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Performance Evaluation

Improvement

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This Section's Objectives

▪ Bestow OGDCL's leadership by accepting responsibility and showing commitment for the HSE and Risk Management System.
▪ Letting leadership to establish and communicate an HSE and Risk Management policies.
▪ Facilitate leadership by assigning and delegating HSE roles, responsibilities and authorities.
▪ Crisis Management
▪ Defining HSE Structure

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Associated Documents

▤ OGDCL's HSE Policy Statement & Commitment
▤ OGDCL's Risk Management Policy
▤ OGDCL's Fatality Control Policy Guidelines

Applicable Documents

▤ OGDCL Safety Handbook For Oil & Gas Exploration Leases (Seismic Surveys)
▤ OGDCL Safety Handbook For Oil & Gas Well Drilling and Servicing Operations
▤ OGDCL Safety Handbook For Oil & Gas Development and Production Leases
▤ HSE Pledge Handbook For Contractors & Service Companies

IMPORTANT:- IT IS EVERYBODY'S RESPONSIBILITY TO ENSURE THAT THE OGDCL'S HSE MANAGEMENT SYSTEM IS IN PLACE.

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Leadership

Performance Evaluation

CONTEXT
[OGDCL'S Business Framework]
Projects
(Engineering & Construction)
Exploration and Development
(Drilling, Geological Services, Geological Field Survey and Seismic Operations)
Production and Plants
(Purification of Raw Gas for Distribution Network, LPG/NLG Recovery and Storage of Condensate Oil)

Operation

Improvement

Support

Planning

Leadership

HSE & RM Policy Statements
OGM/P-HSE-4.1

Fatality Control Policy Guidelines
OGM/P-HSE-4.2

Roles, Responsibilities, Accountabilities, and Authorities
OGM/P-HSE-4.3

Crisis Management
OGM/P-HSE-4.4

Structure
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4.1 HSE and Risk Management Policy Statements
OGM/P-HSE-4.1(06) Revision Number 6

ORIGINAL ISSUE : JUNE – 25, 2007
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Prepared By:
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Reviewed By:
HSE Consultant

Checked By:
General Manager HSEQ, OGDCL

Approved By:
Managing Director, OGDCL

Change/ Revision Log

#	Description of Change
1	Nil

Associated Documents Approval & Issue

Related Document/ Record	Initiated by	Reviewed by	Approved by
OGDCL's HSE Policy	Manager HSEQ	GM HSEQ	CEO/ MD → BOD
OGDCL's Risk Management Policy	Manager RM	GM HSEQ/ RM	CEO/ MD → BOD
OGDCL's Fatality Control Guidelines	Manager HSEQ Manager RM	GM HSEQ/ RM	CEO/ MD → BOD

IMPORTANT:- IT IS EVERYBODY'S RESPONSIBILITY TO ENSURE THAT THE OGDCL'S HSE MANAGEMENT SYSTEM IS IN PLACE.

4.1.1 General

- This procedure presents general framework related to OGDCL's Health, Safety, and Environmental (HSE) and Risk Management Policies (given at the end of this Section). This framework needs to be adapted to consider all the state of affairs of OGDCL collectively so as to produce unique policies to be equally applicable in:
  - ▶ Engineering/ project operations
  - ▶ Exploration, including seismic techniques and geological surveys;
  - ▶ Drilling of exploratory wells and geological services;
  - ▶ Drilling and development of production wells; and
  - ▶ Treatment of oil and natural gas to yield marketable products.

4.1.2 Policy Protocol

4.1.2.1 Purpose and Scope

- The purpose of this policy protocol is to instill the management to establish HSE and Risk Management Policies (Statements & Commitments) that are appropriate to its core activities i.e. oil and gas exploration and production and to be appropriate to the nature, scale and occupational health, safety, and environmental Impact (Risk)s of its primary activities, products and services involving all strategic (business) units.

4.1.2.2 Role of the Executive Committee/ MD

- OGDCL's HSE and Risk Management Policy Statements and Commitments shall be taken as a pledge by MD & CEO on behalf of BOD that the company is willing to integrate occupational health, safety, and environment factors into its business decisions wherever the company would operate by:
  - a) making investments which continue to improve its occupational health, safety, and environment performance and
  - b) by assessing, managing and controlling occupational health, safety, and environment Impact (Risk)s associated with its current and planned activities.
- Management (Executive Committee Members) should be involved during the development, reviewing and updating these policy statements and commitments.
- While MD & CEO shall be involved during the approving the contents and signing these policy statements and commitments
- Details of the involvement of management shall be documented on the reverse or transpose of the policy page to signify that they concur and are committed to the policy statement.

4.1.2.3 Salient Features of Policies

- Policy statements shall include commitment to prevention of pollution, prevention of injury and ill health directly resulting in the continual improvement in the management and performance of all strategic (business) units.
- Policy statements shall also include commitment to comply with relevant legislation and regulations, and with other requirements to which OGDCL subscribes.

4.1.2.4 Implementation of Policy

- The implementation of these policies shall be consistent across all operating departments. The communication of these policies to all employees shall be taken as an essential stage of its implementation. BOD recommends a common approach through the use of policy leaflets, posters and internal meetings.
- BOD also empowers MD & CEO to establish, update and endorse the cascaded documents like HSE System Manual and Guidelines.

IMPORTANT:- IT IS EVERYBODY'S RESPONSIBILITY TO ENSURE THAT THE OGDCL'S HSE MANAGEMENT SYSTEM IS IN PLACE.

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4.1.2.5 Responsibility for Implementation and Compliance Monitoring

- Respective functional ED or GM HSE shall be responsible to implement HSE Policy & subsequently monitor compliance.

4.1.2.6 Revision of Policy Statement and Commitment

- Top management shall delegate responsibility for the periodic review and updation of the policy to HSE Department. During the review, management shall ensure that these policies remain aligned with the Code of Corporate Governance.
- The policy statements and commitments shall be reviewed on annual basis and approved/signed if any improvement(s) are recommended. In addition, on change of top management, the development, review, updation, approval and re-signing of the policy statements and commitments shall be made without any delay.

4.1.2.7 Distribution of Policy

- The policy statements and commitments shall be written in such a manner so that it can be informative to a wide audience. BOD recommends that these policies statements and commitments along with a personally signed letter from MD & CEO explaining the top management's intention and commitment with regards to occupational health, safety, environment, & quality assurance and risk management be distributed to the following stakeholders:
  - a) DGPC
  - b) Management of the operating fields;
  - c) Heads of relevant statuary bodies;
  - d) Major customers;
  - e) JV Partners;
  - f) PPEPCA members;
  - g) Stock exchanges where OGDCL is listed; and
  - h) Other interested parties.
- Distribution of these policy statements and commitments shall be documented in addition to its availability on OGDCL's official website. Distribution of the policy to other interested parties who may request a copy shall also be monitored.

4.1.3 Document Controller

- HSE Policy documentation shall be controlled by HSEQ Department.

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Oil & Gas Development Company Limited

Occupational Health, Safety, and Environment
Policy Statement and Commitment

As a responsible Corporate Citizen, OGDCL attaches greater significance to HSE system with a view to promoting a culture and attitude of compliance for the safety & wellbeing of our manpower, community and the environment. We resolutely believe that responsibility for health, safety, and environment cannot be delegated, it is a shared responsibility across our company.

We believe in good HSE performance that can ultimately contribute to business success. By supplying energy, we fundamentally support economic development and help to improve quality of life of people. Our activities also generate jobs, investment, infrastructure and revenues for governments and local communities. In carrying out all our activities, hence we ensure welfare of the indigenous communities, protection of ecosystems and safety of our workforce.

As we continue our exploration and production activities basing our growth on a sound foundation of technical and financial prudence, we are supporting health, safety, and environment initiatives by:

Best Practices & Culture	▶ We shall promote a positive culture based on improving HSE performance.
Legal & Regulation Compliance	▶ We shall commit to HSE excellence in all activities wherever we operate and comply with relevant laws and regulations, and adhere to applicable standards and procedures.
Safe Workplace	▶ We shall endeavor to take every reasonable and practicable step to eliminating vulnerabilities (hazards), practices and behaviors that could cause accidents, injuries or illness and damage to nature & properties.
Ethical Responsibility	▶ We shall take resolute measures to reinforce that all employees share an ethical responsibility in embracing no smoking and no drugs policy.
Environment	▶ We shall take proactive steps and strive towards conservation of the environment, implementing controls to eliminate pollution and environmental harm.
Resource & Engagement	▶ We shall provide training and resources for workforce to maintain safe systems of work.
Emergency	▶ We shall ensure that Location Emergency Response Plans are in place to deal with and recover from emergencies and shall notify timely all relevant stakeholders during the emergencies.
Continuous Improvement	▶ We shall Integrate HSE management into all aspects of the organization by leveraging on people, process and technology.
Lines of Responsibility	▶ We shall employ contractors and service companies who aspire to the high HSE standards at all times, and recognize that HSE is everyone's responsibility.
Results	▶ We shall continue to address the Impact (Risk)s of our operations by focusing on the Leading Indicators. We shall report publicly and annually on HSE performance, measured against objectives and targets.

We strive to be good Corporate Citizen in every community in which we operate. Through observance and encouragement of this policy, we aim to assist in protecting the environment and the overall wellbeing of all of our stakeholders, specifically, our employees, clients, shareholders, contractors, subcontractors, service companies and communities.

