

# HSE Corporate Business Plan 2012





Comply
Intervene
Respect



-1. Jahren Barten Barten Barten

LIFE SAVING RULES

12 Life Saving Rules



R

GOAL ZERO

"No Harm to People & Environment"



66 I am delighted to recognise and celebrate that some sections in our operations have achieved our Goal Zero target of 'no harm to people and the environment'.

# MD's Messsage on HSE

I want to make sure all our staff and contractors working with PDO clearly understand that Health, Safety and the Environment (HSE) is an over-arching priority for me which is integrally linked to the definition of success.

We have many key performance indicators and we all want to attain production, reserves, costs and other targets, but what I want above all, is to make sure that in delivering these targets, each and every one of you, PDO staff, contractors and our neighbours, are safe and unhurt and have the opportunity to share success stories with your friends, family and loved ones at the end of each day and at the end of every rotation.

If we look at our 2011 HSE performance, I am pleased to see significant improvements in Lost Time Injury / Total Recordable Case Frequencies (LTIF/TRCF) and in the fields of environment, asset integrity process safety management and health.

I am delighted to recognise and celebrate that some sections in our operations have achieved our Goal Zero target of "no harm to people and the environment". Hence we need to sustain these sterling achievements and learn how best to replicate across our company.

The 2012 HSE Business Plan is therefore designed to uphold the gains, with additional focus on areas needing improvement. This year, we will place additional emphasis in promoting visible, caring and felt leadership, implementing focused Behaviour Based Safety Programmes, launching the updated and simplified HSE Management System, and enhancing our support to road safety initiatives, particularly in the area of commuting procedure.

I need you all to live by and implement the Golden Rules by complying with our standards in your respective areas of work, intervening where you see non-compliance or an unsafe act, respecting our neighbours and the environment. I also need you to comply with the Life Saving Rules and continue to raise the reporting of near-misses, a "gift and blessing" learning opportunity to avoid future incidents we cannot and must not waste.

Please take care of your own safety and those around you and continue to build on our 2011 achievements.

Thank you,

**Raoul Restucci** Managing Director

## **LIFE SAVING RULES**





when required



the specified life









WHAT ARE THEY?







