



Reference Standards
 ISO14001:2015 & ISO45001:2018
 Clause 5.1 Leadership and Commitment
 Clause 5.2 HSE & ERM Policy
 Clause 5.3: Organizational Roles, Responsibilities and Authorities
 PSM (22 Elements) Model

Management Commitment: Management is responsible for safety of personnel and protection of company property. Management will direct the establishment and implementation of safety programs through participation in various safety committees and conducting plant safety audits. Management should have specific, quantifiable, personal safety goals/targets and implementation plans, which must be stewarded regularly.

Line Management Accountability and Responsibility: The purpose of this element is to delegate HSE responsibility and accountability to each level of the organization. Line supervisors and managers are totally responsible and accountable for safety as well as cost, quality and productivity.

Policies and Principles: To improve safety, a deliberate safety policy must be established and applied daily by each member of the work force, whether manager, supervisor, or contractor employee. Top management must establish the policy that will spell out the principles that are to govern all decisions regarding safety. Without such a policy, safety tends to be pushed aside when other concerns become pressing.

Safety Personnel: This element highlights the main responsibilities of safety personnel so that all members of line organization understand the role and place of safety personnel in the organization.

Integrated Organization for Safety: The purpose of the overall safety organization is to mobilize all available talent in the interest of safety, health, and environmental protection. It does not, in any way, relieve individual members of the line organization of their safety responsibilities. Various committees are staffed principally by members of the line organization supplemented by safety staff members and other specialists.

Emergency Preparedness and Contingency Planning: The intent of this element is in-depth planning for potential emergencies ensuring effective response by site personnel. The outcome of these efforts is mitigation of the impact of incidents on personnel, environment / facilities and prompt control of emergency.

This Section's Objectives

- Bestow OGDCL's leadership by accepting responsibility and showing commitment for the HSE and Enterprise 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 & Authorities.

Associated Documents

- OGDCL's HSE Policy Statement & Commitment
- OGDCL's Enterprise Risk Management (ERM) Policy
- OGDCL's Life Saving Golden Rules

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
- EMT Duty Roster
- LMT Duty Roster
- Location's Emergency Drill Report



- HSE & ERM Policy Statements**
OGM/P-HSE-4.1
- The Lifesaving Golden Rules**
OGM/P-HSE-4.2
- Process Safety Fundamental (PSFs)**
OGM/P-HSE-4.3
- Roles, Responsibilities, Accountabilities, and Authorities**
OGM/P-HSE-4.4
- Crisis Management**
OGM/P-HSE-4.5
- Structure**
OGM/P-HSE-4.6

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



4.1 HSE & ERM Policy Statements

OGM/P-HSE-4.1(08) Revision Number 8

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Change/ Revision Log

#	Description of Change
1	HSE Policy signed by MD/ CEO.
2	Enterprise Risk Management (ERM) Policy signed by MD/ CEO.
3	Amended 4.1.2.3: Policy statements shall include commitment to manage all applicable risks essential for business continuity directly resulting in the continual improvement in the management and performance of all strategic (business) units.
4	Amended 4.1.2.5: Respective functional EDs shall be responsible that workforce members under their jurisdiction follow HSE & ERM Policies; GM HSEQ shall impart awareness & monitor compliance.

Associated Documents Approval & Issue

Related Document/ Record	Initiated by	Reviewed by	Approved by
OGDCL's HSE Policy	Manager HSEQ	GM HSEQ	CEO/ MD
OGDCL's Enterprise Risk Management (ERM) Policy	Manager HSEQ	GM HSEQ	CEO/ MD

4.1.1 General

- ☐ This procedure presents general framework related to OGDCL's Health, Safety, and Environmental (HSE) and Enterprise Risk Management (ERM) 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 processing of 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 Enterprise Risk Management (ERM) 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 Enterprise Risk Management (ERM) 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 may 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 manage all applicable risks essential for business continuity 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 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.

4.1.2.5 Responsibility for Implementation and Compliance Monitoring

- ☐ Respective functional EDs shall be responsible that workforce members under their jurisdiction follow HSE & ERM Policies; GM HSEQ shall impart awareness & 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 HSEQ 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 respect to occupational health, safety & environment and enterprise risk management be distributed to the following stakeholders:
 - a) DGPC
 - b) Management of the operating fields;
 - c) Heads of relevant statutory 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.



Oil & Gas Development Company Limited Occupational Health, Safety and Environment Policy Statement and Commitment

As a responsible Oil and Gas E&P company, we are committed to embrace Health, Safety and Environment (HSE) in all our activities. The emphasis on HSE management is crucial to our operational requirement and to maintain market repute. In carrying out our multidimensional activities, we also ensure welfare of indigenous communities, protection of ecosystems and environment. As we continue to avail exploration and production opportunities on a sound foundation of technical and financial prudence, we intend to:

- Exhibit visible leadership at each level and ensure necessary resources, trainings and infrastructure are in place for aiming HSE excellence.
- Identify hazards and ensure effective controls to manage operational risks.
- Ensure that our entities meet or exceed applicable HSE laws, regulations, standards and other requirements.
- Set objectives and targets to safeguard humans & assets, protect environment and conserve energy & natural resources.
- Ensure that Contingency Plans are in place for business continuity.
- Provide employees with self-assured methods & practices, authority to stop unsafe work & motivation through rewards and recognition.
- Employ contractors and service companies who aspire to the high HSE standards at all times, and recognize that HSE is everyone's responsibility.
- Improve HSE system by continually focusing on Leading Indicators and disseminating lessons learned from Lagging Indicators.
- Assess HSE KPIs regularly & share performance accordingly.

Through observance of this policy, we aim to assist in protecting the environment and the overall wellbeing of our stakeholders, specifically our employees, clients, shareholders, partners, contractors, subcontractors, service companies and communities.

Managing Director/ CEO



Oil & Gas Development Company Limited OGDCL's Enterprise Risk Management (ERM) Policy

OGDCL's Board of Directors oversee Enterprise Risk Management (ERM) Policy Framework of the Company to ensure that controlled environment is established and maintained, encompassing OGDCL operations, financial reporting and compliance activities. Board's Risk Management Committee (B-RMC) assists the Board in fulfilling its responsibilities in this regard by reviewing, monitoring and controlling Company's operational, strategic & external risks as follows:

- Approve resources for the formulation of ERM Policy Framework required for the Company' business continuity and alignment with the Company's mission statement, strategic business plan, HSE policy statement & commitment and legal & regulatory compliance.
- Review the assessment of following fundamental Corporate E&P Sector based risks (but not limited to), provide updates to the Board on quarterly basis to ensure that the Company implements sound internal controls/ barriers through a transparent process of identification, measurement, and monitoring:
 - ⊕ *Impact of depleting production fields on the Company's portfolio of hydrocarbon balance recoverable reserves;*
 - ⊕ *Potential for the new production fields to yield significantly lower production volumes than initially estimated disrupting the Company's revenue forecast;*
 - ⊕ *Overall cost of business interruptions due to impact of natural disasters, IT failures, insufficient technologies & internal controls/ barriers, and accidents on the volumes of production and integrity of assets;*
 - ⊕ *Assess scenarios where the Company cannot safely commence or continue its operations on the facilities due to potential security threat, loss of control or access to the facilities due to instability in the area.*
 - ⊕ *Oversee the security requirements on moving and non-moving locations of OGDCL including planning of security arrangements for OGDCL projects.*
 - ⊕ *Determine impact in terms of loss of production and revenues due to loss of access to the facilities, loss of equipment, cost of rescue & recovery, and other costs associated with law enforcement agencies (LEAs).*
 - ⊕ *Assess financial implications due to project delays, outsourcing, long-term loans & receivables, supply off-take, etc. on future investments and growth.*
- Review the impact of external growth opportunities, strategic alliances, potential diversification projects, acquisitions, or divestment and make recommendations on appropriate option(s) to the Board.
- Evaluate special cases where risks fall outside locally published E&P guidelines and thresholds like risks of unconventional shale gas development projects, drilling offshore wildcat (exploratory) wells, etc. and make recommendations on appropriate option(s) to the Board.
- Advice to ascertain viability of development of workable risk management measures to enable renewable-energy-shift to offset the adverse greenhouse effects and global changes in the climate.
- Assess potential options to minimize the risks of natural disasters and accidents in both avoiding the risks and mitigating the consequences with increased focus on trainings & awareness, risks & crisis management protocols, and inspections & audits.
- Encourage to develop a risk-aware-culture as an integral part of day-to-day management on sustainable basis.
- Measure ERM related KPIs with the intention to instill continual improvement.
- Review ERM Policy as and when required.

Managing Director/ CEO



4.2 OGDCL's Lifesaving Golden Rules

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Change/ Revision Log

#	Description of Change
1	<i>Reviewed, no change suggested.</i>

Associated Documents Approval & Issue

Related Document/ Record	Initiated by	Reviewed by	Approved by
OGDCL's Life Saving Golden Rules	Manger HSEQ	GM HSEQ	MD/ CEO



Oil & Gas Development Company Limited
Occupational Health, Safety, and Environment

Lifesaving Golden Rules

Lifesaving Golden Rules are used as policy guidelines provide practical support in the application of OGDCL's HSE Management System (HSE-MS). They are aimed at personnel, both employees and contractors, working at field locations/ sites who carry out, or are responsible for, activities with particular potential to cause serious injuries or incidents, especially fatalities.

*Criterion for the selection of **Lifesaving Golden Rules** is based on critical operational areas and incidents trend over the past ten years in OGDCL.*

Lifesaving Golden Rules, therefore, are for use at all worksites to remind everyone to keep people safe at field locations/ sites. They must be followed and can help field personnel to:

- Formulate standardized operating procedures and work instructions
- Perform risk assessment
- Check barriers and controls are in place before work starts
- Make part of toolbox talks and pre-work planning
- Facilitate inspections and walkthroughs

If these **Lifesaving Golden Rules** are NOT followed in letter & spirit, all unsafe work (behaviors and conditions) must be STOPPED! With the **Stop Work Authority**, anyone working within the OGDCL sites, as either an employee or contractor, is empowered to interrupt an activity whenever he observes an unsafe behavior or an unsafe condition.

Lifesaving Golden Rules must become part of our way of approaching and conducting any working activity in each tier as follows:-

Top and Middle Management

- Provide adequate resources to support the continued implementation of **Lifesaving Golden Rules**.
- Demonstrate their personal commitment, leadership and accountability.
- Empower all employees to intervene and to stop activities anywhere or at any time when **Lifesaving Golden Rules** are not correctly applied.

Area and Location Management

- Ensure all job activities are adequately planned, assessed and executed in terms of risk assessment.
- Ensure all personnel are adequately informed, trained and have all the necessary equipment to perform the work in a safe manner.

Supervisors

- Ensure that work conditions are safe.
- Ensure, leading by example, that their teams know, and
- Observe the rules and that they comply with them before starting, during and at the end of a working activity.

Workers

- Be responsible for the safety of themselves and that of their co-workers.
- Be aware that compliance is mandatory.
- Immediately report to their supervisor/person in charge, about any unsafe event (i.e. accident, near hit/ miss, unsafe act, unsafe condition) that occurs at the work site.

Lifesaving Golden Rule 1 – Hydrocarbon safety

Disciplined framework for managing the integrity of operating systems and processes that handle hydrocarbons and other hazardous substances to prevent unplanned releases which could result in incidents.



PLAN

- 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 methodology such as HazOp – Hazards Operability (but cannot be limited to) or on as & when required basis within this period.
- Take into account the actual changes (or the changes that can reasonably be expected during the operations lifetime) in a workshop format led by an experienced Chairperson from independent party, Custodian from process/ project team, Secretary from HSEQ domain and concerned Discipline Engineers/ Sector Experts.

