

# 2020 CORPORATE HSE BUSINESS PLAN

Performance Measure	Action Item	Leader	Champion
90% assessment completion.	Assess Safety Excellence gaps across the organisation.	MSEML	MD AD
Establishment of 5 years strategy plan for Safety Excellence.	Develop Safety Excellence strategy plan.	MSE5	MD AD
100% completion of 4CAAP Phase 2.	Develop and implement 4CAAP Phase 2 (interface management).	MSE5	MD AD
One exercise per quarter.	Conduct 4 Corporate Live Exercises.	UIC4	UID
90% rollout of IHTIMAM as per the agreed plan in Q1 of 2019.	Continue rollout of IHTIMAM to PDO locations and contractors as per the roll out plan.	MSE11	UWD MSEM
Workshop materials ready by Q2.	Develop HSE in Contract Workshop for medium/high risk contracts.	MSE12	FD
Completion of 2 workshops; targeting 10 medium/high risk (sub) contractors.	Conduct HSE in Contract Workshops for selected medium/high risk contracts, targeting contract managers, HSE managers/professionals.	MSE12	FD
Pilot PDO HSE advisors coaching model for HSE advisors into 2 medium / high risk LCC contractors.	Extend PDO HSE advisors coaching model to HSE advisors in LCC contractors.	MSE14	FD
100% completion of the activities by set deadlines.	Implement 2020 activities as listed in Environmental Strategy road map.	MSE2	UID
90% completion of safety critical position JCPs within CSU & FPD; OR; Engineering and Construction.	Identify safety critical positions within project delivery and update their Job Competence Profile to reflect the correct safety competence elements.	MSE1	PCD
100% completion of agreed recommendations set by Champions.	Progress the PRISM projects to drive social welfare improvements, integrate with design and support features in our PAC strategy and multi-year project implementation and mature/support Employee Assistance Programmes.	MCC	MD EVD



**Focus Areas**

**Leadership - Safety Culture**

**Emergency Response**

**BBS**

**Contract HSE Management & ICV in HSE**

**Environment**

**HSE Competence**

**Welfare & PRISM+**

**Focus Areas**

**HSE Simplification**

**Learning From Incidents**

**Road Safety**

**Worksite Hazards**

"I want to acknowledge and thank each and every one in PDO and our contractor community who have truly and consistently worked in making a positive step-change towards 'Goal Zero'. We have witnessed a significant improvement in our collective HSE performance, but unfortunately the improved KPIs don't tell the whole story and in many cases provide a false sense of assurance. You will all recall that we achieved a major milestone in road safety by crossing the 960 million kilometres mark since the last road-related fatal incident only to be hit with a rollover that resulted in the tragic loss of a father and his young teenage daughter. We have also witnessed a step-change in Well Engineering HSE performance but we unfortunately suffered the fatal loss of a derrick man and other injuries to personnel as a rig mast collapse. Notwithstanding the record achievements, investigations identified a number of serious flaws including our failure to ascertain appropriate competences were in place, that we fully complied with rules and a number of missed opportunities for more pro-active assurance and engagement efforts that would facilitate asking ourselves 'what is it that we are not seeing?' and 'what are the questions we are not asking?'.

We all have the duty to create a working environment where all of us feel safe, motivated and 'want' to come to work because it gives meaning to our lives and creates opportunity and value for us and all those we have the privilege to work with, contractor and company staff alike. It is fundamental that we build on our existing strengths and successes but we also must work in changing the mindsets and secure greater personal accountability so that HSE becomes an overarching priority and a pre-condition in all our activities. At the same time, we must nurture an environment where everyone holds no fear in challenging the status quo and strives to improve the safety and effectiveness of all we do.

No employee should perform any task that puts the safety of oneself, of any individual or team at risk. Golden Rules and Life Saving Rules are pillars governing our approach to everyday operations we run and I seek and demand all to adhere to these rules all the time, every time. Use your empowerment to stop any operation in a respectful but decisive way if you observe unsafe acts and behaviours. Where individuals chose not to comply with these simple rules, we must not shy away from applying the applicable and appropriate consequences – as harsh as it may sound, this is simply necessary to safeguard them and their colleagues working alongside them.

Let us all work hand-on-hand as leaders in HSE and maintain the momentum in our pursuit to Goal Zero, challenge complexity and ambiguity, take ownership of our activities and above all be true HSE role models."

*Raoul Restucci*  
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Managing Director

Champion	Leader	Action Item	Performance Measure
UOD	MSE53	Complete milestone I (POC for role-based documentation) of HSE MS Phase III project.	100% rollout of personalised website for at least 2 PDO roles (HSE stream).
TD GD	MSE3	Rollout the enhanced LFI process.	Production of at least 4 surveys.
		Conduct assurance surveys on effectiveness of the enhanced LFI process.	100% rollout of personalised website for at least 2 PDO roles (HSE stream).
XD / OND	MSE7	Establish and implement Private Commuting Policy, in collaboration with PCR team.	100% compliance to the policy.
		Implement motor vehicles rollover incidents reduction plan.	100% completion of the plan.
		Create minimum tyre safety standards to be implemented within PDO operations.	100% compliance to the set standards.
UIL	UIL	Continue to increase commuting bus utilisation.	1) Increase average bus utilisation to 40% 2) Increase number of hubs over 30 hubs.
		Influence reduction of driving violation to less than 1 per vehicle per month through the JMCC and apply appropriate consequences.	<1 violation per vehicle per month.
UWD / MSEM	MSE13	Influence reduction of driving LSR violation to less than 0.1 per vehicle per month through the JMCC and apply appropriate consequences.	<0.1 LSR violation per vehicle per month.
		Expand FLSI and launch it in new selected units/contractors.	90% training of targeted Front line supervisors.
		Rollout of the Hazard Hunt data-book.	100% rollout within PDO directorates by Q1. 50% of medium/high applicable contractors by Q2.
UWD / MSEM	MSE13	Conduct deep-dive session on HiPos, TRCs and Near-misses.	2 deep dive sessions by Q4.



**GOLDEN RULES**

- Comply
- Intervene
- Respect

**LIFE SAVING RULES**

12 Life Saving Rules

**GOAL ZERO**

"No Harm to People & Environment"