Mhile driving do no use your phone and do not exceed

Follow prescribe

nermit when required

protectina equipment



working at height

Do not walk under a suspended load

Do not smoke outside designated areas

No alcohol or drugs while working or driving



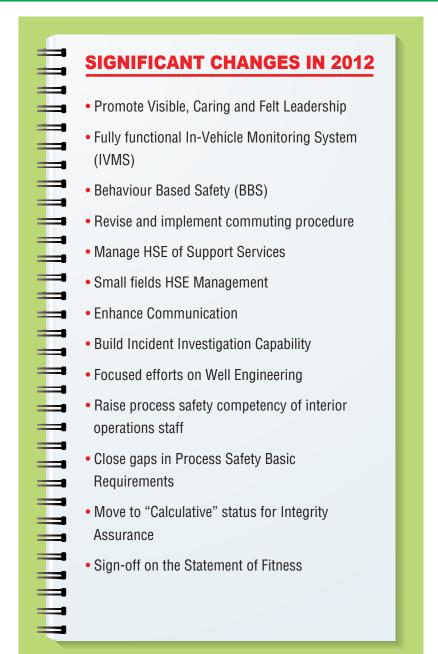
Wear your seat belt speed limits



# **HSE Management System**

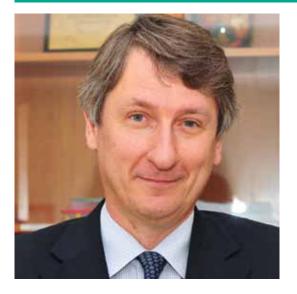
... Making Goal Zero Happen





	HSE PR	OJECT	'S				
VISIBLE, CARING AND FELT LEADERSHIP	ROAD SAFETY		TRACT H IAGEME		PROCESS SAFETY		
<ul> <li>Increase HSE capability in senior Non-HSE professionals</li> <li>Enhanced focus in managing HSE Must-Win Project Teams</li> <li>Implement HSE leadership qualities tool</li> </ul>	<ul> <li>Fully functional IVMS</li> <li>SP2000 Compliance</li> <li>Revised Commuting Procedure</li> </ul>	<ul> <li>LOA verifi High/Med</li> </ul>	ium risk cont Vanage HSE	tract	<ul> <li>People and Systems</li> <li>Operating Integrity</li> <li>Design Integrity</li> <li>Technical Integrity</li> </ul>		
facul Restarci	Stillindy	S	jun/are	mol	Sherey.		
Raoul Restucci (MD)	Intisaar al-Kindy (XD)	Si	ıleiman al-T	obi (OSD)	Abdullah al-Shuely (UEOD)		
WORKSITE HAZARDS	NORM & OILY WASTE MANAGEMENT	PROCESS	SES & SY	STEMS	ENVIRONMENT		
<ul> <li>Behavioral Based Safety</li> <li>Lifting Operations</li> <li>Enhance management of STOP, LSR, Near Miss</li> </ul>	<ul> <li>Manage NORM risks</li> <li>Manage Oily Waste</li> </ul>	<ul> <li>Implemen</li> <li>Build HSE Capability</li> <li>Annual Re</li> </ul>	-	n	<ul> <li>Well Test Flaring</li> <li>Operational Flaring Strategy</li> <li>Data Management System</li> </ul>		
Abdulsattar al-Murshidi (UWD)	Dr Ali al-Gheithy (UPD)		plaa 1 al-Naaman		Naaman al-Naamany (MSEM)		
HEALTH	2012 HSE CORPO	RATE SO	OREC	ARD			
<ul> <li>Revise and update health management standards</li> </ul>	KPI	Wt. 0	1	2			
Enhance engagement with Contract Holder	Lost Time Incident Frequency (LTIF)	10% 0.51	0.36	0.27			
Af Rawali	Process Safety: Implementation of Process Safety Improvements	10% 90%	5 100%	110%	Lacul Kertarci		
Dr. Suleiman al-Rawahi (MCC)	Dr. Suleiman al-Rawahi (MCC) <b>Total</b> 20% of Corporate Scorecal						

### Visible, Caring and Felt Leadership



# "Striving for continuous improvement in all areas"

Demonstrating visible, caring and felt leadership is a key enabler towards achieving our safety objective of 'no harm to people and the environment'. As the first requirement in our HSE Management System, I seek to see our individual and collective leadership enhanced through improved personal HSE capabilities, greater ownership of HSE Must-Win projects and improved HSE Leadership quality assessments.

Managing Director

Golden	Objective	Action Item	Performance Measure					D	irecto	rates							Т	īme	line	
Rule				MSEM	мсс	OND	OSD	UWD	UEOD	UID	XD	GD	UPD	UCPD	HD	FD	Q1	Q2	Q3	Q4
Respect	Promote visible, caring and felt leadership	Expose 50 non-HSE professionals (ELT) to HSE	100% completion	R		S	S	S	S	S	S	S		S	S	S	•	•	•	•
		Develop a structured HSE Leadership qualities tool and conduct fingerprint at the Executive Training	Improved Executive Training Fingerprint for each leader	R		S	S	S	S	S	S	S		S	S	S			•	•
		Invite international HSE speakers to share success stories	Invite 1 speaker	R		S	S	S	S	S	S	S		S	S	S		•		
		Hold Bi-Monthly HSE Must-Win Steering Committee Meetings	100%	R	R	R	R	R	R		R						•	•	•	•
		Present Directorate HSE Performance to MDC	100%	R		R	R	R	R	R	R	R	R	R		R		•	•	•

## **Road Safety Management**



# "The Road Safety accidents numbers, LTIs & fatalities have seen further improvements"

The initiatives that were run in 2011 as part of the Must-Win in addition to the other initiatives on road safety, have resulted in maintaining the good records that we achieved in 2010.

The IVMS, Driving Forums and active role of the Road Safety Standard Team (RSST) have added another dimension in improving road safety. The "A" Defects reports have dropped in this year compared to last year because we kept implementing strict consequences.

Life Saving Rules have once again proven to be vital. The number of Life Saving Rules violations and non compliances has dropped.

The focus in 2012 will be to implement the new strategy on commuting, continue with the RSST focus on compliance, Safe Journey Management (SJM) Audits and other proactive Hearts & Minds tools that will assist and encourage safe driving.

Several road shows are planned to enhance roles and responsibilities of drivers and ensure effective and proactive usage of the IVMS System.

Roadworthiness Assurance Scheme (known as RAS) will take another diversion by incorporating the Royal Oman Police directives to merge the RAS with the annual ROP vehicle registration and renewal. This will become an additional project for 2012.

A trial on the new self-energised reflectors technology will commence by second quarter of 2012, and hopefully it will add to safety while driving on roads within the PDO concession area. The trial will involve the full length of the road between Nimr Roundabout and Rima Roundabout, which is a stretch of nearly 70kms

Thank you and wish everyone a safe journey.

Intisaar al-Kindy (XD) Road Safety Champion

Golden	Objective	Action Item	Performance Measure					D	irecto	rates							Ti	meli	ine	
Rule				MSEM	MCC	OND	OSD	UWD	UEOD	UID	XD	GD	JPD	UCPD	HD	FD	Q1 (	2 0	13 0	4
Comply	Enhance driving behaviours	Embed IVMS management system in PDO/Contractors	IVMS management system fully functional	R		S	S	S	S	S	S	S		S	S	S	•	•	•	•
Comply	Effective commuting	Revise & implement revised commuting procedure	Revised procedure implemented	R		S	S	S	S	S	S	S		S	S	S		•		
Comply	Comply with standards	Execute Level II SP2000 compliance Audits	Effective closure of audit findings	S		R	R	R	R	R	R	R		R	R	R			•	

### **Contract HSE Management**



## "'The management of HSE in contracts is critical to improving the HSE performance"

The role of "Contractor HSE Management" Must-Win Project in achieving Goal Zero is highly significant, as the work by contractors accounts for more than 80% of PDO's total exposure hours and much of this work is of high or medium risk in nature. During the 2005-2011 period, contractors accounted for 97% of all incidents. Therefore, it is absolutely crucial that we work very closely with our contractors in order to improve on our overall HSE performance.