READY?

- Have you performed basis of design of a facility or process employing risk assessment?
- Is effectiveness/ suitability of existing and potential barriers or internal controls considered?
- Are drawings/ as-built drawings (e.g. process and instrumentation diagrams, process flow diagrams, layout drawings, isometrics, etc.) prepared/ updated?

GO!

- Check, verify and validate the efficacy of process controls and barriers/ internal controls.
- Up to date documentation/ arrangements for achieving safe operating limits and ensure availability to O&M personnel.
- Ensure placement of conscious labeling on equipment, storage vessels, containers, tanks and pipelines carrying or containing hydrocarbons or other hazardous material as per appropriate international standards.
- Ensure provision of an emergency response plan which includes means of escape; emergency response teams; appropriate safe refuge and assembly areas; and emergency response equipment for spillage containment, fires, explosions, burns, etc.

Lifesaving Golden Rule 2 – Explosives safety

Controls and monitoring of the reliability of explosives' storage, handling, transportation and usage ensure the seismic and wireline crew safety.



PLAN

- Every consignment containing explosives must include original Material Safety Data Sheet (MSDS); If MSDS of any explosive is not included, the Location InCharge should immediately contact the Rep. of supplier, manufacturer or importer to get the MSDS (before final payments) and maintain record.
- MSDS of explosives must be readily accessible to all concerned workforce members in their work areas.
- Storage of explosives must comply with local government regulations. Storage sites must be located at safe distances from public buildings, factories & houses. The site to have a good road access.
- The explosives must be kept/stored in the magazine. Dynamite and detonators must always be stored in a separate magazine.

READY?

- Is an up-to-date inventory of the quantities and types of explosives maintained on site?
- Are all explosive operations being conducted under a Hot Work Permit?
- Are all personnel involved in explosive operation certified and trained for explosive handling by third party and understand MSDS?
- Are the explosive storage containers:
 - Designed and constructed specifically for the purpose of storing explosives?
 - Kept locked at all times, without the possibility of unauthorized access to keys?
 - Have proper ventilation?
 - Have proper external warning labels and markings attached?
 - Provided with no electrical wiring or else explosion proof electrical (EXP) wiring?

GO!

- Inside the containers, separate explosives by type, size etc. and stack so that the oldest stock is used first.
- Install a suitable Lightning Arrestor on each magazine before storing the explosives.
- Smoking, matches, lights and spark producing devices such as sulfuric acids, petroleum to be not be allowed at any distance where explosives are stored and handled.
- Following rules to be followed during explosives transportation:
 - Must not be conducted in any vehicle that is carrying passengers.
 - Must only be transported as per approved procedure and as packaged by the supplier or service contractor.
 - All such vehicles, containers and boxes to display proper warning labels.
- Following controls to be ensured during drilling operations:
 - For *wireline operations*, the wireline cable must be rigged such that it does not contact any facility wiring.
 - 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.
 - *Prior to explosive operations*, the logging unit must be prepared by isolating electrical circuits and removing the electrical isolation/safety key.
- Maintain a current inventory record of explosives on daily basis with issue & return of explosives signed for by each individual.

Lifesaving Golden Rule 3 – Working at height

Controls and monitoring of the reliability of equipment and protection systems during work at height activities ensure the workers safety.



PLAN

- Avoid physically working at height i.e. 06 feet (02 meters) or higher above the ground and consider a safe feasible alternative.
- Consider fall prevention systems rather than fall protection systems.
- Ensure that fall protection systems (e.g., full body safety harness, shock absorbing lanyards) are periodically inspected and maintained by an Authorized Person.
- Ensure that arrangements for emergency rescue at height are in place.

READY?

- Is the PTW in place, completed with the risk assessment for each work at height activity?
- Are the work surfaces and holes adequately protected from fall of personnel and objects?
- Are the scaffolds built according to the vendor manual/specifications or a specific project done by an Authorized Engineer?
- Are scaffolds, portable ladders, portable and mobile platforms inspected by an Authorized Person prior to use and equipped with a valid tag/panel certifying the inspection?
- Are personnel working at height provided awareness on safety?
- Are the PPE for the required task, in good condition and worn by all people?

GO!

- Only Authorized Workers to access the scaffolds, portable ladders, portable and mobile platforms.
- No permission to erect or carry scaffolds, portable ladders, portable and mobile platforms near live overhead electrical cables, or equipment.

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

Lifesaving Golden Rule 4 – Dropped object

Controls and monitoring of the reliability of equipment and protection systems involving height/ high overhead structures.



PLAN

- Risk assessment of a drilling rig to consider all objects that have the potential to drop.
- All permanently installed equipment suspended more than 2 meters (6 feet) above ground be reviewed for applicability of proper securing mechanism.

READY?

- Do the high-level workspaces have no loose or redundant equipment or material?
- Is a Drop Object Register developed and periodic inspection of all items recorded?
- Are personnel working on or under high-level workspaces provided awareness on safety?
- Are the securing mechanisms for the suspended equipment/tools in good conditions?

GO!

- Only Authorized Workers to access the areas where objects have potential to drop.
- Ensure equipment/tools be carried aloft and returned to ground level using an effective means of preventing them from falling.

Lifesaving Golden Rule 5 – Energized systems

Implementation of procedures, controls and specialized personnel guarantee safety during activities where energized systems are present.



PLAN

- Verify that a specific isolation procedure is in place for process fluids, hydraulic, pneumatic, thermal, chemical, electrical, mechanical systems and/ or radiation.
- Each job shall be risk assessed and performed accordingly.
- Ensure that the permit to work refers the specific equipment.

READY?

- Are isolation checks completed in the PTW?
- Have you verified that no stored energy or other hazards remain prior to start your job, and that the energy isolation is properly done?
- Are the PPE for the required task, in good condition and worn by all people?

GO!

- Do not carry out unauthorized activities. Follow the provisions of the permit to work.
- Use lockout and tagout (LOTO) devices to communicate isolation and to prevent non-authorized operations.
- Ensure periodic monitoring is carried out.
- Ensure that the job specific area is barricaded, safety signs posted and emergency rescue in place.

Lifesaving Golden Rule 6 – Fire safety

Fire risk must be assessed and control measures such as procedures and active/passive fire protection systems implemented.



PLAN

- Ensure that a risk assessment is performed considering fire hazards.
- Ensure the use of a relevant PTW.
- Ensure that a Fire Emergency Response Plan is developed and all personnel are aware.
- Plan firefighting awareness of the workers.
- Periodically inspect and maintain the fire prevention and protection measures.

READY?

- Are workplaces equipped with fire & gas detection system and firefighting arrangements?
- Are sources of ignition under control or isolated/ removed?
- Are escape routes and muster points clearly marked and kept easily accessible at all time?

GO!

- Handle and store flammable materials and products properly.
- Ensure that workers do not smoke.
- Ensure that workers do not perform horseplay with any naked flames/ non-explosion proof equipment.
- Keep all areas clean and tidy.

Lifesaving Golden Rule 7 – Toxic gases

Procedures, staff training, specific collective and personal protective equipment are required to work in the presence of toxic gases.



PLAN

- Ensure that the operating procedures, work instructions and Emergency Response Plan (ERP) have been developed considering the risks related to toxic gas release.
- Ensure that everybody is informed on toxic gas risk and properly trained on their specific role during emergencies, and on collective/personal protective equipment.
- Ensure that each worker has both a personal toxic gas detector and a proper breathing escaping apparatus (*full face mask / hood with specific filter / air bottle*).
- Post safety signs and any other means, warning of the potential presence of toxic gas.

READY?

- Are you authorized to enter a toxic gas classified area?
- Is the Emergency Response Team (ERT) present on site and alerted?

GO!

- Always wear personal detection devices when working in an area where there is or could be the presence of toxic gas and ensure breathing escaping apparatus arrangement as a support exclusively during emergency.

Lifesaving Golden Rule 8 – Lifting operation

Lifting operations properly planned, implemented and monitored, prevent the workers risk of falling or being crushed or struck.



PLAN

- Plan the lift with a specific risk assessment to avoid crane overturning, load falling from the crane and load or machine striking someone or any other identified hazard especially related to wind speed and elevated structures.
- Always inspect and maintain lifting & hoisting equipment/ machines and accessories as per manufacturer's instructions and site procedure requirement: check and record damages, color code, Safe Working Load (SWL) and certificate.
- Lifting authority be involved in all activities.
- Personnel lifts shall be done only with man-rated equipment and under a PTW.
- Plan to ensure that the minimum clearance distance from the energized power lines is 10 feet for up to 50 KV load and 15 feet for over 50 to 200 KV load.
- When the carriage of personnel by crane is required, the man riding basket must be suitably tested and have a valid third party test certificate and clearly marked "Man Riding Only" and "Load-bearing Capacity" on it. All wire ropes and other attached lifting equipment must also have a valid certificate. Crane hooks must be fitted with safety latches or equivalent. Man riding basket shall be used for carrying single person only who must be properly secured by a safety harness.

READY?

- Is lifting equipment certified by a Third Party in accordance with relevant local legislation or international standards and regularly maintained according to the planned schedule?
- Are all persons engaged in lifting and hoisting operations competent for that role and supervised at all times?
- Are lifting and hoisting equipment, machines and accessories (cranes, forklifts, slings, handles, hooks, baskets, etc.) in good condition according to national legislation and international best practices?
- Have you verified that the lifting area is marked out to prohibit unauthorized access?
- Are the PPE identified in the specific risk assessment for the required task, in good condition and worn by all people?

GO!

- Always ensure the presence of a banksman during the entire lifting operation and avoid unplanned blind lifts.
- Never allow personnel to be under or close to suspended loads for any reason.
- Ensure that the lifting operator keeps the machine/equipment under control at all time.
- No crane to travel with a suspended load.

Lifesaving Golden Rule 9 – Confined space

Atmospheric testing, specific training on confined space activities, implementation of dedicated emergency procedures, are mandatory to work safely in a confined space.



PLAN

- Each job shall be risk assessed and all hazards and controls shall be identified and implemented.
- Plan specific training for all persons engaged in confined spaces activities.

READY?

- Are Confined Space checks completed in conjunction with and referred to in the PTW?
- Did you verify that the confined space is positively isolated from all possible sources of hazards?
- Have Qualified and Authorized Personnel tested and recorded the atmosphere inside the confined space as designated in the permit?
- Is the Emergency Response and Rescue Plan prepared and tested? Is the ERT ready in location and communication means ready and tested?
- Are the PPE identified in the specific risk assessment for the required task, in good condition and worn by all people?

GO!

- Ensure testing of atmospheres inside confined space is conducted, verified and repeated.
- Suspend the work if Emergency Response Team (ERT) and/or means of communications are unavailable on site.
- Suspend the work if a Dedicated Qualified Attendant (Watcher) is not present close to the confined space.
- Suspend the work if there is no specific PTW for the activity.
- Suspend the work if Rescue Equipment are not in place.
- Ensure electrical lighting for use in confined spaces not to exceed 24 volts. Powered hand tools used in confined spaces shall, be air operated. Where this is not possible, all such tools shall be equipped with a deadman's switch.

Lifesaving Golden Rule 10 – Management of change

Any plant/organizational change must be identified, assessed and authorized by the responsible of the work place.



PLAN

- Identify, analyze and assess any change or deviation to plant or facility's design, work procedures/practices and organization.
- Support any change, in particular overriding/disabling/change of a safety critical element, with a specific risk assessment.

READY?

- Is the change, in particular deviations from mandatory requirements, duly structured, documented and approved by an Authorized Person?
- Is the change properly recorded and tracked?

GO!

- Communicate any change to all concerned personnel and keep track of the identified and implemented actions.