Managing Director

IMPORTANT:- IT IS EVERYBODY'S RESPONSIBILITY TO ENSURE THAT THE OGDCL'S HSE MANAGEMENT SYSTEM IS IN PLACE.

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Oil & Gas Development Company Limited
Risk Management Policy

OGDCL recognizes that an effective system of risk management and internal control is critical for its success. Company is committed to managing risks, in a manner consistent with its businesses, so as to:

* Protect its people, communities, environment, its assets and reputation;
* Ensure good governance and legal compliance; &
* Enable it to realize opportunities and create long-term shareholder value

OGDCL's Board of Directors oversee the risk management and control framework of the Company to ensure an appropriate control environment is established and maintained, spanning OGDCL operations, financial reporting and compliance activities.

The Audit and Risk Management Committees assist the Board in fulfilling its responsibilities in this regard by reviewing and monitoring financial and reporting matters, and the Company's risk management and internal control processes.

Management will be responsible for implementation of this policy through the following;

* Formulation of Risk Management SOPs
* Identification of risks and recording of these risks on Risk Register
* Use of appropriate and relevant Risk Management Techniques and Methodologies to analyze and quantify risks
* Determination of mitigation/or action plan for identified risks
* Regular assessment of risks by Risk Management Committee of the Board, &
* Allocation of necessary and appropriate resources in support of risk management.

Identification and communication of vulnerabilities and changes to OGDCL's risk profile are an integral part of day-to-day management – all personnel are encouraged to identify and manage risks on a continual basis so as to develop a "risk aware" culture and an environment of continuous improvement.

This policy shall be reviewed annually by the Board, the Risk Management Committee and relevant senior management, and submitted to the Board for approval.

Managing Director

IMPORTANT:- IT IS EVERYBODY'S RESPONSIBILITY TO ENSURE THAT THE OGDCL'S HSE MANAGEMENT SYSTEM IS IN PLACE.

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4.2 Fatality Control Policy Guidelines

OGM/P-HSE-4.2(06) Revision Number 6

ORIGINAL ISSUE :   JUNE – 25, 2007
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Prepared By:
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HSE Consultant

Checked By:
General Manager HSEQ, OGDCL

Approved By:
Managing Director, OGDCL

Change/ Revision Log

#	Description of Change
1	10 policy guidelines added to control fatal risks In the oil and gas e&p strategic business units.

Associated Documents Approval & Issue

Related Document/ Record	Initiated by	Reviewed by	Approved by

IMPORTANT:- IT IS EVERYBODY'S RESPONSIBILITY TO ENSURE THAT THE OGDCL'S HSE MANAGEMENT SYSTEM IS IN PLACE.

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Oil & Gas Development Company Limited
Occupational Health, Safety, and Environment
Fatality Control Policy Guidelines

These policy guidelines apply to all sites, facilities, buildings and offices that are owned or operated by OGDCL. Where OGDCL has an equity stake but does not have operational responsibility, these guidelines must be made available to the operator, so comparable standards can be applied. Unless otherwise stated, Location ICs responsible for the controlled activities are accountable for the implementation of the performance requirements contained in these policy guidelines.

Policy Guideline 1
Vehicles & Surface Mobile Equipment

- All OGDCL owned and contracted vehicles shall at the minimum have
    - Seat Belt for all occupants
    - No smoking stickers
    - Speed Limits for Dirt, Gravel, Two Way Roads and Highways
    - First aid kit
    - Emergency roadside triangles or beacons (three of either)
    - A fire extinguisher
- Light vehicles must not have:
    - Seating that is side mounted.
    - Externally mounted fuel containers.
- Mobile phones, whether hands free or not, must only be used by the driver of mobile equipment whilst it is stationary and in a safe location.
- Passengers must not be carried in cargo hold of any vehicle.
- No vehicle shall be allowed to enter or leave OGDCL sites, buildings and facilities without all occupants wearing seat belts and notice of the same shall be promptly displayed at all entrance and egress security check points.
- Daily and monthly Inspection of all OGDCL owned/contracted vehicles shall be conducted/ documented.
- All surface mobile equipment must be fixed with reversing alarm
- Vehicles shall at the minimum be maintained as per manufacturer specifications.
- A site level documented procedure must be in place to ensure competency of drivers.
- A site-based Traffic Management Plan must be in place including, but not limited to the following:
    - Setting of appropriate speed limits for vehicle types, road surfaces and environmental conditions.
    - Segregation of pedestrians, light vehicles and mobile equipment where possible.
    - Systems to control movement of mobile equipment in areas accessible to pedestrians, into and out of workshops, and for controls on pedestrian and light vehicle movement around mobile equipment.
    - Procedures for light vehicles entering hazardous or restricted areas.
    - The minimum safe distance to be maintained between light vehicles and mobile equipment.
    - Installation and maintenance of road traffic control signs as appropriate to the work site.
    - Parking procedures e.g. safe parking distances/ locations and required barriers from heavy mobile equipment and pedestrians.

Policy Guideline 2
Explosives

- An up-to-date inventory of the quantities and types of explosives must be maintained on site. Furthermore, the location of explosive storage areas must be agreed before any explosives are brought onto site.
- All explosive operations must be conducted under a Hot Work Permit.
- All personnel involved in explosives operation shall be certified for explosive handling by third party.
- Explosive devices must not be armed if a thunder/ electrical storm is expected imminently at the site.
- Explosives transportation must comply to following rules:
    - Must not be conducted in any vehicle that is carrying passengers.
    - All transport containers and boxes must display proper warning labels.

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- o Must only be transported as packaged by the supplier or service contractor.
  - o All Explosive and Detonator Carrying Vehicles containers and boxes shall display proper warning labels.
  - o Must at all times be transported in accordance with the relevant service contractors approved procedures?
- Explosive and Detonators must be stored separately and at a safe distance from campsite and community. Furthermore Explosive storage containers must be:
  - o Designed and constructed specifically for the purpose of storing explosives.
  - o Kept locked at all times, without the possibility of unauthorized access to keys.
- Drilling operations must ensure following controls:
  - o For wireline operations, the wireline cable must be rigged such that it does not contact any facility wiring.
  - o For drilling rig operations, checks must be made and continuously verified to ensure that no voltage exists between the facility, casing or wellhead, wireline cable armor and the logging unit.
  - o Prior to explosive operations the logging unit must be prepared by isolating electrical circuits and removing the electrical isolation / safety key.
- Explosive storage containers must be:
  - o Designed and constructed specifically for the purpose of storing explosives
  - o Kept locked at all times, without the possibility of unauthorized access to keys.
  - o No electrical wiring or, alternatively, explosion proof electrical (EXP) wiring.
  - o Proper ventilation.
  - o Proper external warning labels and markings attached.
- Inside the containers, explosives must be separated by type, size etc. and stacked so that the oldest stock is used first.

Policy Guideline 3
Lifting Operations

- All crane hooks must be fitted with a positive locking safety-catch, load cells, load moment indicators and external rated capacity limiters.
- Cranes without a physical locking system that disables and isolates its free-fall capability must not be used.
- The safe working load (SWL) or working load limit (WLL) must be clearly identified and marked on all cranes and relevant lifting equipment and must not be exceeded.
- Drilling Rigs should be designed to eliminate the use of man-riding systems for access. Where the existing design of a drilling rig includes man-riding systems, they must be used solely for lifting and holding personnel.
- Barricading, warning signs or other means of ensuring personnel protection must be in place during lifting operations.
- The elimination of the need to work under suspended loads must be pursued. Location IC can allow working under suspended loads after formal risk assessment.
- A formal written procedure for lifting equipment certification, inspection and maintenance must be documented and implemented.
- Daily visual inspections of wire ropes, sheaves, hoses and general condition must be conducted/documented by a competent person.
- All lifting equipment must be certified by competent third party Inspector at least annually.
- Suitably qualified, certified and competent person(s) must be involved in the planning, supervision and implementation of the lifting operations.
- The lifting of personnel with cranes must only be carried out in exceptional circumstances, after an appropriate risk assessment and must only use approved workbaskets
- An approved Examiner must assess the competency of the competent person who performs inspection of lifting and handling equipment.
- A *Lifting Equipment Register* must be maintained and include:
  - o Equipment unique identification numbers.
  - o Documented evidence of all inspections.
  - o Certifications.
  - o Maintenance.
  - o Modifications and Tests.
  - o Inspections
- A procedure must be in place to address:
  - o Multiple crane lifting operations.
  - o The danger to lifting operations when adverse weather conditions are present or imminent e.g. electrical storm, high winds and sea state.
  - o Personnel safety when cranes and lifting equipment are operating in the proximity of live electrical conductors and hydrocarbon processes.

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Policy Guideline 4
Hydrocarbon

- The basis of design of a facility or process, permanent or temporary, which transports, produces, stores, uses or disposes of hydrocarbon must be reviewed at least every five years utilizing a process risk assessment tool such as HazOp (Hazards Operability).
- As-built design drawings (e.g. process and instrumentation diagrams, process flow diagrams, layout drawings, isometrics, etc.) must be updated as a result of these reviews.
- All facilities which have a recognized risk from hazardous substances must provide an emergency response plan which includes:
  o Means of escape in an emergency situation.
  o Emergency response teams appropriate to the risk.
  o Appropriate provision of safe refuge and assembly areas for people.
  o Emergency response equipment for spillage containment, fires, explosions, burns, etc.
- Labeling must be in place on all storage vessels, containers and tanks, as per appropriate international standards. As a minimum, this labeling must clearly identify the carried or stored material.
- Piping containing hydrocarbons must be marked such that the contents and direction of flow of the piping can be identified.
- Where temporary process lines are required within production/plant process areas, these should be hard piped.
- Automatic process control systems must be in place in hydrocarbon processing facilities to eliminate the need for operator intervention and maintain operation within the safe operating envelope. Such systems must incorporate fail to safe systems in the event of emergencies. Where automatic control is not practicable, risk assessment must be used to identify and implement operational options that reduce HSE risk to ALARP.
- Equipment must be designed and operated to fail in a safe condition during events of interruption to electric, hydraulic or pneumatic power supply.
- Safe operating limits for plant and equipment handling hydrocarbons that have the potential for immediate or long-term harm, must be clearly defined, documented, up to date to reflect current plant arrangements and available to operations and maintenance personnel.