It is encouraging to see improvement in the overall involvement of CEOs of our contractors in taking ownership and control of their respective businesses in terms of HSE delivery and performance.

Sadly, despite the improvement in statistics, we still experience incidents and high potential near-misses in our operation, which result in loss of lives and cause pain to our workers and their families. Unless we work together responsibly and with full commitment, these incidents will not go away.

I truly believe in Goal Zero and I therefore request every one of us to make 2012 a better year and a year of Goal Zero because it's achievable. We can achieve this through:

- Compliance to Golden Rules (Respect, Comply and Intervene) and 12 Life Saving Rules
- Continuous by measuring the performance and maintaining the gains
- Ensuring that the past and new findings receive your attention
- Disseminate lessons learnt to new contractors
- Show clear and transparent leadership and commitment to HSE

Our 2012 Must-Win plan aiming to ensure the Health and Safety of our staff and protection of the environment are primal to everything we do and is pivotal to our daily engagements. I'm looking forward to CEOs, PDO LT and all our PDO and contractors' staff support to make 2012 a Goal Zero year.

#### Thank you.

#### Suleiman al-Tobi (OSD)

Contractor HSE Champion

Golden	Objective	Action Item	Performance Measure	Directorates MSEM MCC OND OSD UWD UEOD UID XD GD UPD UCPD HD I									Tim	eline					
Rule				MSEM	MCC	OND	OSD	UWD	UEOD	UID	XD	GD	JPD	UCPD	HD FI	D Q1	Q2	Q3	Q4
Comply		Effective and Verified closure of all 2011 LOA findings	100% completion	S		R	R	R	R	R	R	R				•	•	•	•
Intervene		Conduct HSE Evaluation (banding) for new High / Medium risk contracts	100% M & H contracts tendered in 2012	R		S	S	S	S	S	S	S				•	•	•	•
Comply		Conduct LOA for 8 new High / Medium risk contracts	8 LOAs	R		S	S	S	S	S	S	S				•	•	•	•
Comply		Verify effective closure of findings from HSE Audit and LOA on Small Field contractors (Petrogas and Medco respectively)	100% completion	S			R									•	•	•	•
Intervene		Carry out HSE competence assessment of CH/CSR managing High / Medium Risk contract.	100% completion of competency assessments and a plan to close the identified gaps	S		R	R	R	R	R	R	R				•	•	•	•
Intervene		Map out Support Services and their HSE management	Documented evidence of mapping i.e. all interfaces and sub-contracting risk exposure	S		R	R	R	R	R	R	R				•	•	•	•

## Asset Integrity – Process Safety Management



# "'Process Safety Events do happen in PDO"

In 2011, we experienced a number of high potential incidents including a significant flammable gas release at Lekhwair Production Station. Thankfully, our ignition control barrier performed well on that occasion and severe consequences were avoided.

This is one of the many reasons why PDO is continuing the journey to being able to say that our assets are safe and we know it.

The 2012 Corporate Scorecard for Asset Integrity – Process Safety (AI-PS) focuses on Technical Integrity by verifying our asset registers and managing high risk well integrity issues in eWIMS and RED anomalies in PACER/CIRRAS. Also, as a company we are looking at improving Operating Integrity by raising the AI-PS competence of our interior operations staff. Finally, the 2012 Scorecard includes a risk-based programme of level 2 self-assessments and cross-directorate audits to help us raise our performance across the business.

The Scorecard is not show everything that is being done to improve and sustain AI-PS. We track Safety Critical Element preventative and corrective maintenance compliance. We have improvement projects to update as-built drawings, close gaps in Process Safety Basic Requirements including alarm rationalisation, and restore the integrity of ex-equipment.

We also continue to benchmark our performance through TR-MIE Calculative Assessments and Process Safety Reviews.

Through the implementation of this programme of improvement and monitoring, our Asset Directors are able to sign the Statement of Fitness to continue operating our process facilities.