Lifesaving Golden Rule 11 – Driving safety

Driving behavior and recommendations for proper vehicle management reduce the risk of accidents.



PLAN

- Always ensure that the driver is in good physical condition.
- Drivers shall be Certified and Authorized for driving the allocated vehicle.

- For all routine journeys, Journey Management Plan shall be readily available in vehicles with predetermined risks especially considering hazardous situations;
 - where paved roads are not available/ off road driving conditions.
 - routes with security threats, dangerous intersections, sharp turns, landslide areas, slippery conditions, and/ or blind-spots.
 - areas with potentially limited cellular phone coverage.
 - indistinct stopovers.
 - environmentally protected areas, wildlife sanctuaries, etc.
 - transportation of heavy/ fragile/ hazardous material or equipment.
 - night travel or any other high rated risk aspect.
- However for the non-routine journeys, Journey Management Plan shall be chalked out on situational basis, accordingly.

READY?

- Is your vehicle in good condition and regularly maintained?
- Are seat belts fastened and appropriate shoes worn?
- Are you free from the influence of any drugs, etc.?
- Are loads properly secured and within the capacity of the vehicle?
- Are you sufficiently rested to drive a vehicle?

GO!

- Adopt defensive behavior in respect of other road users.
- Respect speed limits, adjusting your speed according to road and weather conditions, local legislation and Company rules.
- When you drive, do not use any mobile phone and respect the daily maximum driving hours and rest period.

Lifesaving Golden Rule 12 – Permit to work

Work permit is an essential and mandatory management tool to be adopted for non-routine or dangerous activities.



PLAN

- A PTW system must be in place with the relevant supporting procedures and systematically implemented.
- Simultaneous/concurrent activities shall be planned and subjected to risk assessment and PTW in order to eliminate/reduce interferential risks.
- Non-routine and high-risk activities shall be planned and subjected to risk assessment and PTW.
- Ensure that all personnel receive proper training on using the PTW system.

READY?

- Is the PTW discussed in dedicated safety/ pre-job meetings?
- Have all personnel working under a PTW received the necessary information about its contents?
- Have you verified that all requirements specified in the PTW are implemented on site before commencement of job?

GO!

- Post copy of PTW in the job area.
- Suspend and re-assess your work if a change occurs in the scope of the work, tools, equipment, personnel, shift change or any other condition of the PTW.
- Conduct special safety audits of PTW system.

Lifesaving Golden Rule 13 – Excavation safety

Soil characterization, protected excavation areas and correct use of machinery, guarantee the workers safety.



PLAN

- A soil survey shall be carried out and all the risks shall be identified and assessed.
- Always consider underground services in the area, those shall be identified, marked and isolated (if necessary).
- Plan specific training for all personnel involved in excavation works.

READY?

- Do you have a valid excavation related PTW?
- Has the site been inspected by an Authorized Person?
- Are the PPE identified in the specific risk assessment for the required task, in good condition and worn by all people?

GO!

- Effectively shore, slope, bench, barricade and sign all excavations.
- Provide suitable entry and exit point when working in trenches, considering any possible emergency and weather condition.
- Excavated material must be kept at least 3 feet (1 meter) away from the edge of the excavation.
- Personnel to keep clear of machinery whilst it is in operation, minimum distance of 5 meters.
- Ground and environmental conditions to be continuously monitored for change.



Managing Director/ CEO



4.3 OGDCL's Process Safety Fundamental (PSFs)

OGM/P-HSE-4.3(00) Revision Number 0

Original Issue: March 14, 2022
This Issue: --

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Change/ Revision Log

#	Description of Change
1	New procedure.

Associated Documents Approval & Issue

Related Document/ Record	Initiated by	Reviewed by	Checked/ Verified / Approved by
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Oil & Gas Development Company Limited
Occupational Health, Safety, and Environment
Process Safety Fundamentals (PSFs)

OGDCL's Process Safety Fundamentals (PSFs) are derived from IOGP as a set of basic principles for front-line workers, supervisors, and managers that emphasize existing good practices to prevent fatalities from Process Safety Events. Preventing Process Safety Events is important because they can escalate into catastrophic events.

Data reported by IOGP Members over a period of last ten years shows that +125 people lost their lives in +50 Process Safety Events (PSEs).

Analysis of the process safety related fatal incidents was conducted by the team with the aim of determining what types of potential PSFs were a factor in the incidents and how, if they had been implemented effectively, they might have prevented or mitigated the fatal consequences of these incidents.

The analysis considered a broad range of potential PSFs influenced by both the information on the fatal incidents provided by IOGP members and members experience. Each fatal PSE was reviewed against the list of potential PSFs and linked to one or more of the PSFs. By determining which of the PSFs could be linked to either the highest number of fatal incidents or number of fatalities allowed a shortlist of PSFs to be identified which eventually became the 10 IOGP PSFs.

Therefore the following PSFs should be launched in OGDCL in a way that enables and empowers the frontline workers to openly voice and report these dilemmas without fear of criticism or reprisal. Only by bringing these issues into the HSE meetings, the PSM issues can be addressed. PSFs are not intended to be seen as 'another set of rules', and it is strongly advised that they are not associated with disciplinary measures for non-conformance.



We respect hazards

- We improve our understanding of process safety hazards at our location and our roles in controlling them.
- We are vigilant about the potential impacts of uncontrolled process safety hazards.
- We discuss process safety hazards before starting a task.
- We bring forward process safety hazards to be included in activity risk assessments.



We apply procedures

- We use operating and maintenance procedures, even if we are familiar with the task.
- We discuss the key steps within a critical procedure before starting it.
- We pause before key steps and check readiness to progress.
- We stop, inform supervision and avoid workarounds if procedures are missing, unclear, unsafe, or cannot be followed.
- We take time to become familiar with, and practice, emergency procedures.



We sustain barriers

- We discuss the purpose of hardware and human barriers at our location.
- We evaluate how our tasks could impact process safety barriers.
- We speak up when barriers don't feel adequate.
- We perform our roles in maintaining barrier health and alert supervision to our concerns.
- We use an approval process for operations with degraded barriers.



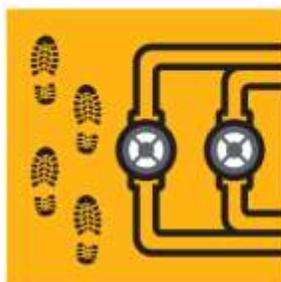
We stay within operating limits

- We discuss and use the approved operating limits for our location.
- We escalate where we cannot work within operating limits.
- We alert supervision if an alarm response action is unclear or the time to respond is inadequate.
- We obtain formal approval before changing operating limits.
- We confirm that potential for overpressure from temporary pressure sources has been addressed.



We maintain safe isolation

- We use isolation plans for the specific task, based on up-to-date information.
- We raise isolation concerns before the task starts and challenge when isolation plans cannot be executed.
- We check for residual pressure or process material before breaking containment.
- We monitor the integrity of isolations regularly and stop to reassess when change could affect an isolation integrity.
- We confirm leak-tightness before, during, and after reinstating equipment.



We walk the line

- We use up-to-date documentation (e.g., Piping and Instrumentation Diagrams) that accurately reflect installed systems and equipment.
- We physically confirm the system is ready for the intended activity (e.g., valve positions, line up of relief devices, etc.).
- We alert supervision to identified documentation and readiness issues before operation.



We control ignition sources

- We identify, eliminate, or control the full range of potential ignition sources during task risk assessments and during job preparation and execution.
- We minimise and challenge ignition sources even in "non-hazardous" areas.
- We eliminate ignition sources during breaking containment and start-up and shutdown operations.



We recognise change

- We look for and speak up about change.
- We discuss changes and involve others to identify the need for management of change (MOC).
- We review the MOC process for guidance on what triggers an MOC.
- We discuss and seek advice on change that occurs gradually over time.



We stop if the unexpected occurs

- We discuss the work plan and what signals would tell us it is proceeding as expected.
- We pause and ask questions when signals and conditions are not as expected.
- We stop and alert supervision if the activity is not proceeding as expected.



We watch for weak signals

- We proactively look for indicators or signals that suggest future problems.
- We speak up about potential issues even if we are not sure they are important.
- We persistently explore the causes of changing indicators or unusual situations.



Managing Director/ CEO



4.4 HSE Roles, Responsibilities, Accountabilities, and Authorities

OGM/P-HSE-4.4(08) Revision Number 8)

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Change/ Revision Log

#	Description of Change
1	Amended: HSE roles of top and line management streamlined in the perspective of revised/ new procedures.

Associated Documents Approval & Issue

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



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 and Risk Management policies after exhibiting & fulfilling its commitment to participation, i.e. the involvement of workers**, and where they exist, workers' representatives, in the decision-making processes pertaining to 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 and Risk Management policies & 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.

4.4.1 Corporate Level

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

PDCA Cycle	MD & CEO/ COO	Executive Directors
LEADERSHIP HSE Policy Statement, Objectives and Goals; Role, Responsibilities & Authorities and Crisis Management	<ul style="list-style-type: none"> • Endorsing corporate level HSE and ERM Policy Statements, Lifesaving Golden Rules, Objectives and Goals in the light of OGDCL's context and ensuring their communication and implementation at all levels of the organization. • Endorsing a corporate level framework like HSE Management System and Process Safety & Risk Management (PSRM) Model by which HSE roles, responsibilities & authorities can be cascaded. • Nominating EMT Chairman, liaise with Chairman BOD/ Risk Management Committee (RMC/) Ministry of Energy (Petroleum Division) to share incident update, take decisions after assessing the overall implications of crisis situation & ordering the deactivation of EMT after receiving necessary information. 	<ul style="list-style-type: none"> • Ensuring HSE and ERM Policies are communicated and implemented at relevant Directorate down the stream. • Provide adequate resources at Department level to support the continued implementation of Lifesaving Golden Rules. Demonstrate their personal commitment, leadership and accountability. • Ensuring corporate goals related to HSE are translated into Directorate level targets. • Ensuring HSE roles, responsibilities & authorities related to HSE System are known to the concerned personnel for implementation. • Provide adequate resources at Directorate level to support the continued implementation of Lifesaving Golden Rules. Demonstrate their personal commitment, leadership and accountability. • Performing EMT Chairman Role and coordinate any post-incident recovery planning necessary.
PLANNING Health, Safety Environment Vulnerabilities Identification & Impact (Risk) assessment; Legal & Other Requirements; HSE Objectives & Management Program	<ul style="list-style-type: none"> • <u>To act as Chairman Corporate Risk Management Team.</u> • Ensuring HSE Management System caters vulnerabilities (threats & opportunities) identification & Impact (Risk) assessment process. • Ensuring Corporate HSE Objectives & Management Programs addresses the significant Impact (Risk)s. • Ensure legal & other requirements are determined for each Function. 	<ul style="list-style-type: none"> • <u>To act as Member Corporate Risk Management Team.</u> • Ensuring relevant Directorate participates in the vulnerabilities (threats & opportunities) identification & Impact (Risk) assessment process. • Ensuring Directorate's HSE Objectives & Management Programs addresses the significant Impact (Risk)s. • Ensure Directorate is in compliance with the applicable legal & other requirements.
SUPPORT Training, Awareness & Competence Communication & Consultation HSE System Documentation & Data Control; Control of Records	<ul style="list-style-type: none"> • Ensuring plan for achieving HSE objectives and targets are being communicated and implemented. • Ensuring necessary resources (financial or otherwise) are available with all Directorates to achieve corporate and local HSE goals. • Ensuring training and development system is in place to inculcate safe and environment friendly behaviors among the workforce. 	<ul style="list-style-type: none"> • Ensuring Directorate's plan for achieving HSE objectives and targets are being communicated and implemented. • Ensuring necessary resources (financial or otherwise) are available with concerned HODs to achieve corporate and local HSE goals. • Ensuring training and development system is in place to inculcate safe and environment friendly behaviors among the Directorate's workforce.

