regular analysis of KPIs also allows for readjusting objectives based on results obtained, changing operational conditions, and new regulatory or technological requirements.

10.4 Review and Improvement Plan

Continuous improvement is not limited to reacting to problems; it also includes proactive initiatives to make processes more efficient and robust. ABIDJAN OFFSHORE incorporates regular process reviews to assess effectiveness, detect areas of waste or redundancy, and identify potential innovations.

The results of the reviews and analyses are consolidated in improvement plans, defined annually during the management review, in order to guide the necessary developments in the SM. This improvement plan includes in particular:

- **Process optimization actions**: Simplification of procedures, automation of certain tasks, or introduction of new technologies.
- **Continuing education programs**: Strengthening team skills through targeted training on best practices and the rigorous application of new QHSE procedures.

10.5 Stakeholder contribution

Continuous improvement at ABIDJAN OFFSHORE also relies on the involvement of all stakeholders, including service providers, customers and employees. Through suggestion boxes or innovation recognition programs, they are encouraged to propose ideas and solutions to improve processes.

ABIDJAN OFFSHORE also considers that subcontractors play a key role in the overall performance of the company. Accordingly, regular audits and awareness sessions are conducted to align their practices with the company's QHSE requirements. This contributes to mutual improvement in performance, ensuring consistency across the value chain.

11. CONCLUSION

In conclusion, The ABIDJAN OFFSHORE QHSE Management Manual is a fundamental guide for the effective integration of Quality, Health, Safety and Environment (QHSE) management systems throughout the company's operations. This manual is more than a reference document; it represents our commitment to quality, safety and sustainability. It guides our daily actions and strategic decisions, while serving as the basis for a culture of continuous improvement within ABIDJAN OFFSHORE. Every member of our organization is encouraged to take ownership of it, actively participate in implementing the defined practices, and contribute to the achievement of

our common goals. AOether, we are committed to building a safer, more efficient and more environmentally responsible business, while delivering exceptional value to our customers and stakeholders.