#### Abdullah al-Shuely (UEOD)

AI-PS Champion / Engineering and Operations Director

Golden	Objective	Action Item	Performance Measure				Directorates ND   OSD   UWD   UEOD   UID   XD   GD   UPD   UCPD   HD   F						Tir	nelin	ne			
Rule				MSEM	мсс о	ND	OSD	UWD	UEOD	UID	XD G	) UPD	UCPD	HD	FD Q	1 Q	2 0:	3 Q4
Intervene	2012 Corporate	Safety Critical Elements (SCE) Asset register verification complete and implemented	4 assets (Bahja, Yibal Oil, Qarn Alam Gas & Fahud)			R	R		S		R				•		•	•
Comply	Scorecard	Number of interior ops staff to complete role related Al- PSM competencies as defined by PR-1029 (Competence Assessment & Assurance)	840 (60%)	S		R	R		S	R	R						•	•
Intervene		Completion of Level 2 self-assessments and cross-directorate audits	5 assets (Marmul, Fahud, Yibal, SNGP, MOL/SOGL)	S		R	R		S	R	R							•
Comply		High risk well integrity issues in eWIMS across PD0 monthly	<12			R	R	S			RR	S			•	• •	•	•
Comply		Assessment of RED anomalies in PACER/CIRRAS & corrective work orders established for those related to SCE. Deviations to be raised in FSR (as per PR-1983)	0			R	R		S	R	R				•		•	•
Comply	Reduce	Safety Critical Element (SCE) Preventative Maintenance Compliance	95%			R	R		S	R	R				•	• •	•	•
Comply	Process	Safety Critical Element (SCE) Corrective Maintenance Compliance	95%			R	R		S	R	R					• •	•	•
Intervene	Safety Bick (Non	AI-PS As-Built Drawing Updates	% completion of as-built drawing update project (by asset)			R	R		S	R	R				•	• •	•	•
Intervene	Risk (Non- Scorecard AI-PS KPIs)	Process Safety Basic Requirements (PSBR) Action Closure, including Alarm Rationalisation	% overdue AI-PS actions of open AI-PS actions	S		R	R		S	R	R				•	•	•	•
Intervene	AI 10 I I I I I I I I I I I I I I I I I I	Ex-Equipment Restoration	% completion of Ex-Equipment Restoration project (by asset)			R	R		S	R	R				•	•	•	•
Comply		TR-MIE Calculative Assessment	TR-MIE Calculative Assessment result (3 asset: 1 North, 1 South & 1 Gas			R	R		S	R	R				•	•	•	•
Comply		Process Safety Review Compliance	Milestone completion of Process Safety Review (by asset)	S		R	R		S	R	R				•	• •	•	•
Comply		Statement of Fitness Compliance	Milestone sign-off of Statement of Fitness (by asset)	S		R	R		S	R	B				•	• •	•	•

Accountable person: Champion

R = Responsible, S = Support

## **Worksite Hazards Management**



# "The key to reducing injuries is the ability to identify and manage hazards"

As part of the Worksite Hazards Management (WHM) Must-Win project, our aim is to improve hazard awareness in PDO operations and most importantly to identify them before they cause an incident with adverse consequence.

In 2011, we relooked at the root-causes of the incidents and having identified behavioural issues as the major causation, the Well Engineering (WE) and Process Safety teams piloted the Behaviour Based Safety Survey. With more than 2000 survey responses, we are ready to implement the recommendations from this study in 2012.

This year, while we focus on enhancing the hazard identification process through behavioural observations of STOP, we will also lay emphasis on an effective campaign on Lifting and its hazards.

Since Well Engineering (WE) continues to be impacted with the highest incidences of LTIs, we will therefore deep-dive the corrective actions within WE while continuing to focus on our objective and commitment to "Goal Zero".

#### Abdulsattar al-Murshidi (UWD)

Worksite Hazards Management Champion

Golden	Objective	Action Item	Performance Measure					D	irector	ates						Time	eline	
Rule				MSEM	мсс	OND	OSD	UWD	UEOD	UID	KD GI	DUPD	UCPD	HD F	D Q1	Q2	Q3	Q4
Comply & Intervene	Improve Safety behaviour	Conduct a pilot implemention of the recommendations from the BBS Survey in Well Engineering	Reduction of LTIs by 20%	S				R								•	•	•
Comply & Intervene	Improve reporting of STOP and Near-Miss	a. Conduct "Train the Trainer" programme Target Audience: Sr. Well Engineers and Contractor Rig Superintendents	a. 100% coverage of target audience	R				R									•	
		b. Conduct Assurance Checks to evaluate implementation	b. Performance Penetrations Review Reports	R				R										
Intervene	Increase Lifting Safety awareness	Carry out a campaign on Lifting operations safety. (Hugo to outline implementation campaign and capture in project plan)	100% coverage across PDO			S	S	S	R	S	S S	;				•	•	
Comply & Intervene	Improve Hazards Awareness	Evaluate effectiveness of Hazard Hunts in WE	Effectiveness Report	S				R								•	•	
Comply & Intervene	Improve Life Saving Rules (LSR) reporting	Conduct "Train the Trainer" programme: a. Peer-to-peer coaching on Life Saving Rules (LSR) Violations b. Process of Life Saving Rules (LSR) reporting in FIM Target Audience: Sr. Well Engineers and Contractor Rig Superintendents & HSE Team Leaders	100% coverage of target audience	R		S	S	S	S	S	S S	;				•	•	

## **NORM & Oily Waste Management**



# "Achieving compliance and implementing sustainable disposal options for the future"

The Must-Win project aims to improve PDO's management of NORM and oily wastes, implement sustainable disposal options and comply with legislative and Company-developed standards.