Policy Guideline 5
Confined Space Entry

- All confined space entries must be preceded by Job Vulnerability/ Hazard Assessment, Permit to Work and a Toolbox Talk by Job Supervisor explaining the pertinent hazards.
- All piping, equipment and spaces connected with or adjacent to the confined space must be isolated / locked-out.
- Consideration must be given to the possibility that any normally sealed and unventilated confined space that has never contained any hazardous material and might otherwise be considered 'safe', may be oxygen-deficient as a result of internal rust or anode deterioration, or become oxygen deficient as a result of introducing inert gases or waste gases during the work.
- Sites must identify all confined spaces and maintain a confined space register (updated annually). The register must Identify and suitably mark/label all potential confined spaces to prevent inadvertent or unauthorized access to those spaces by site personnel.
- Adequate monitoring devices must be provided for any confined space likely to contain a hazardous atmosphere:
- Oxygen content must be between the limits of 19.5% and 23.5%.
- Lower Explosive Limit / Lower Flammable Limit (LEL/LFL) must be less than 10%, to prevent potentially explosive atmosphere.
- Hydrogen Sulphide content must be less than 10ppm Carbon monoxide must be less than 35ppm.
- Combustion engine driven, or nitrogen driven mobile tools and equipment must not be used in confined spaces.
- A "standby" person must be in place at all times during confined space entry and must maintain records of all person entering.
- An oxygen-deficient atmosphere must not be 'sweetened' by introducing oxygen, since this may of itself render the space hazardous (risk of spontaneous combustion or explosion).
- Where gases are introduced into a confined space (e.g. for the purposes of welding) the gas cylinders must remain outside the space. The atmosphere inside the space must be continuously monitored, to confirm it remains safe at all times.

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- Rescue Plan must be prepared and approved by Location IC before Confined Space Entry should be permitted.

Policy Guideline 6
Working At Height

- All work above 2 meters shall be categorized as work at height. Edge protection must be in place if a working at heights risk exists.
- All working at height equipment must comply and be used in accordance with relevant approved design standards and manufacturers specifications. This includes a secure working area which includes:
  - Flooring securely fastened in place so it cannot be accidentally dislodged.
  - Mesh, railings or solid barriers to prevent a person falling.
- Single person anchor points must be capable of withstanding 15kN (approximately 3,372lbf). Where it is not practical to install dedicated anchor points (i.e. ad hoc work), anchor points capable of withstanding 15kN must be identified through a risk assessment process and must be approved by a competent person prior to commencement of work.
- When working within 2 metres of an opening where the provision of a secure working area is not practicable, personnel must use fall restraint equipment, such as a fixed lanyard and harness as a minimum, to prevent them from falling over the edge.
- Fall restraint and fall arrest equipment must have lanyards and snap hooks with secondary locking mechanisms.
- The use of body belts for fall arrest is prohibited.
- Hand tools that are to be used for working at height must have a secondary securing mechanism such as a lanyard, which must be attached either to the workman or to a fixed point adjacent to the work site.
- Personnel working in boom type elevating work platforms or work baskets must wear a safety harness and lanyard attached to an anchor point in the basket.
- Where operators need to gain access to places at height on plant and equipment, access ways or dedicated fixed ladders should be provided.
- Work must never be performed while standing on either the rungs or top of any type of portable Ladder.
- Portable ladders must not be used:
  - Unless the provision of a secure working area is not practicable.
  - For work above 2 meters unless a formal risk assessment has been conducted and suitable controls that mitigate that are signed off by the senior workforce member.
  - Under any circumstances for work above 9 meters.
- Tools must be carried aloft and returned to ground level using a tool belt or other effective means of preventing them from falling.
- All personnel expected to work at height must be trained in proper use of fall arrest system.

Policy Guideline 7
Presence of Hydrogen Sulphide

- Systems and piping that contain H2S must be suitably marked for identification purposes.
- Operations conducted in areas where there is a known potential for H2S to be present must have the following minimum emergency contingency equipment:
  - A sufficient number of 30 minute Self Contained Breathing Apparatus (SCBA) sets available to all emergency/rescue teams
  - Personal Breathing Air (BA) escape packs [15-minute escape packs].
  - Sufficient spare SCBA sets and/or bottles must be available
- A dedicated Emergency Shutdown (ESD) system must be installed for all hydrocarbon processing plants, to activate automatically to shut in the plant (and subsurface if determined to be necessary) on confirmation of an H2S alarm.
- All facilities with H_2S risk must develop and implement an H_2S exposure monitoring plan.
- Fixed H_2S detectors must be fitted in locations determined by assessment. Calibration of these detectors must be formalized within the site planned maintenance program.
- Personal H_2S detectors must be provided for all staff who work in areas where H_2S could be present. Personal H_2S detectors must be serviced and calibrated in accordance with manufacturer's recommendations.
- Portable H_2S detectors must be available for use on site and must be serviced and calibrated in accordance with manufacturer's recommendations.
- An H2S alarm should be fitted to portable H2S detectors, to give both audible and visual alarms to crews working in all areas of the site and at least an audible alarm in any site accommodation. The H2S alarm must trigger at 10ppm H2S in air.

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- Where Airline Breathing Apparatus is required, it must comply with the following performance standards:
  - o Airline Breathing Apparatus manifold locations must be determined by assessment of potential sources and locations of H_2S.
  - o Maximum allowed length of airlines on Airline Breathing Apparatus is 100 feet (31 meters).
  - o All Airline Breathing Apparatus face mask assemblies must include 5-min escape provision.
  - o Two BA compressors should be installed at opposite ends of facility, giving regard to prevailing winds; one should be electrically powered and a second diesel-powered.
- Where operations are to be conducted under H2S conditions, personnel must be clean-shaven to allow for proper mask fit.
- All facilities with more than 35 ppm H2S in feed gas must comply following:
  - o All personnel at sites with the potential for exposure to H2S must receive H2S training through an approved training organization/ certified trainer.
  - o All contractor and third party employees must undergo 4 hour H2S induction training at the plant before commencement of work.

Policy Guideline 8
Isolation

- Isolation must provide positive protection and be achieved by the use of locking devices or the establishment of a physical barrier or separation. In addition, wherever Isolation is conducted, a unique Tag must be prominently displayed at the Isolation Point.
- Locking devices must:
  - o Be uniquely keyed.
  - o Not be combination locks.
  - o Not have an unauthorized second-party master override key.
  - o Be kept under the exclusive control of the site permit authorities and those individuals forming part of the formal isolation process.
  - o Not be transferred to another person for lock removal.
- All designated isolation points fitted must be tagged. The isolation tagging system must ensure that:
  - o Isolation points are positively identified, including the name of the person locking out.
  - o The reason for the isolation is clearly identified, including relevant unique permit to work and isolation identification numbers).
  - o Isolation tags are highly visible to prevent inadvertent operation.
- Documented test procedures must be provided to verify isolation integrity including, but not limited to the following principles:
  - o Identification of all energy sources or hazardous materials directly and indirectly associated with the work to be performed.
  - o Confirmation of those systems requiring isolation.
  - o Isolation of the confirmed energy or hazardous material sources.
  - o Application of lock/ tag.
  - o Application of isolation tag.
  - o Trying/ testing of all systems and non-redundant isolations when reasonably or feasibly possible (to verify the integrity of the isolation and
- A procedure must be in place to mitigate hazards in special cases where any one of the following is "not" achievable/ feasible:
  - o A zero energy state,
  - o A test/ try of isolation, or
  - o Use of a locking device.

Policy Guideline 9
Dropped Object

- An inspection of the facility must be conducted to identify all objects that have the potential to drop. A *Drop Object Register* should be developed and Periodic Inspection of all items on the Register must be conducted.
- All high-level workspaces must be inspected periodically to ensure that no loose or redundant equipment or material is present at any elevated location.
- All permanently installed equipment suspended more than 2 meters (6 feet) above ground must be reviewed for applicability of primary and secondary securing mechanism. Where a secondary securing mechanism is deemed unnecessary or impractical, primary securing devices must have in-built secondary securing devices (e.g. nuts with split pin or securing wire).

IMPORTANT:- IT IS EVERYBODY'S RESPONSIBILITY TO ENSURE THAT THE OGDCL'S HSE MANAGEMENT SYSTEM IS IN PLACE.

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- Where safety wires are used as a secondary securing mechanism for an object that may become detached, they must be as short as reasonably possible. This is to prevent high kinetic energy build-up after failure of the primary attachment.
- Hand tools that are to be used for working at height must have a secondary securing mechanism such as a lanyard, which must be attached either to the workman or to a fixed point adjacent to the work site.
- Tools must be carried aloft and returned to ground level using a tool belt or other effective means of preventing them from falling.