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



Leadership: OGDCL's Integrated HSE System Manual

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<p>OPERATION Operational Controls</p>	<ul style="list-style-type: none"> Ensuring accident and pollution prevention technologies are opted at the decision making levels. Ensuring accidents and pollution prevention measures are taken on preemptive basis by the concerned line/ functional management. Ensuring that emergency preparedness and response arrangements are effective all across the organization. 	<ul style="list-style-type: none"> Ensuring accident and pollution prevention technologies are opted at the decision making levels in the Directorate. Ensuring accidents and pollution prevention measures are taken on preemptive basis by the concerned line/ functional management. Ensuring suppliers' selection criterion strictly calls for HSE compliance standards. Ensuring that emergency preparedness and response arrangements are effective in the Directorate.
<p>PERFORMANCE EVALUATION HSE Monitoring, Measurement & Compliance Evaluation Internal HSE Audit, Management Review</p>	<ul style="list-style-type: none"> Ensuring appraisal and disciplinary codes are monitored against the requirements of the HSE Management System. Ensuring internal HSE audit function conducts result oriented effective audits. Motivating staff by owning direct commitment to HSE & ERM Policies, encouraging HSEQ Awareness Events, Reward & Recognition Programs and Management Walk Around (MWA). In case of any incident / near hit/ miss where willful violation of OGDCL HSE policies, standards, protocols and procedures is considered to have taken place MD / CEO in consultation with HOD HSE and HOD Discipline shall constitute, where deem necessary, a Fair Treatment Assessment Committee for taking up necessary corrective, preventive and punitive actions. Call an Annual Corporate HSE Management Review (Meeting) during the end of each Year to be attended by all Functional Heads (EDs and HODs) as a minimum; otherwise to conduct HSE Performance Reviews by any other suitable means. Ensuring HSE-related decisions from the corporate level management review meetings are implemented. 	<ul style="list-style-type: none"> Motivating staff by owning direct commitment to HSE and ERM policies and procedures. Participating in Corporate Annual Management Walk Around (MWA) For Hazards Hunting & Reporting emphasizing HSE commitment and visibility by Leadership. Ensuring appraisal and disciplinary codes are monitored in the Directorate against the requirements of the HSE Management System. Ensuring internal HSE audit function conducts result oriented effective audits of the various function of the Directorate. Ensuring that active participation and involvement in HSE is there at all levels through the unit level HSE Monitoring Plans. Approving HSEQ Awareness Events and Reward & Recognition Programs. Participate in Corporate/ Directorate's HSE Management Review (Meeting). Ensuring HSE-related decisions from the unit level management review meetings are implemented.
<p>IMPROVEMENT Opportunities For Continual Improvement; Formal Incident Investigation; Management (Control) of Change</p>	<ul style="list-style-type: none"> Ensuring necessary resources and decision space is there to avail opportunities for improvement especially from near hit/ miss, formal incident investigations and MoC process. 	<ul style="list-style-type: none"> Investigate incidents where assigned by MD/ CEO. Providing all necessary resources to avail opportunities for improvement especially from near hit/ miss, by conducting formal incident investigations and timely enabling MoC process.

4.4.2 Directorate Level

PDCA Cycle	General Managers/ Head of Departments	Area Managers
<p>LEADERSHIP HSE Policy Statement, Objectives and Goals; Role, Responsibilities & Authorities and Crisis Management</p>	<ul style="list-style-type: none"> Ensuring HSE and ERM Policies are communicated and implemented at all levels within the concerned Department and Locations. Ensuring HSE roles, responsibilities & authorities related to HSE System are communicated to the concerned personnel for implementation. Ensuring emergency and evacuation procedures are defined, rehearsed, followed and updated. Ensure that incident is timely reported to EMT Chairman and regulatory authorities. Giving professional input to the EMT Members in finalizing the overall strategy for dealing with the incident, conducting deliberations on resumption of operational activities or otherwise and after deactivation of EMT, taking over the charge for controlling of recovery and/ or normal operations. 	<ul style="list-style-type: none"> Ensuring HSE and ERM Policies are communicated and implemented at all levels within the concerned Locations. Ensuring HSE roles, responsibilities & authorities related to HSE System are communicated to the concerned personnel for implementation. Following up that emergency and evacuation procedures are defined, rehearsed, followed and updated. Ensure that incident is timely reported to GM / HOD and regulatory authorities. Giving professional input to GM / HOD in finalizing the overall strategy for dealing with the incident, conducting deliberations on resumption of operational activities or otherwise and after deactivation of EMT, taking over the charge for controlling of recovery and/ or normal operations.
<p>PLANNING Health, Safety Environment Vulnerabilities identification & Impact (Risk) assessment; Legal & Other Requirements; HSE Objectives & Management Program</p>	<ul style="list-style-type: none"> <u>To act as Member Corporate Risk Management Team.</u> Ensure vulnerabilities (threats & opportunities) identification & Impact (Risk) assessment are timely conducted and reviewed. Ensure HSE Objectives & Management Programs to address the significant Impact (Risk)s are formulated and timely reviewed / followed-up . Ensure every unit / sub-unit is in compliance with applicable legal & other requirements. 	<ul style="list-style-type: none"> Participate in the process hazard analysis of respective units/ sub-units. Review Risk Registers of respective units/ sub-units. Reviewing performance update/ status of HSE Objectives & Management Programs to address the significant Impact (Risk)s of respective units/ sub-units. Ensure unit / sub-unit is in compliance with applicable legal & other requirements.

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<p>SUPPORT Training, Awareness & Competence Communication & Consultation HSE System Documentation & Data Control; Control of Records</p>	<ul style="list-style-type: none"> Ensuring that HSE related communication & consultation process is effective. Ensuring distribution of HSE resources to the sites on behalf of top management. Ensuring HSE Training Need Assessment (TNA) is timely conducted. Ensuring adequate resources are in place and staff trained for accidents & pollution prevention and emergency response. Coordinating the site occupation/ de-hiring/ restoration issues pertaining to community matters. 	<ul style="list-style-type: none"> Ensuring adequacy of HazCom in order to keep workforce members safe by providing information about potential sources of injury, specifically, hazardous chemicals and emergency handling in the workplace. Check gaps regarding adequacy of resources and trained manpower for accidents & pollution prevention and emergency response through TNA. Coordinating the site occupation/ de-hiring/ restoration issues pertaining to community matters.
<p>OPERATION Operational Controls</p>	<ul style="list-style-type: none"> Approving relevant SOPs, Work Instructions, and Maintenance & Calibration Programs. Ensuring no travel starts without Journey Management Plan (JMP). Ensuring waste management protocols are updated and followed. Reviewing Contractor's and Service Company's HSE performance and coordinate for improvement or otherwise. 	<ul style="list-style-type: none"> Reviewing SOPs, Work Instructions, and Maintenance & Calibration Programs for compliance. Ensuring implementation of HSE procedures, permits, JHAs/ JVAs, etc. in the E&P lifecycle. Ensuring compliance of waste management protocols. Ensuring Journey Management Plans (JMPs) are timely developed and updated. Following-up Contractor's and Service Company's HSE performance and coordinate for improvement.
<p>PERFORMANCE EVALUATION HSE Monitoring, Measurement & Compliance Evaluation Internal HSE Audit; Management Review</p>	<ul style="list-style-type: none"> Participating in Annual Management Walk Around (MWA) For Hazards Hunting & Reporting emphasizing HSE commitment and visibility by Leadership. Ensuring HSE Monitoring Plans are developed. Ensuring compliance against local laws and regulations at all levels is timely checked. Reviewing and monitoring cost and effort related to HSE matters on various projects, and take appropriate actions on serious resource concerns. Conducting, facilitating and reviewing HSE audits of critical nature. Ensuring database of key performance indicators is maintained: Key statistics are reported, reviewed and followed up on time. Harnessing efficacy of STOP Cards, HSEQ Awareness Events and Reward & Recognition Programs. Participate in Corporate HSE Management Review Committee (HSE MRC). 	<ul style="list-style-type: none"> Participating in Annual Management Walk Around (MWA) For Hazards Hunting & Reporting emphasizing HSE commitment and visibility by Leadership. Ensuring HSE Monitoring Plans are followed & implemented in letter and spirit. Ensuring compliance to local laws and regulations at all levels working under administrative control. Coordinate HSE audits and follow-up Action Plans. Ensuring timely reporting of key performance indicators. Act as an impetus to STOP Intervention Program, HSEQ Awareness Events and Reward & Recognition Programs. Establishing Location HSE Management Review Committee (HSE MRC) to coordinate and control the activities of the HSE System being carried out by different functions and to periodically review and evaluate the performance of the HSE system.
<p>IMPROVEMENT Opportunities For Continual Improvement; Formal Incident Investigation; Management (Control) of Change</p>	<ul style="list-style-type: none"> Investigate incidents where assigned or formulate team to investigate an incident. Prudently applying pertinent resources to avail opportunities for improvement especially from near hit/ miss, formal incident investigation and by actuating MoC process for all feasible projects and modification jobs. 	<ul style="list-style-type: none"> Investigate incidents where assigned. Avail opportunities for improvement especially from near hit/ miss, formal incident investigation and by actuating MoC process for all feasible projects and modification jobs.

4.4.3 Unit Level

4.4.3.1 Location IC (Party Chief, Operation Manager, Field Manager)/Relievers

Responsibilities	Authorities	Accountabilities
<ol style="list-style-type: none"> Understand and implement the company HSE & ERM Policies and promote a positive culture based on improved HSE performance. Set a personal example with respect to HSE matters esp. through housekeeping. 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. 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. Supervise hazards identification and Impact (Risk) assessments. 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. 	<ol style="list-style-type: none"> To act Chairman E-LMT To act as Chairman L-RMT. To investigate incidents where assigned. To review and approve following: <ol style="list-style-type: none"> Annual Onsite Vulnerabilities (Threats & Opportunities) Identification and Impact (Risk) Assessment Plan Annual Onsite HSE Awareness Plan Onsite HSE Monitoring Plans Annual Onsite Waste Disposal Plan Annual Onsite Scenario-based Emergency Drill Plan Annual Internal HSE Audit Plan Annual OH Assessment /Fitness Tests (Trade-wise)Plan Ensure compliance of above Plans, PTW, ERP, and Sectional SOPs. Convene quarterly HSE MRC meetings and review progress of each Section/ Department. Endorse/ approve permit to work (unless and until delegated to Shift IC/ Senior Officer). Can stop unsafe work and reprimand any employee for 	<p>Accountable to their direct line management through:</p> <ol style="list-style-type: none"> Regular reporting to his Area Manager and HSE Department in H.O. Participation in the workplace inspections as per HSE Monitoring Plans. Review, approval and dissemination of vulnerabilities identified and Impact (Risk)s assessed. Setting and reporting on Targets and Key Performance Indicators Reviewing of CPR Log and CPR system for effective implementation Reviewing the effectiveness of HSE Trainings and ER Drills. Reviewing the fitness of workforce through Trade Tests. Ensure TNA of personnel is performed on annual basis. Review progress on HSE MRC meetings and own HSE performance of the unit.