In 2011, we quantified NORM waste streams in Bahja, completed random surveys of PDO's gas production facilities, engaged with key stakeholders during forums and significantly increased training attendances. A Level 1 Radiation Safety audit and several Level 2 NORM audits were performed across the Company and contracting community to assess compliance.

With respect to oily waste, a successful treated viscous oily sludge in Qarn Alam as a field trial and work is progressing well to treat all of Qarn Alam's oily sludge. In addition, the treatment of 170,000 m<sup>3</sup> of oil-contaminated soil in Nimr commenced for use in the Nimr Water Treatment Project (Phase 2).

In 2012, the NORM project will continue to emphasise compliance. This will be supported with a NORM video and updating existing NORM Guidelines. Relevant Directorates are expected to close out audit actions from Level 2 Radiation Safety audits. Oily waste will focus on identifying re-use opportunities for treated contaminated soil, improving the treatment and volumes of oil-based mud cuttings and establishing a Hazardous Waste Management contract.

Dr. Ali al-Gheithy (UPD)

NORM & Oily Waste Management Champion

NORM	1 Managemen	it T	eam Leader: Nadiya al	-Hai	th	y (N	<b>MCC</b>	DH2	2) /	Ju	ma a	I-H	and	hali	(M	SE	23)
Golden	Objective	Action Item	Performance Measure					Di	irecto	rates					l i	<b>Fimel</b> i	ine
Rule				MSEM	мсс	OND	OSD	UWD	UEOD	UID	XD GD	UPD	UCPD	HD FD	0 Q1	Q2 (	13 Q4
Comply	To effectively manage	Review and update NORM Guidelines	Guidelines reviewed and re-issued		R	S	S	S	S	S	S				•		
	NORM across the company	Relevant Directorates shall include NORM / Radiation safety in Level 2 HSE audits to demonstrate compliance with SP1170	100% Compliance		S	R	R	R		R	R				•	•	• •
Intervene		Complete NORM training video	Video completed		R	S	S	S		S	S					•	
Intervene		New Hazardous Waste Contract awarded for the management of the NORM Yard and decontamination of contaminated equipment	Contract awarded	S	S	S	R	S		S	S						•
Respect		Conduct integrated impact assessment and cost estimate for an engineered landfill to dispose of PDO's NORM wastes	Risks assessed, costed and endorsed by MECA	R	S	S	S	S		S	S						•

# Team Leader: Ali Alawi (MSE22) / Hamed Sharji (UIK2)

Golden	Objective	Action Item	Performance Measure					D	irector	ates						Tim	nelin	е
Rule				MSEM	MCC	OND	OSD	UWD	UEOD	UID	XD GD	UPD	UCPD	HD	FD Q	1 Q2	Q3	Q4
Comply	To effectively manage the Oily Waste across the company	Strategy for New Hazardous Waste Contract to be developed for the management of hazardous waste (contaminated soil, OBM cuttings and oily sludge)	Strategy Document	R		S	S	S		S	S						•	
Comply		Identify re-use opportunities for treated contaminated soil < 1% Total Hydrocarbon	Study completed and submitted to MECA	R		S	S	S			S					•		
Comply		30,000 tones of OBM cutting to be treated and safely disposed	Quantity treated and safely disposed	S		S	S	S		R	S				•	• •	•	•
	<b>.</b> .															~	~	

Accountable person: Champion

**Oily Waste Management** 

### **Processes & Systems**



# "Implementing a robust HSE-MS is vital to improving our HSE Performance"

In 2011, the HSE-MS (Code of Practice, CP-122) was reviewed, revised and aligned to international standards. The revamped HSE-MS Code of Practice is now simplified, incorporating a structured behaviour-based programme, an effective performance monitoring system, and raising the profile of Process Safety.

The revised HSE-MS encapsulates eight elements organised around four themes of **Why** (Overview), **What** (Requirements), **How** (Procedures), and **Where** (References).

A handy HSE-MS pocket booklet was created as a quick-reference summary of the HSE-MS while providing useful self-reflection and staff engagement questions.

I request all of you to utilise this pocket book in your daily activities, as we collectively work towards achieving our vision of **Goal Zero – "No harm to people** and the environment".

