

INDUSTRY ADVISORY | QATAR | GCC

ENERGY & INDUSTRIAL

EXECUTIVE REALITY

Energy and industrial organisations operate through assets, contractors and processes where a single failure carries production, safety and contractual consequences.

Operators and partners increasingly qualify suppliers on demonstrated management control, not capability alone. Expansion or a critical supplier arrangement can extend the operation beyond the oversight model built for it.

WHERE GOVERNANCE PRESSURE APPEARS

CONTRACTUAL ELIGIBILITY

Operators and major clients qualify suppliers on evidence of management control and assurance.

PRODUCTION CONTINUITY

Unplanned interruption carries revenue and contractual consequences beyond the incident itself.

OPERATIONAL TECHNOLOGY EXPOSURE

Connected operational technology links commercial systems to physical operations, widening any failure.

CONTRACTOR DEPENDENCY

Specialist contractors influence output, safety and schedule from outside direct management lines.

RISK VISIBILITY ACROSS SITES

Risk information gathers at site level and reaches leadership later than the decisions that depend on it.

WHAT THIS MEANS COMMERCIALLY

- 01 Qualification for major contracts increasingly depends on demonstrated control, not track record alone.
- 02 Contractor performance becomes the organisation's performance in the eyes of the client.
- 03 The cost of interruption is commercial before it is operational.
- 04 Assurance prepared before an audit is materially cheaper than remediation after one.

WHERE HARBORSTONE FITS

— Enterprise Governance & Risk

— Operational Resilience & Continuity

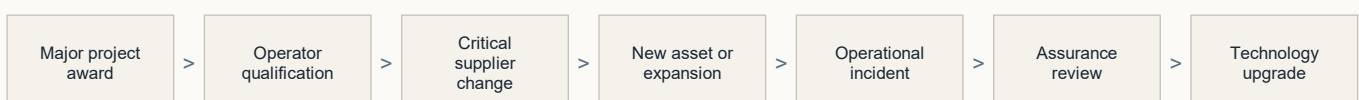
— Audit Readiness & Assurance

— Third-Party Risk Advisory

— Information Security, Privacy & Digital Trust

— Strategic Advisory & Fractional Leadership

WHEN GOVERNANCE BECOMES A BUSINESS ISSUE



Can the operation demonstrate the same level of control it is asked to promise during qualification?