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Policy Guideline 10
Equipment Safeguarding

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- Equipment Safe Guards must be installed on all relevant equipment as per applicable International Code of Practice or manufacturer recommendation.
- A documented risk assessment of the facility must be conducted to identify where safeguarding and interlocks are required on plant and equipment. Furthermore, an *Equipment Safe Guard Register* should be developed and Periodic Inspection of all items on the Register must be conducted.
- Fail-to-safe switches or devices must be installed on all manually operated rotating plant and equipment and power hand tools (e.g. saws, lathes, drill presses, etc.).
- A risk-based process must be used to identify safeguarding hazards that require interlock systems as an additional control.
- Guarding must not be modified or altered except through the application of a risk-based change management process.
- Guards must only be removed for maintenance and repair after plant and equipment has been isolated, locked out and tested in line with Policy Guideline # 8.
- Where the temporary removal of safeguards is necessary on operating plant and equipment, for the purposes of fault finding, testing and commissioning, a risk assessment must be conducted.
- Guards must be replaced prior to plant and equipment being put back into operation.

Managing Director

IMPORTANT:- IT IS EVERYBODY'S RESPONSIBILITY TO ENSURE THAT THE OGDCL'S HSE MANAGEMENT SYSTEM IS IN PLACE.

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4.3 HSE Roles, Responsibilities, Accountabilities, and Authorities

OGM/P-HSE-4.3(06) Revision Number 6(A)

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Change/ Revision Log

#	Description of Change
1	Added: HSE roles of top management, line management and workforce members streamlined in the perspective of requirements mentioned in the revised/ new standards.

Associated Documents Approval & Issue

Related Document/ Record	Initiated by	Reviewed by	Approved by
HSE Job Descriptions	Manager HSEQ	GM HSE	ED HR → MD / CEO

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Top Management:
- Top management demonstrates leadership and commitment to the HSE management system by **ensuring active participation of workers**, and where they exist, workers' representatives, using consultation and the identification and removal of obstacles or barriers to participation.
- Top management **promulgates HSE policy after exhibiting & fulfilling its commitment to participation, i.e. the involvement of workers**, and where they exist, workers' representatives, in the decision-making processes in the HSE management system.

Line Management:
- Successful **handling of HSE matters** is a Line Responsibility requiring the active participation of all levels of management and supervision. Line management is to ensure that the workforce is competent and have the necessary authority and resources to perform their duties safely and environment consciously; Location management and all Sectional ICs are to ensure the implementation and compliance of HSE system at their respective locations in a diligent manner through positive participation and conceding to the HSE directives.
- Line management is responsible for **establishing, implementing and maintaining processes for participation** [including consultation] in the developing, planning, implementation, evaluation and actions for improvement of the HSE management system by workers at all applicable levels and functions, and where they exist, workers' representatives.
- Line management shall take into account the outputs of consultation with workers, and where they exist, workers' representatives to finalize the **HSE Objectives**.
- Line management shall provide, as applicable, access by workers, and where they exist, workers' representatives to *relevant* **documented information**.
- Line management is required to ensure that *relevant* **audit findings** are reported to relevant workers, and where they exist, workers' representatives and relevant interested parties.
- Line management is required to communicate its **management review results** to *relevant* workers, and where they exist, workers' representatives and relevant interested parties.
- Line management is required to communicate the **results of continual improvement** to its *relevant* workers, and where they exist, workers' representatives.

HSE:
- **Role of HSE Representatives is to ADVICE & TRAIN the line management and MONITOR & AUDIT the compliance levels of HSE management system.**

Workforce Members:
- Participate in the formulation of HSE policy & HSE objectives.
- Get involved in HSE initiatives and training sessions, actively.
- Be logically responsible for their own safety and that of their colleagues and protection of the environment.
- Be sincerely accountable to line management for complying with relevant requirements of the OGDCL's Integrated HSE Management System (HSE MS).
- Deal with HSE consequences (Impact (Risk)s) according to their specific job situation.
- Enforce HSE requirements in their routine & non-routine activities on preemptive basis.
- Report & analyze non-compliance, incidents and implement recommendations to prevent reoccurrence.
- Participate positively during assessments, reviews and audits to analyze gaps.
- Provide feedback, identify gaps and contribute to the continuous improvement of HSE management system.

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4.3.1 Corporate Level

Detailed HSE related roles and responsibilities in perspective of PDCA cycle are given below:

PDCA Cycle		MD & CEO	Executive Directors	General Managers/ Head of Departments
LEADERSHIP — HSE Policy Statement, Objectives and Goals; Role, Responsibilities & Authorities		1. Endorsing corporate level HSE Policy & Commitment Statement, Objectives and Goals in the light of OGDCL's context. 2. Ensuring HSE Policy is communicated and implemented at all levels of the organization. 3. Endorsing a corporate level framework like HSE Management System by which HSE roles, responsibilities & authorities can be cascaded.	1. Ensuring HSE Policy is communicated and implemented at relevant Directorate down the stream. 2. Ensuring corporate goals related to HSE are translated into Directorate level targets. 3. Ensuring HSE roles, responsibilities & authorities related to HSE System are known to the concerned personnel for implementation.	1. Ensuring HSE policy is communicated and implemented at all levels within the concerned Department and Locations. 2. Ensuring HSE roles, responsibilities & authorities related to HSE System are communicated to the concerned personnel for implementation. (GM HSE)
PLANNING — Health, Safety Environment Vulnerabilities identification & Impact (Risk) assessment; Legal & Other Requirements; HSE Objectives & Management Program		4. Ensuring HSE Management System caters vulnerabilities (threats & opportunities) identification & Impact (Risk) assessment process. 5. Ensuring HSE Objectives & Management Programs (if defined) to address the significant Impact (Risk)s are also linked up with the legal & other requirements.	4. Ensuring relevant Directorate participates in the vulnerabilities (threats & opportunities) identification & Impact (Risk) assessment process. 5. Ensuring Directorate's HSE Objectives & Management Programs (if defined) to address the significant Impact (Risk)s are also linked up with the legal & other requirements.	3. Keeping track of all the existing activities, jobs, projects, amendment / modification in the Department and conduct vulnerabilities (threats & opportunities) identification & Impact (Risk) assessment process. 4. Facilitating in the vulnerabilities identification & Impact (Risk) assessment process. (GM HSE) 5. Reviewing performance update/ status of HSE Objectives & Management Programs (if defined) to address the significant Impact (Risk)s.
SUPPORT — Training, Awareness & Competence Communication & Consultation HSE System Documentation & Data Control; Control of Records		6. Ensuring plan for achieving HSE objectives and targets are being communicated and implemented. 7. Ensuring necessary resources (financial or otherwise) are available with all Directorates to achieve corporate and local HSE goals. 8. Ensuring training and development system is in place to inculcate safe and environment friendly behaviors among the workforce.	6. Ensuring Directorate's plan for achieving HSE objectives and targets are being communicated and implemented. 7. Ensuring necessary resources (financial or otherwise) are available with concerned HODs to achieve corporate and local HSE goals. 8. Ensuring training and development system is in place to inculcate safe and environment friendly behaviors among the Directorate's workforce.	6. Ensuring distribution of HSE resources to the sites on behalf of top management. 7. Reviewing and coordinating HSE training programs refresher courses, and training material. (GM HSE) 8. Ensuring adequate emergency response resources are in place and staff trained for emergency response. 9. Acting as liaison between the company and governmental agencies (such as CIM, EPA, or similar state, federal and International agencies) affecting the HSE programs. Keep current on changes in regulations and their effects on the company. (GM HSE) 10. Coordinating the site occupation/ de-hiring/ restoration issues pertaining to community matters. (GM CSR)

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| **OPERATION** Operational Controls Emergency Preparedness and Response | 9. Ensuring accident and pollution prevention technologies are opted at the decision making levels.
 10. Ensuring accidents and pollution prevention measures are taken on preemptive basis by the concerned line/ functional management.
 11. Ensuring that emergency preparedness and response system is defined and effective all across the organization. | 9. Ensuring accident and pollution prevention technologies are opted at the decision making levels in the Directorate.
 10. Ensuring accidents and pollution prevention measures are taken on preemptive basis by the concerned line/ functional management.
 11. Ensuring suppliers' selection criterion strictly calls for HSE compliance standards.
 12. Ensuring that emergency preparedness and response system is defined and effective in the Directorate. | 11. Advising various intrinsically safe and environment friendly designs/ materials/ methods, energy conservation options and waste treatment/ disposal programs. (GM HSE)
 12. Defining HSE Management System for the E&P lifecycle. (GM HSE)
 13. Ensuring implementation of HSE procedures, permits, etc. in the E&P lifecycle.
 14. Ensuring relevant SOPs, Work Instructions, and Maintenance & Calibration Programs are in place.
 15. Ensuring emergency and evacuation procedures are defined, rehearsed, followed and updated.
 16. Reviewing Contractor's and Service Company's HSE performance and coordinate for improvement or otherwise. |
| **PERFORMANCE EVALUATION** HSE Monitoring, Measurement & Compliance Evaluation Internal HSE Audit, Management Review | 12. Ensuring appraisal and disciplinary codes are monitored against the requirements of the HSE Management System.
 13. Ensuring HSE-related decisions from the corporate level management review meetings are implemented.
 14. Ensuring internal HSE audit function conducts result oriented effective audits.
 15. Ensuring participation and involvement in HSE is encouraged at all levels through participation in the unit level HSE Monitoring Plans.
 16. Motivating staff by owning direct commitment to HSE Policy. | 13. Ensuring appraisal and disciplinary codes are monitored in the Directorate against the requirements of the HSE Management System.
 14. Ensuring HSE-related decisions from the unit level management review meetings are implemented.
 15. Ensuring internal HSE audit function conducts result oriented effective audits of the various function of the Directorate.
 16. Ensuring participation and involvement in HSE is encouraged at all levels through participation in the unit level HSE Monitoring Plans.
 17. Motivating staff by owning direct commitment to HSE policies and procedures. | 17. Defining role-based HSE Monitoring Plans. (GM HSE)
 18. Ensuring HSE Monitoring Plans are followed & implemented in letter and spirit.
 19. Ensuring compliance to local laws and regulations at all levels working under administrative control.
 20. Reviewing and monitoring cost and effort related to HSE matters on various projects, and take appropriate actions on serious resource concerns.
 21. Conducting, facilitating and reviewing HSE audits of critical nature.
 22. Ensuring database of key performance indicators is maintained: Key statistics are reported, reviewed and followed up on time.
 23. Ensuring HSE Audits are scheduled, planned and conducted. (GM HSE)
 24. Coordinating HSE Management Review Committee (MRC) meetings. (GM HSE)
 25. Correlating HSE statistics and reporting company's total figures to the Managing Director. (GM HSE)
 26. Administrating the motivational and incentive Programs related to HSE. (GM HSE) |