#### Thank you

#### Naaman al-Naamany (MSEM) Champion, S & E Manager

Golden	Objective	Action Item	Performance Measure					D	irecto	rates						Tir	nelir	ie
Rule				MSEM	MCC	OND	OSD	UWD	UEOD	UID	XD	GD UPI	UCPE	HD	FD	Q1 Q	2 Q	3 Q4
Intervene	Enhance HSE competency	Conduct functional review	Review completed and endorsed	R													•	
Comply	Effective closure of actions	Verify effective closure of High action from 2011 Level 1 HSE-MS audits	100% completion	R		S	S	S	S	S	S	S	S	S		•	•	•
Intervene	Establish Professional Incident Investigators	Ensure adequate professional Incident Investigation capabilities within Directorates and contractor community	A minimum of 2 professional Incident Investigators per Directorate	S		R	R	R	R	R	R	R	R			• •	•	•
Comply	Level 1 HSE-MS Audits	Exploration	Final completion report	S	S	S	S	S	S	S	R	S	S			•		
		Permit-to-Work	Final completion report	S	S				R							•		
		ISO 14001 Surveillance	Final completion report	S	S	S	S	S	S	S	S	S	S			•		
		Logistics & Road Safety	Final completion report	S	S	S	S	R	S	S	S	S	S			•	,	
		Oil North Directorate	Final completion report	S	S	R	S	S	S	S	S	S					•	
		Well Engineering	Final completion report	S	S	S	S	R	S	S	S	S						•
		Al Noor MGI Phase 3A	Final completion report	S	S	S	R	S	S	S	S	S						•
		Pipeline (MOL, Gas, SBM & Sub-Sea lines)	Final completion report	S	S	S	S	S	S	R	S	S						
Comply	Effective rollout of the Revised HSE-MS	Communicate the revised HSE-MS	100% cascade across all Directorates upto Supervisory Level	R	S	S	S	S	S	S	S	S	S			•		
		Conduct Annual HSE-MS Management Level Review (Reviews to be conducted on quarterly basis at Directorate level)	Annual MDC Management Review of the HSE-MS as per SP1970	R	R	R	R	R	R	R	R	RR	R	R	R			•

## Environment

## Team Leader: Mohammed al-Shuayli (MSE/2)

Golden	Objective	Action Item	Performance Measure					D	irecto	rates						Tin	neline	÷
Rule				MSEM	мсс	OND	OSD	UWD	UEOD	UID	XD	GD UPI	UCPE	HD	FD	Q1   Q2	2 Q3	Q4
Comply	Quality and reliable data	Develop and implement environmental data management system	Fully functional IT system	R		S	S	S	S	S	S	S						•
Comply	Compliance with standards	Implement Well Test Flaring requirement (No open pit burning of hydrocarbons and emissions shall not be darker than shade 1 on the Ringleman Scale) as per SP1005 Emissions to Atmosphere specification.	100% compliance with standard	S		S	S	R			S	S						•
Intervene	Ensure consistent flaring strategy	Review, develop and implement a consistent Operational Flaring Strategy across the assets	Endorsed Corporate Flaring Strategy	R		S	S					S	S			•		
Comply	Legal compliance	Work with UIPT team in progressing Phase 1 of ETP upgrade project	Substantial completion of Phase 1	S						R								•

### Team Leader: Dr. Salim al-Sawai (MCOH)



# Towards better Occupational and Clinical Healthcare services

Last year our Healthcare system witnessed a number of improvements, and I am pleased with our health initiatives and achievements in 2011. Key achievements of the year include improved medical services coverage, the PDO self-insurance secondary healthcare scheme for our workforce and their dependents, aiming to avoid long waits for appointments to specialists' care and to get our employees back to work at the earliest. Enhancements of the competencies of our medical emergency response personnel were among other achievements.

2011 also brought the merger of Occupational Health and Medical Department into one Health Team in PDO with the vision: **To promote occupational** health to achieve workforce wellness and provide quality curative, preventive and emergency medical care.

While sustaining the 2011 accomplishments is of paramount importance, this year (2012) we will focus on the following:

I. Enhancing occupational health practice among PDO and contractors' communities

2. Substantiation of contractors' compliance with PDO pre-employment and fitness-to-work medical examination standards

3. Assurance on provision of quality primary and emergency healthcare by all contractors

4. Engagement with PDO and contractors' HSE professionals

5. Health promotion and improvement of workers' welfare

Though we recognise that there are several challenges ahead of us, but we will rise to meet them.

