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1 Changes

This is a new Policy document.

2 Purpose, scope and effective date

Purpose

Operations Excellence means systematic management of risks and opportunities related to Process safety, Personal Safety and Health, Well being, Security, Environment, Quality, Productivity, Reliability and Efficiency.

The purpose of this Policy is to define our overall purpose, objectives and vision for Operations Excellence and describe expectations and framework for the Operations Excellence Management System (OEMS).

Scope

This Policy is applicable to all employees of Neste, and to anyone working for the business of any Company within Neste Group or acting on behalf of such Company.

Effective Date

Policy is effective from 4th of February 2021.

3 Responsibilities

3.1 Policy Governance

The responsible people for updating, reviewing and approving this Policy are shown in the table below:

| Policy Governance Task | Responsible Person |
|------------------------|--|
| Document Owner | Senior Vice President, Human Resources, HSSEQ and Procurement |
| Document Author | VP HSSEQ |
| Document Reviewer | Senior Vice President, Human Resources, HSSEQ and Procurement representing Executive Committee |
| Document Approver | CEO representing Board of Directors |
| Execution of Policy | Leadership teams in Business Units, RP Platform, Innovation, NES and in Functions |

3.2 Leadership Commitment and Policy Execution

Our leaders must assure suitability, adequacy and effectiveness of the Operations Excellence Management System in order to build and sustain operations excellence culture and deliver performance.

4 Main objectives of Operations Excellence (OE)

Objectives of our Operations Excellence Management is to

- Prevent accidents, injuries and high-potential safety, environmental, security and cyber security incidents, and ensure effective mitigation actions to protect people, environment and property in case of an incident
- Assure Health and Well being of our employees and contractors
- Sustain asset integrity and reliable operations
- Ensure efficient use of resources and energy by optimizing utilization, availability, cost efficiency and value creation in operations
- Ensure excellent quality of our products and services fulfilling customer needs
- Comply with all applicable laws, regulations and permits
- Drive continuous improvement in all OEMS elements in a consistent and systematic way.

5 Operations Excellence Framework

Our Operations Excellence Management (OEMS) sets the framework to systematically manage and improve Operations Excellence. The OEMS is the management system through which we achieve the objectives stated in this Policy. The OEMS is based on the principles of continual improvement and process-based thinking and aligned with ISO Standards 9001, 14001 and 45001. The OEMS consists of this Policy, 15 OE Principles and related Standards as shown in the diagram below.



We actively collaborate to continually improve the OEMS in order to better identify and address OE risks and opportunities and achieve our OE objectives. The execution cycle of the OEMS helps identify development needs and drive effective implementation.



6 Guiding Key Principles

6.1 Our Commitment to Operations Excellence

We are committed to developing and sustaining a culture where operations excellence is embraced and continually improved. We are committed to prevent or to minimize harm to anyone or anything while meeting our business objectives. In our Operations Excellence Culture

- Safety is considered as a value and is imperative for our operations
- Our culture is fair and just
- We understand hazards, risks and opportunities and manage them systematically and effectively
- Everyone is responsible and has stop work authority
- Everyone is committed to driving continual improvement of Operations Excellence
- We ensure open and frank communication and ensure efficient collaboration within the organization
- We maintain a sense of vulnerability and combat normalization of deviance with a healthy questioning attitude. We have a high focus on prevention of high-consequence incidents.
- We empower and help everyone to successfully fulfill their responsibilities
- We continuously learn from our experiences to improve and enhance the culture of operations excellence

6.2 Leadership Expectations

All leaders are responsible for driving efficient implementation of the Operations Excellence Management System in order to build and sustain operations excellence culture and deliver high performance. All leaders are expected to

- Build and sustain fair and just culture
- Ensure compliance to Operations Excellence requirements.
- Identify hazards and opportunities and manage them systematically, transparently and fact-based to sustain and grow value for the business
- Be accountable for preventing high-consequence incidents and impacts
- Ensure necessary safeguards are established, functioning and effective
- Be accountable for defining clear roles and responsibilities including stop work authority.
- Engage Neste workforce and our partners in the systematic management of operations excellence
- Assure and verify the continual suitability and effective implementation of the OEMS.

7 Definitions

| Term | Definition |
|------|---|
| OE | Operations Excellence |
| OEMS | Operations Excellence Management System |

8 Related documents

- [Safety Leadership \(Principle\)](#)
- [Hazard Identification and Risk Analysis \(Principle\)](#)
- [Asset Integrity and Reliability \(Principle\)](#)
- [Contractor HSE management \(Principle\)](#)
- [Emergency management \(Principle\)](#)
- [Environmental management \(Principle\)](#)
- [Management of Change \(Principle\)](#)
- [Marine Risk management \(Principle\)](#)
- [Safe Transportation \(Principle\)](#)
- [Occupational Health \(Principle\)](#)
- [Operational Safety \(Principle\)](#)
- [Product and Chemical Safety \(Principle\)](#)
- [Productivity and Efficiency \(Principle\)](#)
- [Security \(Principle\)](#)
- [Continual Improvement \(Principle\)](#)