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



<ol style="list-style-type: none"> 7. 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. 8. Ensure safe storage, handling, usage and disposal of material. 9. Ensure PPE compliance by workforce and by contractors/ sub-contractors / service companies. 10. Provide written instructions for development of work methods outlining potential vulnerabilities (hazards) and precautions, and ensure they are complied with. 11. Ensure the compliance of HSE Monitoring Plans. 12. Formulate ERTs and ensure provision of adequate resources to them. 13. Ensure Journey Management procedure is followed. 14. Ensure Safety Training Observation Program (STOP) and implement the Hazard Hunt Program (HHP) as tool to highlight UBUC. <i>(Each fortnight, Location IC shall pay Observation Tour along with Location HSE Rep./ Sectional IC and fill-in the STOP Cards.)</i> 15. Ensure the Statutory Notices, hazardous cautions, HSE Policy, ERP and Appointed First Aiders are displayed and maintained in prominent locations. 16. Ensure accident and near-hits reporting procedures are understood and complied with, and assist accident investigations where appropriate. 17. Ensure MoC procedure is followed. 	<p>failing to discharge their HSE responsibilities.</p> <ol style="list-style-type: none"> 9. Evaluate the HSE performance of each Section / Department. 10. Check and determine with Location HSE IC that each Contractor / Service Company is providing adequate training and supervision of its workforce. 11. Review of CPR Log and ensure CPR system is effectively implemented and followed. 12. To take disciplinary actions against HSE Management System violations. 	
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4.4.3.2 Location Departmental/ Sectional ICs/ Relievers

Responsibilities	Authorities	Accountabilities
<ol style="list-style-type: none"> 1. Understand and implement the company HSE and ERM policies 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. Implementation of Journey Management procedure through nominated/designated In-charge Transport. 9. Ensure PPE compliance by workforce and by contractors/ sub-contractors / service companies. 10. Provide written instructions for development of work methods 	<ol style="list-style-type: none"> 1. To review following as Member of Location Management Review Committee (MRC): <ol style="list-style-type: none"> 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. Act as Approving Authority for the PTW (as representative of location management) for carrying out jobs in their operating areas. 3. Can stop unsafe work and reprimand his subordinate for failing to discharge HSE responsibilities. 4. Evaluate HSE performance of their subordinates. 5. To investigate incidents where assigned. 	<p>Accountable to their direct line management through:</p> <ol style="list-style-type: none"> a) Nominate suitable personnel for various roles within ERTs and ensure they have been properly trained. b) Regular reporting to Location IC and Department in H.O. c) Participation in their workplace inspections as per HSE Monitoring Plans. d) Submission of vulnerabilities identified and Impact (Risk)s assessed to HSE Section. e) Setting and reporting on Targets and Key Performance Indicators. f) Submitting Updated MSDS, SOP, Work Instructions, Forms. g) UBUC, Incidents are reported and investigated. h) Ensure job area has been inspected and all necessary precautions are taken up. i) 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. j) All containers of hazardous chemicals / materials in the designated area are properly labeled and secured. k) Timely and rightly disposal of waste chemicals / containers / bottles. l) To keep record for waste disposal.

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11. Ensure the compliance of HSE Monitoring Plans.
12. Formulate ERTs and ensure provision of adequate resources to them.
13. 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.
14. Participate in Safety Training Observation Program (STOP) and Hazard Hunt Program (HHP) to highlight UBUC. *(Each week one Sectional IC pays Observation Tour along with Location HSE Rep. and fill-in the STOP Cards.)*
15. Ensure the Statutory Notices, hazardous cautions, HSE Policy, ERP and Appointed First Aiders are displayed and maintained in prominent locations.
16. Ensure the basics HSE facts and figures be submitted (preferably through email) to HSEQ Department H.O. on daily basis.
17. Submit the consolidated HSE performance of working entity on the Monthly HSE Report.
18. Ensure to request a Fair Treatment Assessment process be activated in case of any incident / near hit/ miss where willful violation of OGDCL HSE policies, standards, protocols and procedures is considered to have taken place.
19. Ensure to participate in Daily HSE meetings at the start / end of each business day in each location. This meeting can either be conducted separately or as part of daily 'operations' meeting.
20. Ensure accident and near-hits reporting procedures are understood and complied with, and assist accident investigations where appropriate.
21. Ensure management of change (MoC) procedure is followed where required by formulating ECR Committee.
22. Ensure that First-hand information of an incident be transmitted to all concerned at Head Office within 01 hour of the incident through available communication channels like telephonically, cellular messaging, email, etc. and submit Preliminary Incident Report (PIR) on the prescribed format on immediate basis but not later than 12 hours.

4.4.3.3 Location (Unit Level) HSE Officer/ Reliever

Responsibilities	Authorities	Accountabilities
<ol style="list-style-type: none"> 1. Educate personnel on the company HSE & ERM Policy and promote a positive culture based on improved HSE performance. 2. Act as Emergency Response Coordinator (ERC) in LMT during Emergency situations. 3. Act as Secretary Location Risk Management Team (L-RMT). 4. Participate in the emergency response planning process and develop ERPs, arrange / conduct and maintain record of fire and other emergency mockup drills. 5. Coordinate to follow ERP and adequate "Notice to Employees" in areas where notices are usually posted. 6. Develop Onsite HIRA Plan on quarterly basis and prepare Assessment Teams accordingly. 	<ol style="list-style-type: none"> 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. In the case of Hot Work Permit; 	<p>Accountable to their direct line management as:</p> <ol style="list-style-type: none"> a) To immediately report HSEQ Department H.O. in case of an incident. b) To regularly report the Location's HSE Performance to HSEQ Department H.O. c) To keep updated compliance status on Regulatory Requirements and report HSEQ Department H.O. d) To monitor & record the effectiveness of Toolbox (Safety) Talks. e) To act as Secretary of HSE Committee and take minutes of HSE Management Review Committee (MRC) Meetings. f) To ensure ERP is developed and reviewed regularly for all field activities.

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



<p>7. 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.</p> <p>8. To provide technical review for Formulation of HSE objectives and action plans in collaboration with the sectional In-charge and to assist sections in meeting their HSE related responsibilities and objectives.</p> <p>9. To communicate the requirements laid down in JHA/JVA procedure to all employees and contractor's management and Assist other Sections in performing Job Vulnerabilities / Hazard Analysis (JVA / JHA) where required.</p> <p>10. 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.</p> <p>11. Prepare Onsite HSE Monitoring Plans and ensure HSE Monitoring Plans are followed.</p> <p>12. Participate in Safety Training Observation Program (STOP) and Hazard Hunt Program (HHP) to highlight UBUC. (On daily basis to pay Observation Tour and fill-in the STOP Cards.)</p> <p>13. Ensure Operating Departments have current copy of the related documents. Ensure STOP Cards and CPR Templates are available at designated places.</p> <p>14. Maintain an updated backup file of Hazardous chemicals / materials and MSDSs.</p> <p>15. To provide assistance to other departments / sections in the preparation of HSE operating procedures / work instructions.</p> <p>16. Prepare Annual Onsite Waste Disposal Plan and maintain record (copy) of waste disposal.</p> <p>17. Maintain a consolidated "List of Authorized Permit Issuing Authorities and Receiving Authorities" for various types of permits (duly signed by Location IC).</p> <p>18. Coordinate/ implement PTW system & in case of Hot Work Permit</p> <p style="margin-left: 20px;">a. Ensure that arrangements have been made for fighting any accidental fire.</p> <p style="margin-left: 20px;">b. a standby Fireman has been assigned.</p> <p>19. To maintain record of document change requests and change control requisitions.</p> <p>20. Process Corrective & Preventive Action Requests (CPRs) and STOP cards and maintain their Logs.</p> <p>21. Provide assistance in the implementation of change control protocols.</p>	<p>a) To check that the Authority has carried out the required tests.</p> <p>b) Adjoining area where the job has to be performed is safe from fire prevention point of view.</p> <p>7. In the case of Confined Space Entry Permit;</p> <p style="margin-left: 20px;">a) To check that Authority has carried out the required explosivity and oxygen tests.</p> <p style="margin-left: 20px;">b) Emergency equipment is available.</p> <p style="margin-left: 20px;">c) Emergency rescue arrangements have been made.</p> <p style="margin-left: 20px;">d) a standby Person has been assigned.</p> <p>8. In case of Electrical Work Permits;</p> <p style="margin-left: 20px;">a) 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.</p> <p>9. To investigate incidents where assigned.</p> <p>Note:-</p> <p><i>In case HSE Representative is required to sign a permit at any stage, it would only be an act of endorsement that Permit Issuing Authority and Permit Receiving Authority both have taken all applicable safety measures against the Checklist prior to execution of safety critical job.</i></p>	<p>g) In case of any hot work ensure that a standby Fireman has been assigned.</p>
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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. DO NOT come under the purview of HSE Section.

4.4.3.4 Medical Representative

Responsibilities	Authorities	Accountabilities
1. To prepare, review and execute Occupational Health Monitoring Plan of the Location.	1. To specify the nature of illness and injury after diagnosis/ examination.	Accountable to their sectional management through:
2. To prepare Annual OH Assessment /Fitness Tests (Trade-wise) Plan & perform tests of the Locations' workforce.	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.	a) Regular reporting to his Sectional IC.
3. To keep a copy of MSDS of all pertinent chemicals handled/ stocked/ used at Location.	3. To supervise the camp sanitation and also examine the food handlers and advice accordingly.	b) To perform inspections as per OH Monitoring Plan.
4. Trained to be able to supply basic first aid of minor injuries. He/ She		c) To maintain sufficient amount of medicines stock in the clinic.
		d) To ensure availability of polyvalent snake bite anti-venom along with snake bite kits.

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



<p>shall receive patients and also refer patients to clinics or government hospitals when necessary that provide emergency services.</p> <p>5. To maintain medical statistics of Location's workforce.</p> <p>6. Responsible for the medical welfare of Location's workforce on their health and hygiene.</p> <p>7. To segregate medical/ clinical waste as hazardous and plan disposal accordingly.</p> <p>8. To impart short awareness session on first aid, seasonal/ epidemic diseases and hygiene.</p>	<p>4. To advise job rotation of an injured or sick person if he is not satisfied with his health conditions.</p> <p>5. To respond swiftly to emergency calls.</p>	<p>e) To maintain and report personal medical record for each of the Location's workforce.</p>
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4.4.3.5 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 walkie talkies, photocopiers 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 advice/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.



4.5 Crisis Management

OGM/P-HSE-4.5(08) Revision Number 8

Original Issue: June 25, 2007
This Issue: March 14, 2022**Updated By:****Muhammad Sameem Hussain Qaiser**
Senior HSEQ Officer, OGDCL**Reviewed By:****Muhammad Mubashir Abbas**
Manager HSEQ, OGDCL**Checked By:****Mahmood-ul-Hassan Khan**
General Manager HSEQ, OGDCL**Approved By:****Syed Khalid Siraj Subhani**
Managing Director, OGDCL

Change/ Revision Log

#	Description of Change
1.	Added: Emergency levels and subsequent actions (Section 4.4.3)
2.	Added: Potential Impact w.r.t. Asset/ Financial exhibited in USD replacing PKR.
3.	Added: Emergency Response Teams – roles & responsibilities.
4.	Amended: HR & Admin and Accounts & Finance roles merged; Also nomenclature of GM replaced with that of HOD.
5.	Amended: It is the prerogative of EMT Chairman to declare the actual level/ severity of crisis upon start. Also, he would judge in how much time the level/ severity of crisis can escalate and inform MD/ CEO accordingly.
6.	Amended: <ul style="list-style-type: none"> - Once EMT roles are clearly scheduled for the fortnight, the Duty Roster shall be posted at MD/ CEO Secretariat as well as GF Notice Board. - Once LMT roles are clearly scheduled for the fortnight, the Duty Roster shall be posted at Main Notice Board of site as well as camp area.
7.	Amended: Take decision for deactivation of LMT after receiving necessary information from the incident site and after assessing the integrity of assets, buildings, machinery, equipment, etc.
8.	Amended: On deactivating, EMT Chairman shall prepare a debrief with the help of Log and Record Keepers.
9.	Added: Appendix – E (Prompt EMT Checklist)
10.	Amended: Interactive Emergency Drills shall be conducted involving a particular location (esp. major / vital) with Head Office / OGTL on bi-annual basis.