#### Dr Suleiman al-Rawahi (MCC)

Champion, Health

Golden	Objective	Action Item	Performance Measure	Directorates MSEM MCC OND OSD UWD UEOD UID XD GD UPD UCPD HD F								Ti	melin	e					
Rule				MSEM	MCC	OND	OSD	UWD	UEOD	UID	XD	GD	UPD	UCPD	HD	FD C	)1 Q	2 03	3 Q4
Comply	Compliance with Health Management standards		Conduct 2 verifications/year		R	R	R	R	R	R	R	R					•		•
		Revise and update health management specifications	Updated SP1230, SP1231 and SP1232		R	S	S	S	S	S	S	S					•		
Intervene	Engagement with Contract Holders, HSE	Hold one occupational health workshop to discuss occupational health issues and agree the way forward.	One occupational health workshop held		R	S	S	S	S	S	S	S					•		
	professionals and HSE focal points	Hold Bi-Annually meeting with Contract Holders, HSE advisors and HSE focal points	Twice yearly meetings held		А	R	R	R	R	R	R	R					•	•	•
		All PDO contractors and subcontractors to submit monthly report on key health performance indicators to MCC and PDO OH adviser through Contract Holders by using PDO Health Performance Indicators template	Monthly report submitted		A	R	R	R	R	R	R	R					•	•	•
		Organise and conduct occupational health road shows in all interior locations to ensure direct dialogue and discussion of occupational health issues with PDO and contractors' staff	Conduct 14 occupational health road shows/year		R	S	S	S	S	S	S	S					•		
Intervene	Management of contracts' Health defaults	Implement and enforce contracts' health defaults consequence management	Contracts' Health defaults consequence management implemented and penalties enforced against defaulters		R	R	R	R	R	R	R	R							
Comply	Improvement of work- life balance	CHs to verify compliance of PDO contractors and subcontractors with labour law provisions regarding working hours, rest and leave	100% compliance		S	R	R	R	R	R	R	R					•		•

## Health, Safety & Environmental Key Performance Indicators (KPI)

SI	KPIs	Measurement	Overall 2011
1	LTIs	#	55
2	LTIF	Target (Actuals)	0.43 (0.36)
3	Tier1 Process Safety Events (PSE)	#	
4	Days since last PSE (New)	#	
5	Near-miss (includes LSR)	#	408
6	Unsafe acts/conditions (includes LSR)	#	505
7	Life Saving Rules reported	Total (Closed)	139 (47)
8	Overdue actions in FIM (excluding L1 audits) (New)	#	
9	SIR Action status	Total (Closed)	3 (3)
10	HSE plan	% target	
11	HSE plan progress	% completion	
Roa	d Safety		
1	Class "A" defects	Total (Closed)	218 (77)
2	Rollovers	#	39
3	RTAs	#	93
Con	tract HSE		
1	Open LOA actions	#	69
2	Total CHs and CSRs	#	176
3	CHs and CSRs assessed for HSE competency	#	59
4	CHs and CSRs competent	#	58
			8
5	HSE Banding Results	100% of companies	34
			46

SI	KPIs	Measurement	Overall 2011								
Worksite Hazards											
1	STOP Training sessions (WE Only) (To include all WE Sr. WE, WE, Rig Superintendents, HSE Advisors)	# of Rigs/Hoists & participants covered									
2	Life Saving Rules coaching sessions (WE Only)	# of Rigs/Hoists & participants covered									
NORM Contamination											
1	NORM Training sessions /PDO and cont.	# of staff	937								
2	Wells with NORM	#	35								
Occupational Health											
1	Occupational illnesses and TROIF (PDO and Contractors)	TROIF and # of ill- nesses reported and investigated	13 cases- PDO-TROIF 1.28								
2	Staff assessed for fitness-to-work	Number of staff	465								
3	Non-Accidental Deaths (NAD) reports	# NAD (investigated and report completed)	12 (12)								
4	Progress with annual Health plan action items	% of completion									
Environment											
1	Volume of Hydrocarbon Spills	Target (actual) M <sup>3</sup>	69 (60.3)								
2	Contaminated soil	Tonnes cumulative	596,000								
3	Global Warming Potential (GWP)	Million Tonnes $\mathrm{CO}_{_2}$ equiv	5.8								
HSE-MS											
1	L1 HSE-MS audits High actions overdue	#	0								
2	HSE-MS Review	Score									
Visible Management / Incident Investigators											
1	Non-HSE professionals exposure to HSE	#									
2	No. of professional Incident Investigators	2 per Directorate									

## HSE CORPORATE CALENDAR 2012

Activities	Act. P.	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Road Safety Management	MSE13												
IVMS Review & Process	MSE/13 & 54				20								
Commuting Procedure Improvement	MSE/13 & 54										1		
Safety Training	HLD8												
HSE Trainers' CPD Workshops			23			17				13		29	
HSE STOP materials training*					24-25					11-12			9-10
HSE Safety Leadership facilitation (Phase A)						5 - 7					20 - 22		
HSE Safety Leadership facilitation assessments (Phase B)						12 - 14					27 - 29		
*Worksite Hazard Activities (dates are being worked out now and will be available in a week)	MSE11												
STOP Training sessions (Well Engineering only)													
(To include all Sr. WE, WE, Rig Superintendents, HSE Advisors)													
Life Saving Rules coaching sessions (Well Engineering only)													
Lifting campaign													
BBS Survey Recommendations Status													
Environment Day	MSE2												
Lecture in T001		7											
Event at EcOman (School students will present their environmental projects)		9											
Participate in the Environment Day Expo		11											
Environmental Inspections	MSE23												
MAF (UIT, UID, UIB, MCO)			4-8										
Qarn Alam				3-7									
Yibal				17-21									
Lekhwair				17-21									
Fahud				17-21									
Nimr						5-9							
Bahja						5-9							
Harweel						5-9							
Marmul						5-9							
Drilling rigs													
Amal Steam Project										22-26			
SNDC Project										22-26			
Nimr C, G Project											13-17		
QA Steam Project											13-17		
Environmental Awareness Sessions	MSE24												
Fahud					14-25								
Yibal					14-25								
Lekhwair					14-25								
Qarn Alam					14-25								
Bahja						12-23							
Nimr						12-23							
Marmul						12-23							
Harweel						12-23							
Launch of Revised HSE-MS (dates are being worked out now and will be available in a week)	MSE11					12 20							
OND	MOLT!												
0SD													
GD													
XD													
Well Engineering													

