

1 Changes

This is the first update of the Policy document published in 2021. Minor wording change and corrections have been made in June 2024.

2 Purpose, scope and effective date

Purpose

Operations Excellence means systematic management of risks and opportunities related to process safety, chemical safety, personal safety and health, wellbeing, 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 the 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

The Policy is effective from 1st of April 2024.

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	Executive Vice President, Human Resources, Safety and Communications
Document Author	Vice President, Safety
Document Reviewer	Executive Vice President, Human Resources, Safety and Communications representing the Executive Committee
Document Approver	CEO representing the Board of Directors
Execution of Policy	Leadership teams in Business Units and Functions

3.2. Leadership Commitment and Policy Execution

Our leaders are accountable to build and sustain an enduring culture of Operations Excellence in their organisations. Leaders must assure the suitability, adequacy and effective implementation of the Operations Excellence Management System so that safety and business objectives are met.

4. Main objectives of Operations Excellence (OE)

The objectives of Operations Excellence at Neste is to:

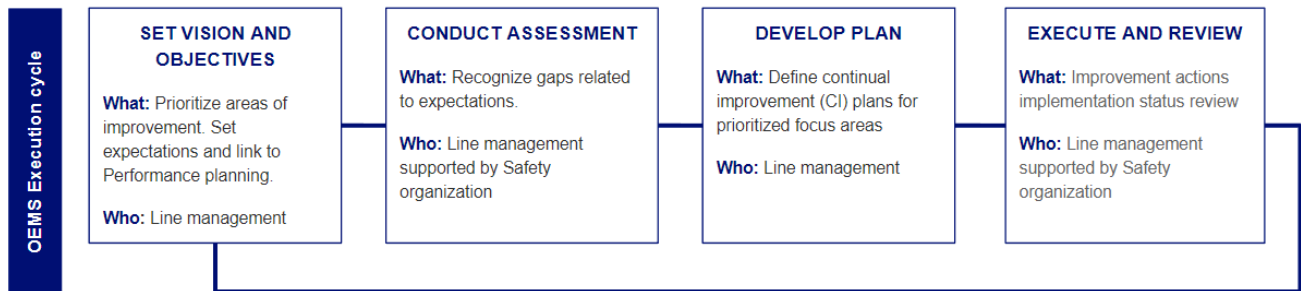
- Prevent fatalities, serious injuries and high-potential safety, environmental, security and cyber security incidents
- Ensure effective safeguards are in place, functioning and effective to protect people, the environment and property from the potential consequences of incidents
- Assure health and wellbeing of our employees and contractors
- Ensure that product compliance and chemical safety hazards are effectively managed
- 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 the 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 System (OEMS) sets the framework to systematically manage and improve OE. 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 is aligned with ISO Standards 9 001, 14 001 and 45 001. The OEMS consists of this Policy, 16 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. Operations Excellence Principles

6.1. Our Commitment to Operations Excellence

We are committed to developing and sustaining an enduring OE culture where OE is embraced and continually improved while meeting our business objectives.

In our OE Culture:

- Safety is considered as a core element of our values-led culture
- We are focused on the prevention of fatalities and high-potential incidents
- We strive to create a culture which is fair and just
- We understand hazards, risks and opportunities and manage them systematically and effectively
- We are all empowered to use Stop Work Authority
- We enable psychological safety through open and frank communications and efficient collaboration
- We maintain a sense of vulnerability and have a healthy questioning attitude

- We empower and help everyone to successfully fulfill their responsibilities
- We proactively learn from our experiences and deliver improvements
- We are committed to driving the continual improvement of Operations Excellence at Neste

6.2. Leadership Expectations

All leaders are responsible for driving efficient implementation of the OEMS and building our OE Culture.

All leaders are expected to:

- Build and sustain an enduring OE Culture (described above)
- Ensure compliance to Operations Excellence requirements and other compliance obligations
- 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-potential incidents and their impacts
- Ensure the necessary safeguards are in place, functioning and effective
- Be accountable for defining clear roles and responsibilities in respect of OE culture and OEMS implementation
- Engage and include the workforce, including our partners, in the systematic continual improvement of OE
- 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, Risk Assessment and Control (Principle)
- Asset Integrity and Reliability (Principle)
- Contractor HSE management (Principle)
- Emergency management (Principle)
- Crisis 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)