Associated Documents Approval & Issue

Related Document/ Record	Initiated by	Reviewed by	Checked/ Verified / Approved by
EMT Duty Roster	HSE Officer	Manager HSE	GM HSE
LMT Duty Roster	Location HSE Rep.	HSE MRC	Location InCharge
Location's Emergency Drill Report	Location HSE Rep.	Any Member, Location HSE MRC	Location InCharge

4.5.1 Purpose

- ☐ To provide methodology to proficiently respond during crisis situations on collective basis to safeguard the safety of OGDCL's personnel, environment and assets as our business priority would remain firstly people, followed by environment, and company assets.
- ☐ To categorically define roles to be taken by OGDCL-H.O.-based-management to provide structured and methodical assistance & response to emergencies related to or arising out of company operations at its office buildings and field locations.

4.5.2 Scope

- ☐ This procedure is applicable to all OGDCL facilities including office activities; medical centers; operational activities of exploration, drilling, production & plants and projects; logistics; bases stores; field gathering construction parties; engineering field parties; data libraries; etc.
- ☐ Although the procedure provides a framework of collective and seamless response at all units and sub-unit levels of OGDCL; yet it does not replace the Emergency Response (ER) Plans already in vogue at OGDCL locations as essential requirements of their operations.

4.5.3 Emergency Levels

- ☐ Emergency levels and subsequent actions are mentioned below:

Emergency Level-1:

An emergency that can be controlled by the localized action at the affected area by the available personnel and resources. This level of emergency doesn't have immediate serious injuries, potential of fatality, major equipment loss, major loss of primary containment, large fire/ explosion, major vehicular incident and/ or major environment impact.

- **Emergency siren is NOT sounded at this stage.**
- **Mustering is NOT required.**
- **LMT is NOT activated; however, the situation is critically monitored by Location InCharge (Chairman LMT) for assessment of any further escalation potential.**
- **Work activities can be suspended temporarily in the localized area which is or likely to be affected.**

Emergency Level-2:

An emergency situation which has potential to impact the affected site significantly and for which external support services may be required. It may result in serious injuries/ fatality, major equipment damage, major loss of primary containment, significant fire/ explosion, major vehicular incident, and/ or loss of controlled substance to the environment

- **In case of incident at field location: Emergency siren is sounded with intermittent tones of 10 seconds each with 5 seconds pause, repeated 3 times. Where available, emergency announcement through Public Address system may also be made. Emergency termination would be managed through siren with continuous tone for 120 seconds.**
- **In case of incident at an Office Building, Islamabad: Fire Alarm Bell is sounded for 20 seconds and/or Public Address (PA) system is used. Once emergency is over, ALL CLEAR to be announced and announcement on mega phone and Public Address (PA) system to be made twice.**
- **Mustering is required. However, LMT Chairman may further decide to evacuate to the Assembly Points designated outside the main gate. Employees are to wait for further instructions there.**
- **LMT is activated; however, EMT may be activated depending upon crisis level (severity) 3, 4, or 5**
- **All operations/ activities will be stopped.**

4.5.4 Emergency Scenarios-Consequence

Following are the probable emergency scenarios-consequence analysis (in conjunction with Risk Management Procedure) of OGDCL office buildings, Islamabad and field locations:

Scenarios	Consequences wrt Crisis Levels
<ul style="list-style-type: none"> i. Fire / Explosion / Blowout ii. Roadside Accident iii. Oil Spillage 	<p>Catastrophic Crisis Level (5)</p> <ul style="list-style-type: none"> Multiple Fatalities Massive Effect on Environment; Persistent Severe Environmental Damage or Severe Nuisance extending over a large area of commercial, communal or recreation use; Continuous excursions beyond allowable or regulatory limits Loss of > 10 Million USD Reputation issue (International Concern)
<ul style="list-style-type: none"> iv. Gas Leakage v. Boiling Liquid Expanding Vapor Explosion (BLEVE) 	<p>Critical Crisis Level (4)</p> <ul style="list-style-type: none"> Single Fatality Major Effect on Environment; Severe environmental damage; the company is required to take Extensive measures to restore the damaged environment; Intermittent excursions beyond allowable or regulatory limits Loss of 2 – 10 Million USD Reputation issue (National Concern)
<ul style="list-style-type: none"> vi. Natural Disaster (Heavy Rains, Floods, Earthquake, etc.) vii. Terrorist Attack / Bomb Threat 	<p>Major Crisis Level (3)</p> <ul style="list-style-type: none"> Multiple Injury Cases esp. Lost Time Injury(ies) Local Effect on Environment; Limited Discharges affecting the neighborhood or damaging local environment; Excursions beyond allowable or regulatory limits Loss of 0.025 – 2 Million USD Reputation issue (Provincial / Regional Concern)
<ul style="list-style-type: none"> viii. Civil Unrest (Local Strike) 	<p>Marginal Crisis Level (2)</p> <ul style="list-style-type: none"> Medical Treatment Case(s)/ Restricted Workday Injury(ies) Minor Effect on Environment; Discharge or Contamination with no lasting effect; Rare excursions beyond allowable or regulatory limits Loss up to 0.025 Million USD No substantial reputation issue (Local Concern)
<ul style="list-style-type: none"> ix. Others 	<p>Negligible Crisis Level (1)</p> <ul style="list-style-type: none"> First Aid Case/ Near hit or miss Slight Effect of Environment; Slight Damage within the premises of the facility Nil No reputation issue

4.5.5 Crisis Management Teams

There shall be two types of crisis management teams consisting of Core and Support Members:

- Emergency Management Team (EMT), Head Office
- Location Emergency Management Teams (LMTs)

Importance-wise role of EMT and LMTs shall be to:

- i. save lives;
- ii. minimize damage to the environment;
- iii. protect assets.

Additional roles shall be to manage:

- i. business continuity;
- ii. liability; &
- iii. reputation.

4.5.5.1 Emergency Management Team (EMT)

4.5.5.1.1 EMT Structure

- ☐ Located at OGDCL House Islamabad, EMT shall be responsible for providing support and guidance in case of crisis at Islamabad Offices or other facilities. However in case of inaccessibility of H.O., EMT Room at OGTI Islamabad shall be activated. Both EMT Rooms shall be maintained by Admin. Department.
- ☐ Structure of EMT is tabulated below and also mentioned at Appendix-A.

Chairman/ Alternate		
ED (Production) / ED (Exploration) / ED(Petroserv) / ED (HR-Admin) or any other ED nominated by MD/CEO		
Core Member		Alternate Member
1	HOD (Production)	M (Production)
2	HOD (P&P)	M (P&P)
3	HOD (Exploration)	M (Exploration)
4	HOD (DO)	M (DO)
5	HOD (HSEQ)	M (HSEQ)
6	HOD (CA)	M (CA/ EC)
7	HOD (Security)	M (Security)
8	HOD (HR/ Admin)	M (HR/ Admin)
9	HOD (Medical Svc)	M (Medical Svc)
10	HOD (Commercial)	M (Commercial)
11	HOD (System)	M (System)
12	Log Keeper (Preferably from EMT Chairman's Directorate)	
13	Record Keeper (Preferably from HSEQ Deptt.)	
Support Member		Alternate Member
1	ED (Services)	GM (SCM)
2	ED (JV)	GM (JV)
3	HOD (Legal)	M (Legal)
4	HOD (CSR)	M (CSR)
5	HOD (Finance/ Accounts)	M (Finance/ Accounts)
6	HOD (OGTI)	M (OGTI)

- ☐ The Support positions may be called in on as-&-when-required-basis. Requirement for additional support functions as part of the incident response shall be dictated by the actual incident, and be at the discretion of EMT Chairman.

4.5.5.1.2 EMT Activation Process

☐ EMT may be activated when an **Emergency Level-2** occurs after assessing actual and possible consequences as Crisis Level (Severity) 3, 4, or 5 at any OGDCL Facility.

- ☐ EMT shall be activated as follows:

■ In case of incident at an office building, Islamabad:

HOD (HR-Admin)/ HOD (Security)/ HOD (HSEQ) shall inform EMT Chairman for further information to MD/ CEO; once notified, MD/ CEO shall make a decision on the requirement for EMT activation.

■ In case of incident at field location:

- LMT Chairman shall immediately activate the LMT upon Emergency Level 2;
- LMT Chairman shall intimate the relevant Area Manager/ HOD;



- Relevant HOD shall inform EMT Chairman;
- EMT Chairman may activate the EMT depending upon Crisis Level (Severity) 3, 4, or 5;
- EMT Chairman shall further inform MD/ CEO about the situation;
- Once notified about the LMT activation, MD/ CEO shall make a decision on the requirement for EMT activation.

- ☐ It is the prerogative of EMT Chairman to declare the actual level/ severity of crisis upon start. Also, he would judge in how much time the level/ severity of crisis can escalate and inform MD/ CEO accordingly.
- ☐ EMT Chairman shall inform EMT Members telephonically or through electronic messaging application (either directly or through his team).
- ☐ During emergency, Admin. Member shall pass on instructions to spare the EMT Room; any ongoing meeting, seminar, training or other event shall be ceased to continue in the EMT Room at the time of emergency.

4.5.5.1.3 EMT Duty Roster Requirements

- ☐ A fortnightly EMT Duty Roster shall be issued by HSEQ Department H.O. to all EMT Members and transmitted to All OGDCL Locations.
- ☐ The Duty Roster shall show all the CONTACT DETAILS of EMT Members.
- ☐ EMT Duty Roster guidelines are as follows:
 - ▣ HSEQ Department shall be responsible for maintaining/ updating the overall Duty Roster;
 - ▣ All EMT positions shall remain filled at all times;
 - ▣ EMT Members shall ensure their presence on EMT callout.
 - ▣ In case of a change, the Core Member shall notify the Alternate Member and EMT Chairman;
 - ▣ All personnel "On Duty" (according to the Duty Roster) shall ensure they carry a mobile phone all times; &
 - ▣ All personnel on duty shall remain within 02 hours traveling time from the EMT Room and in a condition which permits them to carry out their emergency response duties.
- ☐ Once EMT roles are clearly scheduled for the fortnight, the Duty Roster shall be posted at MD/ CEO Secretariat as well as GF Notice Board.

4.5.5.1.4 Roles of EMT After Activation

(Prompt EMT Checklist specimen is given at Appendix-E)

MD/CEO/ COO/ CFO

- ▣ Upon receiving information from EMT Chairman, shall activate the EMT; however may nominate any ED to Chair the EMT irrespective of the Duty Roster; and based on the gravity of situation, may join the EMT proceedings anytime.
- ▣ Liaise with Chairman BOD/ Risk Management Committee (RMC/) Ministry of Energy (Petroleum Division) to share incident update;
- ▣ Take decisions after assessing the overall implications of crisis situation; &
- ▣ Ordering the deactivation of EMT after receiving necessary information.