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| **IMPROVEMENT** Opportunities For Continual Improvement; Formal Incident Investigation; Management (Control) of Change | 17. Ensuring necessary resources and decision space is there to avail opportunities for improvement especially from near hits, formal incident investigations and MoC process. | 18. Providing all necessary resources to avail opportunities for improvement especially from near hits, by conducting formal incident investigations and timely enabling MoC process. | 27. Prudently applying pertinent resources to avail opportunities for improvement especially from near hits, formal incident investigations and by actuating MoC process for all feasible projects and modification jobs. |

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4.3.2 Unit Level
4.3.2.1 Location IC (Party Chief, Operation Manager, Field Manager)/Relievers

Responsibilities	Authorities	Accountabilities
1. Understand and implement the company HSE Policy and promote a positive culture based on improved HSE performance. 2. Set a personal example with respect to HSE matters esp. through housekeeping. 3. Ensure that he has received appropriate trainings on a) HSE b) regulatory requirements and c) operational controls for their level of management according to the competency guidelines. 4. Supervise hazards identification and Impact (Risk) assessments. 5. Integrate HSE Management System with the overall Management and appreciate the responsibilities of personnel under their authority and ensure that each employee knows his/ her responsibility and are equipped to play their part. 6. Ensure all employees and contractors/ sub-contractors / service companies are suitably trained/ competent to carry out the prescribed task and that the necessary licenses/ certificates of competence are in force and appropriate. 7. Ensure safe storage, handling, usage and disposal of material. 8. Ensure PPE compliance by workforce and by contractors/ sub-contractors / service companies. 9. Provide written instructions for development of work methods outlining potential vulnerabilities (hazards) and precautions, and ensure they are complied with. 10. Ensure the compliance of HSE Monitoring Plans. 11. Formulate ERTs and ensure provision of adequate resources to them. 12. Ensure that all new employees are provided with a copy of the policy statement, receive such induction training as may be laid down in procedures, are issued with personal protective equipment as required. 13. Ensure Safety Training Observation Program (STOP) and implement the program as tool to highlight UBUC. 14. Ensure the Statutory Notices, hazardous cautions, HSE Policy, ERP and Appointed First Aiders are displayed and maintained in prominent locations. 15. Ensure accident and near-hits reporting procedures are understood and complied with, and assist accident investigations where appropriate. **16.** Ensure change management procedure is followed.	1. To review and approve following: a) Annual Onsite Vulnerabilities (Threats & Opportunities) Identification and Impact (Risk) Assessment Plan b) Annual Onsite HSE Awareness Plan c) Onsite HSE Monitoring Plans d) Annual Onsite Waste Disposal Plan e) Annual Onsite Scenario-based Emergency Drill Plan f) Annual Internal HSE Audit Plan g) Annual OH Assessment /Fitness Tests (Trade-wise)Plan 2. Ensure compliance of above Plans, PTW, ERP, and Sectional SOPs. 3. Convene quarterly HSE MRC meetings and review progress of each Section/ Department. 4. Endorse/ approve permit to work (unless and until delegated to Shift IC/ Senior Officer). 5. Can stop unsafe work and reprimand any employee for failing to discharge their HSE responsibilities. 6. Evaluate the HSE performance of each Section / Department. 7. Check and determine with Location HSE IC that each Contractor / Service Company is providing adequate training and supervision of its workforce. 8. Review of CPR Log and ensure CPR system is effectively implemented and followed. 9. To take disciplinary actions against HSE Management System violations.	Accountable to their direct line management through: 1. Regular reporting to his Area Manager and HSE Department in H.O. 2. Participation in the workplace inspections as per HSE Monitoring Plans. 3. Review, approval and dissemination of vulnerabilities identified and Impact (Risk)s assessed. 4. Setting and reporting on Targets and Key Performance Indicators 5. Reviewing of CPR Log and CPR system for effective implementation 6. Reviewing the effectiveness of HSE Trainings and ER Drills. 7. Reviewing the fitness of workforce through Trade Tests. 8. Ensure TNA of personnel is performed on annual basis. 9. Review progress on HSE MRC meetings and own HSE performance of the unit.

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4.3.2.2 Location Departmental/ Sectional ICs/ Relievers

Responsibilities	Authorities	Accountabilities
1. Ensure safe & positive working environment by following HSE policies and relevant procedures in the department / section.	1. To review following as Member of Location Management Review Committee (MRC):	Accountable to their direct line management through:
2. Trained to participate in the hazard identification, Impact (Risk) assessment and objectives formulation and also to conduct Job Vulnerabilities / Hazard Analysis (JVA / JHA) where required in liaison with HSE Section.	a) Annual Onsite Vulnerabilities (Threats & Opportunities) Identification and Impact (Risk) Assessment Plan	1. Nominate suitable personnel for various roles within ERTs and ensure they have been properly trained.
3. Conduct PPE Need Assessment & maintain inventory of personal protective equipment (PPE) as necessary and to ensure allotted PPE are in fine working conditions.	b) Annual Onsite HSE Awareness Plan	2. Regular reporting to Location IC and Department in H.O.
4. Maintain Master file of Hazardous chemicals / materials and MSDSs. Maintain a backup file of Hazardous chemicals / materials and MSDSs. (User + Medical Services Section).	c) Onsite HSE Monitoring Plans	3. Participation in their workplace inspections as per HSE Monitoring Plans.
5. Ensure all containers of hazardous chemicals / materials in the designated area are properly labeled and secured.	d) Annual Onsite Waste Disposal Plan	4. Submission of vulnerabilities identified and Impact (Risk)s assessed to HSE Section.
6. To ensure timely and rightly disposal of waste chemicals / containers / bottles, etc. and to maintain record (original) of waste disposal (Stores Function only.)	e) Annual Onsite Scenario-based Emergency Drill Plan	5. Setting and reporting on Targets and Key Performance Indicators.
7. Ensure availability of updated MSDS, SOP, Work Instructions, Forms, etc.	f) Annual Internal HSE Audit Plan	6. Submitting Updated MSDS, SOP, Work Instructions, Forms.
8. Conduct analyses of drinking water, emission gases, wastewater, etc. with respect to the Environmental Monitoring Plan where required.	g) Annual OH Assessment /Fitness Tests (Trade-wise)Plan	7. UBUC, Incidents are reported and investigated.
9. Participate in the emergency mock up drills and liaise with HSE Section in ERT formations.	2. Act as Approving Authority for the PTW (as representative of location management) for carrying out jobs in their operating areas.	8. Ensure job area has been inspected and all necessary precautions are taken up.
10. Ensure LOTO procedure for equipment that has been suitably prepared for safe implementation of the job for which the work instruction is issued and the job area has been inspected and all necessary precautions have been taken.		9. Ensure timely certification / inspection of lifting-equipment, electrical installations, earth moving machinery, etc. from the relevant parties w.r.t. the Safety Monitoring Plan where required.
11. In case of Electrical Work Permit, Area In-charge Electrical or in his absence, his representative has also signed the permit with true spirit of implementation of LOTO procedure in accordance with actual controls.	3. Can stop unsafe work and reprimand his subordinate for failing to discharge HSE responsibilities.	
12. All process conditions remain safe during the period of the implementation of the job and in compliance with JVA where applicable.	4. Evaluate HSE performance of their subordinates.	10. All containers of hazardous chemicals / materials in the designated area are properly labeled and secured.
13. Ensure all UA/UC, Near Hits, incidents are reported and investigated as per prescribed manners and to generate CPR in case of any noncompliance is observed.		11. Timely and rightly disposal of waste chemicals / containers / bottles.
14. Positively participate in quarterly HSE MRC meetings and follow up the findings.		12. To keep record for waste disposal.
15. Ensure change management procedure is followed where required.		
16. Ensure all subordinates are well versed with & practice HSE standards, procedures, rules and regulations.		