## HSE CORPORATE CALENDAR 2012

Activities	Act. P.	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Corporate HSE-MS Audits													
Verify effective closure of High action from 2011 Level 1 HSE-MS audits	MSE53			12		7		9			2		17
				(UID)		(Amal)		(Radiation)			(Small fld)		(WSH)
Exploration		31 Dec -											
		11 Jan											
Permit-to-Work			18 - 29										
ISO 14001 Surveillance Audits				31	- 4								
Logistics & Road Safety					7 - 18								
Oil North Directorate						26	- 6						
Well Engineering										8 - 19			
Al Noor MGI Phase 3A											13 - 24		
Pipeline (MOL, Gas, SBM & Sub-Sea lines)												24 -	10
Joint Management Site Visits	MSE5211												
Marmul + Power Generation	0S0	9											
Fahud incl. MOL Booster Station	ONO	22											
Nimr Operations + Power Generation	OSE		13										
Drilling EOR + Gas	UWX		21										
Terminal on and off-shore facilities	UIT		22										
Bahja incl. MOL Booster Station	0S0			5									
Logistics South	UWL			13									
Coastal Offices and Facilities	UIB			21									
CPP	GGO			26									
Harweel	OSGO			-	9								
Drilling North	UWN				9								
Nimr Lab & Nimr Chemical Yard	UIK				16								
Qarn Alam Operations + Power Generation	ONO				16								
Drilling South	UWS					14							
Saih Nihayda	GGO					28							
Fahud Operations + Power Generation	ONE									10			
Qarn Alam Project	ONQO										14		
Amin	OSEA										17		
Yibal Operations + Power Generation	ONO										21		
Lekhwair + Power Generation	ONO											6	
Kauther KDC	GGE											11	
RAH Phase1 Site	UIR											12	
Al Noor MGI (2 Days)	OSEG											12	
Logistics North	UWL												10
HSE MD/DMD Meetings	MSEM												10
MDC (First / Second Sunday each Month)													
MDRC (Every Monday 13:15)													
Bi-Monthly HSE Must-Win Steering Committee													
Communication	MSE51												
Conduct Directorate HSE plans sharing session	motor	28											
Conduct CH HSE Workshop		20		20									
Conduct Contract HSE Managers Workshop			1	20									
Safety Day			1				6						
CEO HSE conference					24		0						
2013 HSE Plan kick-off meeting					24				21				
2010 HOL Hait NUK-UIT HIGGUILY									21				

## PDO HSE Management System





#### Element I: Leadership & Commitment

- Demonstrate Visible, Felt & Caring Leadership
- Be well informed and involved
- Be proactive in target setting

#### **Element 2: Policy & Strategic Objectives**

• Demonstrate understanding of the PDO HSE Policy and the specific activities to achieve its aims

#### Element 3: Organisation, Responsibilities, Resources, Standards & Documents

- Resourced Organisation Structure: Staff and Standards
- Clearly defined HSE Roles & Responsibilities for each employee/team
- Establish Competence Assurance Structure
- Establish Communication Structure

#### Element 4: Hazards & Effects Management

- Identify all HSE Hazards
- Assess the HSE risk of identified hazards using the Risk Assessment Matrix
- Apply the PDO hierarchy of Risk Control
- Identify and implement control and recovery measures to reduce the risk to as low as reasonably practicable

#### Element 5: Planning & Procedures

- Translate the business objectives into HSE Goals, Objectives and Target, and Proactive KPIs
- Incorporate HSE requirements into Business Plans, Work Plans & Procedures
- Plan to implement the Emergency Response Management Plan
- Plan to implement the Discipline Controls and Assurance Framework System
- Plan to implement the Management of Change Programme

#### **Element 6: Implementation & Operation**

• Operationalise HSE requirements as described in the Procedures and Specifications

#### Element 7: Assurance: Monitoring & Audit

- Monitor HSE Performance Indicators
- Conduct audits and take actions to improve
- Investigate and learn from incidents

#### **Element 8: Review**

• Regularly conduct HSE Management review to ascertain suitability of the HSE Management System and implement opportunities for improvement

Your Safety performance is a direct reflection of the quality of your leadership. Everyone is a Leader and is Accountable.