EMT Chairman

(ED Production / ED Exploration / ED Petroserv / ED HR-Admin)

- ▣ Upon receiving information about an emergency, shall inform MD/ CEO for seeking consent on EMT activation;
(The preliminary incident information shall be passed on to EMT Chairman
 - a) by LMT Chairman through his Area Manager/ HOD, in case of field emergencies &

b) by General Manager (Admin)/ General Manager (Security)/ General Manager (HSEQ) in case of emergencies in office buildings, Islamabad);

- ▣ Ensure that EMT Members have been informed to assemble at EMT Room telephonically or through electronic messaging application either directly or through his team;
- ▣ Nominate and ensure that one Officer as Log Keeper is present in the EMT on immediate basis (preferably from his own Directorate);
- ▣ After assembling at EMT Room, shall take briefing on the incident and decide to call requisite supporting members keeping in view the severity and nature of the incident;
- ▣ Establish immediate priorities referring to the relevant Emergency Response (ER) Plan; identify any additional resources required for managing the emergency from nearby locations, service companies, JV Partners, etc.;
- ▣ Assign responsibilities to the team members;
- ▣ Identify the external emergency services in consultation with the HSE/ Security /Admin /CA Member in order to manage/ control the incident e.g. Rescue 1122, fire brigade etc.;
- ▣ Ensure that decisions made to respond incident are timely communicated to LMT Chairman through respective HOD after due deliberation in the EMT proceedings;
- ▣ Inform MD/ CEO with the current (updated) information and efforts being made to control the incident for briefing BOD and Ministry of Energy (Petroleum Division) (if required) in following sequence;
 - ✓ Nature and status of emergency
 - ✓ Cause(s) of the incident in so far as this is known
 - ✓ Media/ press situation
 - ✓ Prognosis/ Projection (loss and other consequences)
 - ✓ Rescue operations
 - ✓ Consequences in terms of production & revenue
- ▣ Take progress report on tasks from each team member to remain updated;
- ▣ Summarize the update, set priorities in accordance with the evolving situation and allocate responsibilities for actions. Set the time for the next update;
- ▣ Liaison with the relatives or Next of Kin (NOK) of the affected employees through HR-Member;
- ▣ Advice Commercial/External Communication/JV Member for preparing response to relevant agencies/stakeholders (if required);
- ▣ Issue media & press statement(s) after review by Spokesperson (Company Secretary/ HOD Legal) and approval from MD/CEO;
- ▣ Take decision for deactivation of LMT after receiving necessary information from the incident site and after assessing the integrity of assets, buildings, machinery, equipment, etc.
- ▣ Co-ordinate any post-incident recovery planning necessary;
- ▣ Ensuring that the appropriate EMT Members remain available during the initial recovery planning phase; &
- ▣ Hand over recovery and/ or normal operations to the relevant HOD at a mutually agreed time/ phase.

Log Keeper (preferably from EMT Chairman's Directorate)

- ▣ Begin collection and analysis of data as soon as possible;
- ▣ Maintain a chronological log (pay special attention to times of significant activities & events) on electronic file & project on screen. Print incident log when complete and pass to EMT;
- ▣ If log is written on board only, photograph board before clearing;
- ▣ Proactively monitor all communication and record pertinent points as they arise;



- ▣ Recover documents and notes from all EMT Members on a regular basis;
- ▣ Maintain situation chart/map of incident in the EMT Room;
- ▣ File all official forms and reports;
- ▣ Review records for accuracy and completeness; &
- ▣ Provide incident documentation as requested.

Operational Members (HODs)

(Production / Process / Drilling / Exploration)

- ▣ Obtain all the relevant information regarding incident including but not limited to the following:
 - ✓ Nature and status of emergency
 - ✓ Casualties status
 - ✓ Assets damaged
 - ✓ Medical requirements
 - ✓ Initial environmental/ community/ nearby industries implications
- ▣ Responsible to inform EMT Chairman and reach EMT Room;
- ▣ Brief in depth, to the EMT Members, nature and severity of the incident and "AS IS" situation in the incident site;
- ▣ Give his technical input for shutting down operations, handling the emergency as per relevant Emergency Response (ER) Plan and finalize the additional resources (if required) from other locations to cope the situation and subsequent mobilization of additional technical and/ or operational support as decided in the EMT;
- ▣ Give professional input to the EMT Members in finalizing the overall strategy for dealing with the incident;
- ▣ Liaise with LMT Chairman on the effectiveness of actions being taken to control the emergency and subsequently apprise the EMT Members;
- ▣ Provide assistance regarding movement of technical staff and/ or equipment to the incident site;
- ▣ Ensure that incident is timely reported by Location IC to the regulatory authorities;
- ▣ Deliberate on resumption of operational activities or otherwise; &
- ▣ After deactivation of EMT, taking over the charge for controlling of recovery and/ or normal operations.

Admin Member (HOD-HR/Admin)

- ▣ Establish and keep EMT Room up to date and ensure that all the facilities mentioned in Appendix-B1 are readily available and functional;
- ▣ In case of H.O. emergency, gather complete detail of the incident to be shared with EMT Chairman and ensure safe evacuation (considering headcount & muster point assembly) in collaboration with HSE Member;
- ▣ Give his input for handling the situation referring to the relevant Emergency Response (ER) Plan through arranging additional resources from agencies like Rescue 1122, Fire brigade, civil aviation, etc. to cope with the situation;
- ▣ Coordinate and manage additional transport requirements at incident site; &
- ▣ Advice on matters related to Staff Union.
- ▣ Coordinate & inform the relatives or Next of Kin (NOK) of the affected employees; &
- ▣ Process compensation claims arising as a result of any incident.

HSE Member (HOD-HSE)

- ▣ Advice EMT Chairman on the workforce health, asset's safety and environmental repercussions in perspective of national/ provincial regulations;

- ▣ Nominate and ensure that one Officer as Record Keeper is present in the EMT on immediate basis;
- ▣ Liaise with IC HSE at incident site for safe evacuation;
- ▣ Evaluate the emergency for its short and long-term impact implications; &
- ▣ Advice EMT Members in deciding to call for any sort of internal/ external help in the light of relevant Emergency Response (ER) Plan.

Record Keeper (preferably from HSEQ Deptt.)

- ▣ Remind EMT Chairman of outstanding issues or actions from the log;
- ▣ Maintain the issues and actions log;
- ▣ Organize incident documents in filing system;
- ▣ Establish copy/ duplication service, respond to requests;
- ▣ File all forms, reports and photos;
- ▣ Review records for accuracy and completeness;
- ▣ Provide documentation/ record as requested to EMT.
- ▣ Provide duplicating and copying services as requested;
- ▣ Store files for post incident use; &
- ▣ Take digital photos of status boards before they are cleaned and updated.

Security Member (HOD-Security)

- ▣ Advice EMT Chairman on security related matters;
- ▣ Arrange extra security, if needed for the incident site;
- ▣ Liaise with the Security IC at the incident site;
- ▣ Liaise with the law enforcement agencies if required;
- ▣ Make EMT Room out of bound (except EMT Members) during EMT proceedings by deploying appropriate Security Guards;
- ▣ Ensure security arrangements for all personnel on board (POB);
- ▣ Evaluate immediate impact on local community in consultation with CSR Member;
- ▣ Provide relevant security information to EMT Members;
- ▣ Advice on the application of relevant Emergency Security Procedure/ Emergency Response (ER) Plan;
- ▣ Liaise with embassies/ foreign offices, in case incident involves expatriates.
- ▣ Ensure that accessibility of the incident premises is not allowed to irrelevant personnel (including media) without prior approval of EMT Chairman;
- ▣ Ensure that all necessary personnel receive appropriate security briefings and are properly qualified; &
- ▣ Ensure that security personnel do not take photographs/ digitally record the incident scene and interfere in the operational activities.

Corporate Affair Member (HOD-CA)

- ▣ Deal with the print and electronic media during incident management and prepare press releases for review by Spokesperson (Company Secretary/ HOD Legal) and for approval of MD/ CEO;
- ▣ Coordinating media conferences and pre-briefing for the Spokesperson (Company Secretary/ HOD Legal);
- ▣ Monitoring media reports and subsequently informing the EMT Members accordingly; &
- ▣ Try to influence the print and electronic media to report in a responsible manner for the sake of company reputation. (Guidelines for Dealing with the Media are given at Appendix-F)



Commercial Member (HOD-Commercial)

- ▣ Collect information regarding oil and gas production, storage capacity and dispatch situation during incident management and inform EMT Members;
- ▣ Inform respective DG Oil or Gas, customers such as SNGPL, SSGS, Refineries, etc., if required (either directly or through EMT Chairman);
- ▣ Timely determine and implement product dispatch strategy in consultation with EMT Chairman; &
- ▣ Monitor/ control the bowsers' movement in accordance with the emergency situation.

Medical Services Member (HOD-Medical Services)

- ▣ Provide necessary medical expertise and advice to EMT Chairman;
- ▣ Establish contact with the on-duty Medical Doctor and provide expert medical advice;
- ▣ Assess the injured persons into those who need critical attention and immediate transport to the medical facility/ hospital and those with less serious injuries.
- ▣ Mobilize medical services (Doctors, Ambulances, and Paramedics) from other locations to the incident location;
- ▣ Maintain coordination with the Hospitals;
- ▣ Keep updates of the treatment being provided to the incident victims in hospitals and take feedback from hospitals for satisfactory treatment; &
- ▣ Give input for the press release regarding casualties/ injuries (fatalities, LTIs, RWIs, MTCs, etc.) and information to be provided to the Next of Kin (NOK) through HR Member.

System/Communication Member (CIO/ HOD-System)

- ▣ Ensure that necessary means of communication required to deal with the emergency situation are in operational condition in the EMT Room at all times;
- ▣ Mobilize system and communication resources to deal with the emergency;
- ▣ Ensure that the list of valid emergency contact numbers is maintained;
- ▣ Manage the actions of the Radio Room Operators and devise mechanism for receiving calls from locations/ external agencies during dealing with the emergency;
- ▣ Report regularly to EMT Chairman on the situation and level of calls received;
- ▣ Ensure that communication team is briefed on how to handle emergency communications and regularly check their performance for compliance;
- ▣ Ensure training of Radio Room Operator and Telephone Operators in such a way that they timely transmit relevant information during incident to the EMT Members.

Note: The updated lists of valid emergency contact numbers must be circulated to EMT Members, H.O. Radio Room and all locations Radio Room and both EMT Rooms. Ensure that a monthly exercise is carried out to maintain/ update the emergency numbers.

Support Members

JV Member (ED-Services): The main responsibility of Services Member is to apprise about the service companies, contractors engaged at the incident site and how to coordinate with them during emergency situation.

JV Member (ED-JV): The primary responsibility of JV Member is to communicate with JV Partners and apprise about emergency situation/ incident and seek their help (if required).

Legal Member (HOD-Legal): Advice EMT Chairman regarding prevailing



laws, regulations/ policies; alert EMT to any legal repercussions that may result from actions taken or decision made by company response personnel or contractors' and review media/ press releases before final release.

CSR Member (HOD-CSR): Evaluate the immediate impact of incident on local community in consultation with Security member; coordinate with local notables and district management in managing emergency; and take prompt actions to address the situation through Regional Coordinator (RC).

Finance/Accounts Member (HOD-Finance/ Accounts): Arrange for securing finances as & when directed by EMT and liaise with EMT Operational Members on financial resources required to support the emergency.

4.5.5.1.5 EMT Deactivation Process

- ☐ EMT shall only be deactivated by MD/ CEO after determining that emergency response should cease and on receiving information from EMT Chairman that situation has been brought under control and normal recovery operations are in progress to restore the activities/ operations.
- ☐ On deactivating, EMT Chairman shall prepare a debrief with the help of Log and Record Keepers encapsulating the details of incident, responsive measures, highlighting the weaknesses/ shortcomings and lessons learned with recommendations to avoid recurrence.