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4.3.2.3 Location (Unit Level) HSE Officer/ Reliever

Responsibilities	Authorities	Accountabilities

1. Educate personnel on the company HSE Policy and promote a positive culture based on improved HSE performance.
2. Develop Annual Onsite Vulnerabilities (Threats & Opportunities) Identification and Impact (Risk) Assessment Plan and prepare Assessment Teams accordingly.
3. To provide technical review of vulnerabilities associated with various operations, methods, and purchased items and compile HSE Impact (Risk) Register after coordinating with other Sections.
4. Formulate HSE objectives and action plans in collaboration with the sectional In-charge and to assist sections in meeting their HSE related responsibilities and objectives.
5. Assist other Sections in performing Job Vulnerabilities / Hazard Analysis (JVA / JHA) where required.
6. Identify/ assess the training needs of the field personnel based on HSE management system to perform their activities safely and develop Annual Onsite HSE Awareness Plan.
7. Prepare Onsite HSE Monitoring Plans and ensure HSE Monitoring Plans are followed.
8. Coordinate to follow ERP and adequate "Notice to Employees" in areas where notices are usually posted.
9. Ensure Operating Departments have current copy of the related documents. Ensure STOP Cards and CPR Templates are available at designated places.
10. Maintain an updated backup file of Hazardous chemicals / materials and MSDSs.
11. To provide assistance to other departments / sections in the preparation of HSE operating procedures / work instructions.
12. Prepare Annual Onsite Waste Disposal Plan and maintain record (copy) of waste disposal.
13. Participate in the emergency response planning process and develop ERPs, arrange / conduct and maintain record of fire and other emergency mockup drills.
14. Maintain a consolidated "List of Authorized Permit Issuing Authorities and Receiving Authorities" for various types of permits (duly signed by Location IC).
15. Coordinate/ implement PTW system & in case of Hot Work Permit
   ▫ Ensure that arrangements have been made for fighting any accidental fire.
   ▫ a standby Fireman has been assigned.
16. To maintain record of document change requests and change control requisitions.
17. Process Corrective & Preventive Action Requests (CPRs) and STOP cards and maintain their Logs.
18. Provide assistance in the implementation of change control protocols.
	1. Prepare Annual Onsite Scenario-based Emergency Drill Plan, provide training to emergency response teams and conduct drills accordingly.
	2. Prepare Annual Internal HSE Audit Plan and conduct internal audits.
	3. Stop the work if unsafe behavior/ condition observed resulting in serious incident.
	4. Conduct surveillance visits of the operations on regular basis to check compliance with the HSE system.
	5. Ensure that all new employees, visitors, sub-contractors / service companies, receive induction trainings and are issued with personal protective equipment as required.
	6. Ensure the PTW system;
	▫ In the case of Hot Work Permit;
	   ▫ To check that the Authority has carried out the required tests.
	   ▫ Adjoining area where the job has to be performed is safe from fire prevention point of view.
	▫ In the case of Confined Space Entry Permit;
	   ▫ To check that Authority has carried out the required explosivity and oxygen tests.
	   ▫ Emergency equipment is available.
	   ▫ Emergency rescue arrangements have been made.
	   ▫ a standby Person has been assigned.
	▫ In case of Electrical Work Permits;
	   ▫ To verify that IC Electrical or his assigned representative has looked into the matter that all relevant electrical circuits have been suitably isolated and have been locked as per requirements.
		Accountable to their direct line management as:
		1. To immediately report HSEQ Department H.O. in case of an incident.
		2. To regularly report the Location's HSE Performance to HSEQ Department H.O.
		3. To keep updated compliance status on Regulatory Requirements and report HSEQ Department H.O.
		4. To monitor & record the effectiveness of Toolbox (Safety) Talks.
		5. To act as Secretary of HSE Committee and take minutes of HSE Management Review Committee (MRC) Meetings.
		6. To ensure ERP is developed and reviewed regularly for all field activities.
		7. In case of any hot work ensure that a standby Fireman has been assigned.

Note:- 1) Execution of any civil works, 2) maintenance /troubleshooting of machines, equipment or apparatus, 3) plumbing, 4) grass cutting, 5) whitewash, 6) mess/ kitchen affairs, 7) refuse/ scrap storage, 8) handling local issues/ disputes etc. <u>DO NOT</u> come under the purview of HSE Section.

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4.3.2.4 Job Supervisor

Responsibilities	Authorities	Accountabilities
1. Ensure that all instructions from Location IC concerning work methods and equipment are carried out efficiently and safely. 2. Supervise jobs and take reasonable care to protect own health and safety and that of other workers / sub-contractors / service companies. 3. Conduct pre-job Tool Box Talk, discuss JVA and ensure that the Performing Technician fully understands the scope of the job and the safety precautions required as per work instruction. 4. Anticipate hazardous conditions / situations and removing potential cause of accidents. 5. Ensure LOTO procedure where applicable for the safety precautions and the safe working conditions as specified on the work instruction are followed by the Performing Technician and by the other members of the work party. 6. Ensure site restoration and close out of equipment on completion of the job as per procedure. 7. Report unsafe acts, unsafe conditions or equipment, and correct them. 8. Participate in training programs, pre-job safety meetings and emergency mock-up drills. 9. Ensure correct PPE is issued to operators, blasters, and other workers.	1. Act as a Receiving Authority for the PTW related to Hot Work Permit, Confined Space Entry and Work At Height of the relevant job either within the Field survey or in the Camp Area. 2. Initiate Call for emergency stop when encounter any emergent situation. 3. Refraining workforce from interfering with or misusing HSE material and equipment.	Accountable to their direct sectional management through: 1. Regular reporting to his Sectional IC. 2. To ensure that the required specified duties are fulfilled as per work instruction.

4.3.2.5 Performing Crew

Responsibilities	Authorities	Accountabilities
1. Execute the specific job, alone or along with other company employees or along with 3rd party personnel. 2. Participate in Tool Box Talk, ensure scope of the job. 3. Act as Receiving Authority (for the work permits other than Hot Work Permit, Confined Space Entry and Work At Height) whenever a supervisor of the Performing Technician has either not been assigned or is not available on duty. 4. Ensure that the copy of the work permit is prominently displayed at the job site during the duration of the job. 5. To ensure safety precautions and safe working conditions as specified on the work permit and ensure that these are also followed by the other members of the work party. 6. To get the work permit revalidated as necessary. 7. Ensure that on the completion of the job, the job area is restored i.e. cleaned thoroughly and various guards are installed. 8. Ensure that when work is performed in a confined space, all tools and equipment is taken out at the conclusion of the job. 9. Participating in training programs, pre-job safety meetings and emergency mock-up drills.	1. Initiate Call for emergency stop when encounter any emergent situation. 2. Refraining from interfering with or misusing HSE material and equipment.	Accountable to their direct sectional management through: 1. Regular reporting to his Job Supervisor/ Sectional IC. 2. To ensure not to start the job until received the work instruction. *Note:* Also his accountabilities include (where applicable) a) Performing regular testing of Heavy equipment dozers, vibrators etc.; b) Safe application of explosive procedures (where blasting required for earthworks), handling, loading, shooting, and transportation and maintain and update the record of explosives used.

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4.3.2.6 Location Emergency Management Team

- Sought out accident details with the help of checklists.
- Provide support and adequate backup resourcing for Emergency Response Operations.
- Inform, and if required obtain the necessary support and guidance from the Leader of the Emergency Management Team H.O..
- Liaise with the On-scene-Coordinator at the affected area and provide tactical support.
- Mobilize First aid team to incident site if required.
- Inform and liaise with relevant local government, community and regulatory authorities as appropriate.
- Provide support to the affected area in the planning and implementation of the recovery phase.
- Ensure that the ERT/ ORT follows the policies established by the Emergency Management Team H.O. for managing the event.
- Document all aspects of ER activities, decisions and communications.
- Determine where Company Intervention has become necessary according with the classification.
- Declare Emergency clearance.

On declaration of an emergency, Location Emergency Management Team shall activate and immediately drive following Emergency Response Teams with their defined roles & responsibilities:

Onsite Emergency Response Team (ERT)	Offsite Response Team (ORT)
Members to be nominated by Location In-Charge at the start of every month and list posted on Notice Boards.	Members to be nominated by Location In-Charge at the start of every month (based on job rotation) and list posted on Notice Boards.
• On hearing the siren or being informed of an accident or incident proceeds to their mustering point. • Immediately put on turn out suits • Report to Fire Section Rep.. • Fire Section Rep. to liaise directly with the OSC to determine the extent of the incident. • Start firefighting appliance. • Prepare Breathing Apparatus. • Await Fire Section Rep.'s directions. • Ensure effective Emergency handling, evacuation and rescue while ensuring the safety of team members. • Evaluate progress and give feedback to Fire Section Rep./ On Scene Coordinator.	• On hearing the Emergency siren or being informed of an accident or incident proceeds to the ORT mustering point. • Immediately put on turn out suits • Report to the Fire Section Rep.. • Fire Section Rep. to liaise directly with the OSC to determine the extent of the incident • Start fire appliance. • Prepare Breathing Apparatus. • Await Fire Team Leader directions. • Ensure effective Emergency handling, evacuation and rescue while ensuring the safety of team members. • Evaluate progress and give feedback to Fire Section Rep. / On Scene Coordinator.
First Aid & Evacuation Team	Firefighting Team (Fire Section)
Members to be trained (prepared & tested) from each Section.	Members to be trained (prepared & tested) from each Section.
• On hearing Emergency siren or being informed of an accident or incident proceed to their mustering point and await directions from the doctor(medical rep.). • Take part in the evacuation and rescue by ensuring the safety of all concerned. • Immediately put on their first aid jackets. • Prepare the first aid equipment.	• On hearing the alarm or being informed of an accident or incident will stay upwind & clear of the affected location, give call on radio for Muster count then follow further instructions. • They will check out the "Area of Concern" as advised and report back with the findings immediately. • If there is a need of putting on the protective clothing, they would put on Fire Suits & Breathing Apparatus Sets etc. • On the declaration of emergency, they will assess the situation and will provide prompt initial response to control the emergency (by using portable fire extinguishers, activation of deluge system, operating oscillating monitors, laying hose pipe, cooling the adjacent area if required, making casualty safe / comfortable, isolating the source from safe distance etc.) after co-ordination with the Shift IC. • They will remain on site to meet the ERT and apprise them of the situation. If the situation warrants it, the OSC may ask them for assistance.

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Fire Crew

Responsibilities	Authorities	Accountabilities

1. Undertake physical training and taking part in training on techniques, use of equipment and related matters.
2. Conduct mock-up emergency exercises and evacuation drills with respect to emergency drill plan with the philosophy to train operations workers in fire response.
3. Maintain the level of physical fitness necessary to carry out all the duties of a firefighter.
4. In the event of a fire, first sound the alarm and then attempt to extinguish the fire.
5. Rescue trapped people and to minimize distress and suffering, including giving first aid before ambulance crews arrive, clean up and check the site after dealing with an incident.
6. Maintain firefighting equipment's and associated equipment after performing monitoring as per Safety Monitoring Plan
7. Attend emergency incidents including fires, road accidents, spillages of dangerous substances, natural disasters and other incidents, assess situations quickly and deciding on the best course of action.
8. To monitor the job area from the point of view of fire vulnerabilities during hot jobs and vessels entry that is to say:
  📃 Ensure adequate arrangements for firefighting equipment.
  📃 Remain on fire watch whilst work is in progress.
	1. To stop the work if he is not satisfied with the fire prevention precautions, and with the containment of the hot debris.
	2. To respond immediately and safely to emergency calls.
	3. To assist investigations of incident.
		Accountable to their sectional management through:
		
		1. Regular reporting to his Sectional IC.
		2. To perform inspections as per HSE Monitoring Plans.
		3. To maintain firefighting equipment.

4.3.2.7 Medical Rep./ Doctor

Responsibilities	Authorities	Accountabilities
1. To prepare, review and execute Occupational Health Monitoring Plan of the Location. 2. To prepare Annual OH Assessment /Fitness Tests (Trade-wise) Plan & perform tests of the Locations' workforce. 3. To keep a copy of MSDS of all pertinent chemicals handled/ stocked/ used at Location. 4. Trained to be able to supply basic first aid of minor injuries. He/ She shall receive patients and also refer patients to clinics or government hospitals when necessary that provide emergency services. 5. To maintain medical statistics of Location's workforce. 6. Responsible for the medical welfare of Location's workforce on their health and hygiene. 7. To segregate medical/ clinical waste as hazardous and plan disposal accordingly. 8. To impart short awareness session on first aid, seasonal/ epidemic diseases and hygiene.	1. To specify the nature of illness and injury after diagnosis/ examination. 2. To carry out inspections of base camps, kitchen, dining facilities on regular basis and also check the quality of food and water treatment and advice accordingly. 3. To supervise the camp sanitation and also examine the food handlers and advice accordingly. 4. To advice job rotation of an injured or sick person if he is not satisfied with his heath conditions. 5. To respond swiftly to emergency calls.	Accountable to their sectional management through: 1. Regular reporting to his Sectional IC. 2. To perform inspections as per OH Monitoring Plan. 3. To maintain sufficient amount of medicines stock in the clinic. 4. To ensure availability of polyvalent snake bite anti-venom along with snake bite kits. 5. To maintain and report personal medical record for each of the Location's workforce.

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4.3.2.8 Drivers

- Drive only when sleep cycle is completed and no fatigue/ stress symptoms exist; Do not drive if not feeling good and report to the concerned official.
- Check battery, engine oil, brake oil and radiator water level before start.
- Check brakes, wipers, lights, indicators, horn and tyres.
- Ensure availability of toolkit, first aid box, spare tyre and fire extinguisher.
- Wear seat belt and ensure all the passengers have the seat belt options.
- Ensure sufficient water for radiator and drinking purpose in available.
- Wear proper shoes while driving, no loose sandals or sleepers should be used.
- Report any kind of defects if found in vehicle at the earliest to Transport Section.
- Remove keys from vehicle when parked.
- Never overload the vehicle.
- Discourage cell phone and messaging during driving.
- Reduce speed on new and unknown roads.
- Drive extra carefully during the rainy and dusty weather conditions.
- Use fog lights during foggy conditions.
- Observe the speed limits, other traffic safety rules and signs.
- In case of any untoward situation, to take instructions from senior most officer or staff member.

4.3.2.9 Visitors

1. Take care to protect own health, safety, and that of other workers.
2. To cooperate with Location's Management by:
   - Completing a visitor orientation before going at or visiting a work sites by participating in Induction training programs that the Management put in place for them.
   - Wearing appropriate personal protective equipment.
   - Cooperate fully with OGDCL's personnel that are present in the area being visited.
   - Follow the HSE instructions as communicated or displayed.

4.3.2.10 Purchase Committee

- To ensure that specifications of emergency detection systems like F&G detection system i.e. flame/smoke detectors and toxic/combustible detectors, alarm systems conforms to the requirements of NFPA and purchased accordingly.
- To ensure that specifications of emergency response equipment such as ESD, fire extinguishers fire lorry, fire pump, hydrant system etc. meet the requirements of NFPA and purchased accordingly.
- To ensure that specifications of mechanical spares interacting with Fluid/Product such as bearings, valves, filters, etc. meet the requirements of ASME/ANSI standards and purchased accordingly.
- To ensure that specifications of mechanical spares exposed to external environment such as gauges, transmitters, switches, etc. are weatherproof & meet the requirements of ASME/ANSI standard and purchased accordingly.
- To ensure that specifications of chemicals, paints etc. includes non-toxicity, non-flammability, & environment friendliness, has MSDS, proper packing/labeling, and purchased accordingly.
- To ensure that specifications of computer products are energy rated and purchased accordingly.
- To ensure that specifications of electrical equipment and apparatus within Zone 0&1 are intrinsically safe & explosion proof and purchased accordingly.
- To ensure that specifications of electrical appliances for Zone 02 meet the desired ratings as per intended use and purchased accordingly.
- To ensure that specifications of Personal Protective Equipment (PPE) conform to OSHA guidelines, are suitable for intended use and of good quality and purchased accordingly.
- To ensure that specifications of housekeeping services/ machinery/ equipment meets hygiene & quality standards, environment friendliness and purchased accordingly.
- To ensure that specifications of piping and sanitation material include good quality & environmental friendliness and purchased accordingly.
- To ensure that specifications of food products meet hygienic & quality standards and purchased accordingly.
- To ensure that specifications of drinking water meet the requirements of WHO/ NDWQS (National Drinking Water Quality Standards) and purchased accordingly.
- To ensure that specifications of crockery, utensils, etc. meet quality & reliability standards, properly packed and purchased accordingly.
- To ensure that specifications of stationery items meet quality (recycled materials preferred) and purchased accordingly.
- To ensure that only the prescribed, licensed and valid to use medicines are purchased.
- To ensure that specifications of communication systems like walki talkies, photocopiers

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etc. meet the requirements of hazardous area classification, environment friendliness and purchased accordingly.

- To ensure specifications of lube oils, gear oils, and transmission oils include desired API gravity, viscosity, fire resistance qualities and purchased accordingly.
- To ensure those brands of soaps, detergents, toothpastes etc. are purchased that are health and environment friendly.
- To ensure that EPA Certified Hazardous Waste Disposal Contractors are selected/ prequalified and given order.

Important Notes about Procurement Cases:

- OGDCL's Line management is to always ensure that the workforce is competent and have the necessary authority and resources to perform their duties safely and environment consciously. In doing so, line management shall involve in various purchase matters. Preparation of indents/TORs and performing technical assessments of such cases hence comes under the direct jurisdiction of User's/ Indenting Department.

- HSE Department shall extend its positive support or input (in terms of advise/guideline/value addition as promulgated by any regulator or standard or best practice) as and when required at any stage of the procurement; However it is pertinent to mention that HSE Department shall not and cannot be the custodian of any system, equipment, machinery, or other asset that is part of the operational requirement (except for few portable gadgets and consultancy services) and hence shall refrain indulging into any such procurement matter directly or indirectly.

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4.4 Crisis Management
OGM/P-HSE-4.4(06) Revision Number 6

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Change/ Revision Log

#	Description of Change
1	Added: Enterprise level scheme of crisis management.

Associated Documents Approval & Issue

Related Document/ Record	Initiated by	Reviewed by	Checked/ Verified / Approved by
EMT Room Layout	Manager HSEQ/ RM	GM HSEQ/ RM	MD/ CEO → BOD
Facilities in EMT Room/ Alternate EMT Room	Manager HSEQ/ RM	GM HSEQ/ RM	MD/ CEO → BOD
EMT Duty Roster	Manager HSEQ/ RM	GM HSEQ/ RM	MD/ CEO → BOD

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4.4.1 Crisis Management Teams

- There shall be two types of response teams:
  - Emergency Management Team (EMT), Head Office
  - Location Emergency Management Team (LMT)
- The primary role of EMT and LMT shall be to save life, minimize damage to the environment and protect assets. Furthermore, the related tasks are managing business continuity, liability and reputation issues.
- There shall be two types of response team members:
  - In case of EMT → Core Members (ED as Chairman and GMs as members) & Support Members
  - In case of LMT → Core Members (Location IC as Chairman and Sectional ICs as members) & Support Members

4.4.2 Enterprise-Concerned Emergency Levels

Level-3

- Deaths ≥ 5, loss to company ≥US$ 1 Million;
- Critical impact on business reputation; National & International level media exposure.

Level-2

- Death ≥ 1 < 5, multiple lost time injuries/ permanent total disabilities, loss to company < US$ 1 Million;
- Significant impact on business reputation; National level media exposure.

Level-1

- Single lost time injury/ permanent partial disability/ illness
- Moderate to small impact on business reputation; Local level media exposure
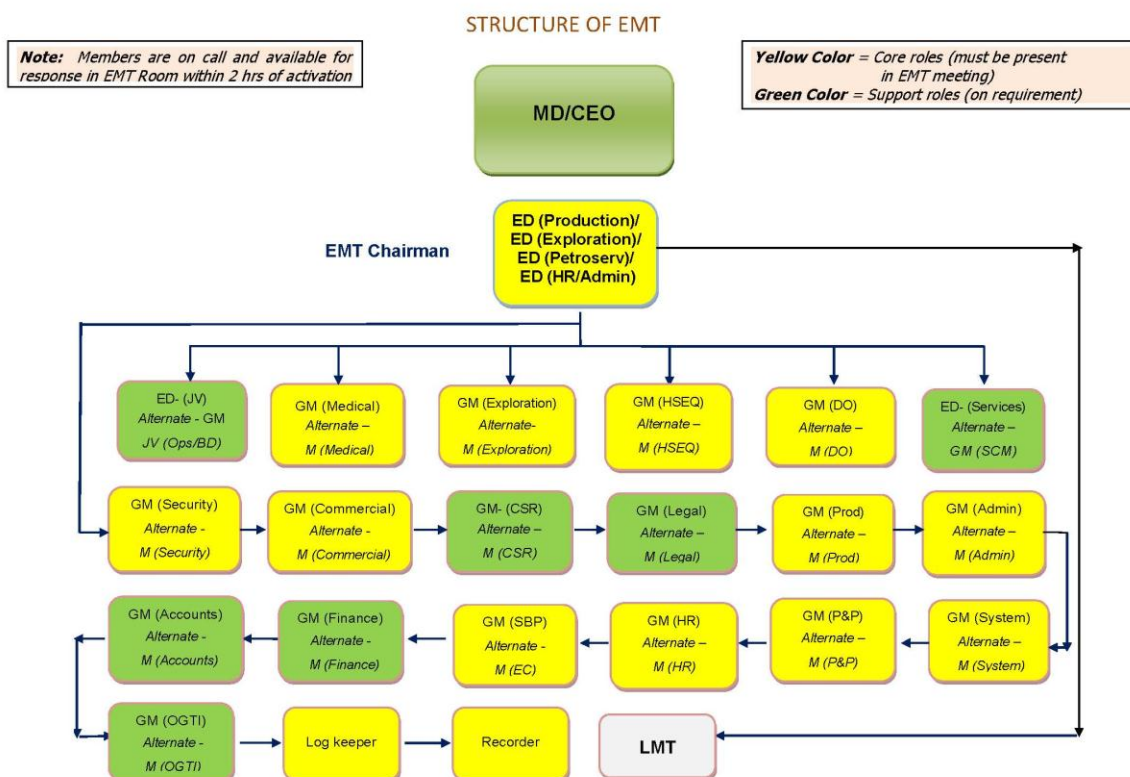
Basic Level

- Restricted workday case, medical aid injury, minor illness; first aid injury;
- Minor impact to reputation, adverse news in local media.

4.4.3 Structure of EMT (Level-3 Crisis)

- Located at OGDCL Head Office or OGTI (I-9) in Islamabad, the EMT shall be responsible for providing support and guidance in case of Level-3 crisis at Head Office or any OGDCL location. EMT Room at OGTI (I-9) will only activate in case of inaccessibility of Head Office Islamabad otherwise whenever EMT is activated, members shall assemble at EMT Room Head Office Islamabad.
- The structure of EMT is outlined in the chart where yellow color blocks represent *core positions* whereas green color represents *support positions* which can be called in on required basis.
- All core roles (yellow color) are rostered EMT members and are expected to remain within 2 hours of the Head Office Islamabad throughout their duty period of fortnight and should be ready to respond at short notice outside of normal office hours. A fortnightly OGDCL EMT Roster shall be generated by HSEQ Department.
- The requirement for additional support functions as part of the incident response will be dictated by the actual incident, and will be at the discretion of EMT Chairman.
- Once EMT roles are clearly scheduled for the fortnight, the roster shall be transmitted to all Fields/ Plants, Drilling, Seismic and Project Facilities.
- Upon being activated (Emergency Level-3), EMT shall assess the overall implications of the crisis situation, agree on the management requirements and initiate immediate and ongoing responses in support and assistance of Emergency Response Plan.

Note:-
Procedure Number OGM/P-HSE-7.5 addresses Level 1 & 2 Emergency Preparedness and Response activities required at Fields/ Plants, Drilling, Seismic and Project Facilities.

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STRUCTURE OF EMT

4.4.4 EMT Activation Criteria

⌦ EMT shall be activated only by MD/ CEO when there is a potential for any one of the following Level-3 Emergency situation:

- ▶ Incidents involving > 5 deaths;
- ▶ Incidents involving loss to company > US$ 1 Million;
- ▶ Incidents resulting critical impact on business reputation which involves National & International level media exposure; &
- ▶ Incidents involving civil unrest/ public/ employee strikes resulting in business disruption/ disruption at H.O for prolonged period.

4.4.5 EMT Activation Process

⌦ In the event of a Level-3 Emergency situation, following procedure shall be adopted to activate EMT:

- ▶ *In case of incident at any OGDCL location*, LMT Chairman shall inform the relevant HOD who will inform EMT Chairman for further information to MD/ CEO about the situation; once notified the MD/ CEO will make a decision on the requirement for EMT activation.
- ▶ *In case of Head Office*, General Manager (Admin)/ General Manager (Security)/ General Manager (HSEQ) shall inform the EMT Chairman for further information to MD/ CEO; once notified the MD/ CEO will make a decision on the requirement for EMT activation.

4.4.6 EMT Roster Requirements

⌦ On first Monday of each fortnight, an EMT Duty Roster shall be issued by HSEQ Department to all the members of EMT and transmitted at OGDCL Locations. The Duty Roster shall show all the contact details of EMT members.

⌦ The Emergency Response Roster guidelines are as follows:-

- ▶ Admin Department shall be responsible for maintaining EMT Rooms and HSEQ Department will have responsibility for maintaining the overall roster and for updating a "Duty Roster" (according to the Roster) each fortnight;
- ▶ All EMT positions shall be filled at all times. (Note: Two persons competent to relevant EMT position shall be nominated in the roster (Core and alternate member);
- ▶ The EMT members shall ensure their presence on EMT callout. In case of a change, the Core Member shall notify the Alternate Member and the EMT Chairman;
- ▶ All personnel "On Duty" (according to the Roster) shall ensure they carry a mobile phone at all times; &

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▶ All personnel on duty shall remain within 2 hours traveling time of the EMT Room and in a condition which permits them to carry out their emergency response duties.

4.4.7 EMT Deactivation Process

▷ EMT shall only be deactivated by the MD/ CEO on receiving following information from EMT Chairman:

▶ From Head Office that incident has been controlled and normal recovery operations are in progress to restore the activities;

▶ From incident location that situation has been brought under control and normal recovery operations are in progress to restore the operations; &

▶ On determining that emergency response should cease, the MD/ CEO will deactivate the EMT and declare that operations be brought to normal. On deactivating EMT, the EMT Chairman shall prepare a debrief encapsulating the details of incident, responsive measures, highlighting the weaknesses/ shortcomings and lessons learnt with recommendations to avoid recurrence.

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4.5 Structure: HSE Functional Setup
OGM/P-HSE-4.5(06) Revision Number 6

O R I G I N A L I S S U E :   J U N E – 2 5 , 2 0 0 7
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Change/ Revision Log

#	Description of Change
1	Nil

Associated Documents Approval & Issue

Related Document/ Record	Initiated by	Reviewed by	Checked/ Verified / Approved by
HSE Functional Set up Chart	Manager HSEQ	GM HSEQ	MD / CEO

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Location IC (EFP/ FGCP/ Seismic Party/ Drilling Rig/ Production Field/ Plant)	HSEQ Deptt., H.O.

| Vulnerabilties Identification & Impact (Risk) Assessment Team | Internal HSE Audit Team | HSE Development (Facilitating) Team | Location Emergency Management Team (EMT) 1. Onsite Emergency Response Team (ERT) 2. Offsite Response Team (ORT) 3. First Aid & Evacuation Team 4.Firefighting Team (Fire Section) | Environment Monitoring Team | Healh & Hygiene Assessment Team | Location HSE Management Review Committee (HSE-MRC) | Unit Level HSE Relationship Officers/ Coordinators | Corportae HSE Coordination Team (Define-Train-Audit) & Incident Investigation Team |

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