4.5.5.2 Location Emergency Management Team (LMT)

4.5.5.2.1 LMT Structure

- ☐ The makeup and structure of Location Emergency Management Teams (LMTs) shall vary depending on the location and the nature of the operation. LMTs are headed by the relevant FMs/ PMs/ OMs/ PCs (e.g. for Qadirpur Field, the team be called QP-LMT; for Rig N1 → RN1-LMT; for SP-1 → SP1-LMT):

	Seismic Parties	Drilling Rigs	Production Fields	Gas Processing Plants
Chairman LMT	PC	OM	FM/ OM	FM/ PM
Crisis Mgt. Coordinator (CMC)	IC Maintenance	IC Maintenance	IC Maintenance	IC Maintenance
On Scene Coordinator (OSC)	IC Shift/ Drilling/ Shooting	IC Shift/ DO	IC Shift/ Production	IC Shift/ P&P
Emergency Response Coordinator (ERC)	HSE Rep.	HSE Rep.	HSE Rep.	HSE Rep.
Medical	Medical Rep.	Medical Rep.	Medical Rep.	Medical Rep.
Security	IC Security	IC Security	IC Security	IC Security
Administration	IC Admin.	IC Admin.	IC Admin.	IC Admin.

Note:

Relevant HOD shall ensure that the location management develops, maintains and ensures bridging of documents that clearly outlines the interface between the contractors ER Plan and OGDCL Location's ER Plan and act accordingly during the LMT proceedings.

- ☐ A designated Location Emergency Management Room (LMT Room/ ER Post) shall be established at every location and equipped with necessary facilities mentioned in Appendix B-2.

Note: LMT Room/ ER Post shall be dedicated for emergency preparedness and response purposes only.

4.5.5.2.2 LMT Activation Process

☰ In the event of an **Emergency Level-2**, LMT shall be activated as follows:

- ▣ LMT Chairman shall immediately activate the LMT with intimation to the relevant Area Manager/ HOD who shall inform EMT Chairman for further information to MD/ CEO about the situation.
 - ▣ When activated, LMT shall provide field based technical, logistical, planning resources, security and community support and assistance to the on-ground emergency response teams handling immediate situation on incident site.
- ☰ LMT Chairman shall inform LMT Members telephonically/ walkie-talkie (portable, two-way radio transceiver) or through electronic messaging application (either directly or through his team).

4.5.5.2.3 LMT Duty Roster Requirements

- ☰ A fortnightly LMT Duty Roster shall be issued by the Field HSEQ Section to all field members of LMT and transmitted to respective HODs and HSEQ Department H.O. The Duty Roster shall show all the CONTACT DETAILS of LMT Members.
- ☰ The LMT Duty Roster guidelines are as follows:
- ▣ Field HSE Representative shall be responsible for maintaining/ updating Emergency Response Team Duty Roster on fortnightly basis; &
 - ▣ All LMT positions shall remain filled at all times;
 - ▣ LMT members shall ensure their presence on LMT callout;
 - ▣ In case of a change, the Core Member shall notify the Alternate Member and LMT Chairman;
 - ▣ All personnel "On Duty" (according to the Duty Roster) shall ensure they carry a walkie-talkie (portable, two-way radio transceiver)
- ☰ Once LMT roles are clearly scheduled for the fortnight, the Duty Roster shall be posted at Main Notice Board of site as well as camp area.

4.5.5.2.4 Roles of LMT After Activation

LMT Chairman

- ▣ In case of incident at any OGDCL location, shall immediately activate the LMT with intimation to the relevant Area Manager/ HOD who shall inform EMT Chairman;
- ▣ Ensure that LMT Members have been informed to assemble at LMT Room telephonically/ walkie-talkie (portable, two-way radio transceiver) or through electronic messaging application (either directly or through his team);
- ▣ Seek out incident details;
- ▣ Provide support while referring to the relevant Emergency Response (ER) Plan and adequate backup resourcing for the response operations;
- ▣ Inform, and obtain the necessary support and guidance from the Chairman of the EMT at Islamabad;
- ▣ Liaise with the On Scene Coordinator (OSC) at the affected area to arrange & provide tactical support;
- ▣ Inform & liaise with relevant local government (Commissioner, Deputy Commissioner, etc.), community and regulatory authorities (e.g. Police) as appropriate;
- ▣ Provide support to the affected area in the planning and implementation



of the recovery phase;

- ▣ Document all aspects of emergency response activities, decisions and communications; &
- ▣ Declare emergency clearance in consultation with EMT Chairman.

Crisis Management Coordinator (CMC): CMC is responsible for the immediate securing of the Operations as required by the nature of the incident and on instructions from the Chairman LMT. In the absence of Chairman LMT, he shall be the alternate Chairman.

On Scene Coordinator (OSC): OSC would be Operational Rep. and responsible for passing relevant information regarding the nature and status of the incident to the Chairman LMT. He shall also be responsible for updating the Chairman LMT of the actions being taken to control the incident.

Emergency Response Coordinator (ERC): ERC would be responsible for co-ordinating all firefighting and rescue efforts with the help of Onsite Emergency Response Team (ERT); Offsite Response Team (ORT); First Aid & Evacuation Team and Firefighting Team (Fire Section) and for passing updated information regarding the management of incident to the Chairman LMT. He shall also be responsible for advising the Chairman LMT of the additional actions to be taken to effectively & adequately respond to the incident. Emergency Response Teams will respond with their defined roles & responsibilities as follows:

Rapid Response Team (RRT)	Emergency Response Team (ERT)
<p>RRT mainly comprises of the area-specific staff including operators, engineers or technician that shall be the first responder to the emergency.</p> <ul style="list-style-type: none"> • On witnessing an emergency, hearing the alarm or being informed of an accident or incident, would stay upwind & clear of the affected location, give call on radio for Muster count; then follow further instructions to take emergency steps as per the defined procedures. • Would 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, would put on Fire Suits & Breathing Apparatus Sets etc. • On declaration of emergency, would assess the situation and 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. • Would remain on site to meet the ERT and apprise them of the situation. If the situation warrants, the OSC may ask them for assistance. 	<p>An Onsite Emergency Response Team (ERT) deals all emergencies inside facilities; whereas an Offsite Emergency Response Team (ERT) deals all emergencies outside facilities. ERT is comprised of field employees as nominated by the respective Location InCharge. I/C Maintenance leads the ERT. ERT Roster shall be nominated fortnightly and circulated along with LMT roster. ERTs are trained in support functions (hose unreeling, assisting the firefighters etc.) and above basic level firefighting skills.</p> <ul style="list-style-type: none"> • Once emergency is announced, all ERT members (except affected area ERT members) shall assemble at a designated point called "ER Post" (Emergency Response Post). ERT Lead shall be responsible to gather all members. • Members shall follow instructions of ERT Lead and OSC to provide firefighting or any required assistance by immediately putting on turnout suits, prepare Breathing Apparatus and equip themselves prior to entering and responding emergent situation. • Evacuate, provide necessary first aid to the affected people, rush them to Field Medical Center for further assistance and update ER Coordinator on nature of injuries and number of affected people. • Lay fire hoses and assist firefighting team connect them to nearest fire hydrant, operate fire monitor and other firefighting equipment along with firefighting team and give support to front-line firefighting team for arranging firefighting logistics like hoses, coupling, foam etc.

First Aid & Evacuation Team

Members shall be trained and certified in basic first aid and CPR, nominated by different Sections.

- On hearing Emergency siren or being informed of an accident or incident proceed to their muster point and await directions from the Field doctor.
- When directed, take part in the evacuation & rescue by ensuring the safety of all concerned.
- Immediately put on their first aid jackets and prepare the first aid equipment.
- Ensure head count at each muster point and report to Medical Doctor

Medical Rep.: Medical Rep. is responsible for the timely treatment (by himself, his team and simultaneously liaison with nearby hospitals/ health facilities) of casualties resulting from an incident to lessen the probability of disabilities/fatalities; also responsible for managing and coordinating the efforts of Medical staff / First Aiders / Triage Team (Appendix G); & informing/ updating the Chairman LMT of the status and number of casualties.

Security Rep.: Security Rep. is responsible for maintaining the security of site during the emergency situations; advising Chairman LMT on the external security actions to be taken with assistance from Government agencies (Police, Rangers, others etc.) to effectively control and respond to the incident and liaison with external security agencies for advice and assistance.

Admin Rep.: Admin Rep. is responsible to ensure safe evacuation (considering headcount & muster point assembly) in collaboration with HSE; provide input for handling the emergency and finalize the additional resources required from other agencies like Rescue 1122, Fire brigade etc. to cope with the situation in consultation with ERC; coordinate and manage additional transport requirements at incident site; & advice on matters related to Staff Union.

Note: In case all LMT members are also affected in the incident, then Chairman LMT shall formulate an alternate team from the alternate members to handle such emergencies.

Support Members (as per availability)

- ▣ Location's InCharge Lab.
- ▣ Location's InCharge Material
- ▣ Location's InCharge Civil
- ▣ Location's InCharge TPT
- ▣ Location's InCharge System/ Communication
- ▣ Regional Coordinator (RC)

4.5.5.2.5 LMT Deactivation Process

- ▣ LMT shall be deactivated by LMT Chairman after determining that the situation has been brought under control and normal recovery operations are in progress to restore the operations; however the consent of both HOD and EMT Chairman should be there to deactivate the LMT.
- ▣ On deactivating, LMT Chairman shall prepare a debrief encapsulating the details of incident, responsive measures, highlighting the weaknesses/ shortcomings and lessons learned with recommendations to avoid recurrence.

4.5.5.2.6 Location's Emergency Preparedness

- ▣ At each location, potential hazardous situations and risks shall be evaluated to determine the requirements of Emergency Response (ER) Plan (including procedures, emergency equipment, controls, etc.).
- ▣ Location's ER Plan be developed, disseminated and personnel be made



aware through onsite awareness sessions.

- ☐ Location management shall be responsible for reviewing and revising ER Plan, particularly after each occurrence of incidents and emergencies.
- ☐ Emergency equipment shall include fire/ smoke/ heat/ toxic gas detection & alarm systems; emergency lighting and power; means of escape; safe refuges/ muster points; critical isolation valves, switches, and cut-outs; firefighting equipment; first aid equipment (including emergency showers, eyes wash stations, etc.); communication facilities, etc.
- ☐ Emergency equipment shall be tested at specified intervals for continuing operability and Risk Register be updated accordingly.
- ☐ An appropriate T-Card & Mustering System (or other modern/ reliable system) shall be established to facilitate easy identification of workforce's location during emergency situations.
- ☐ When performance of emergency equipment falls below desirable level, corrective or preventive actions shall be initiated, and appropriate objectives/ targets be established to ensure continuing operability of emergency equipment.
- ☐ Practical drills shall be carried out according to a predetermined schedule for all the probable emergency situations. Standardized template shall be used for recording the Emergency Drill Report (Appendix F).
- ☐ In the event of the emergency siren sounding, ALL PERMITS become INVALID and all WORK being carried out under them shall CEASE. Personnel within permanently occupied buildings / offices / rooms should seek direction from the Fire Wardens. Vehicles must be parked away from access ways, ignition switched off with keys left in the ignition and remain standby for the period of the emergency. Driver and passengers must exit the vehicle and proceed to the nearest safe Muster Point. Personnel within vessels and tanks shall move outside the vessel or tank, climb to ground level and then proceed to the designated Muster Point and stay there until directed otherwise by the Emergency Response Coordinator (ERC).
- ☐ When an emergency occurs, the affected work must cease and not re-start until such time as the work areas affected have been risk reassessed and the Area Manager / Location IC has verified that the effective controls (to prevent recurrence) are in place.

4.5.6 Financial Approvals

- ☐ Special financial powers of MD/ CEO may be exercised where required to handle the emergencies as per relevant PPRA clause;
- ☐ If the financial amount exceeds the special powers delegated to MD / CEO, he may seek immediate financial approval from BoD.
- ☐ Financial powers already approved through delegation of powers to handle emergencies can be exercised by EMT Chairman, HODs, Area Managers and / or Location InCharges as per relevant PPRA clause; however for financial amount exceeding delegated authority, approval of MD / CEO to be immediately obtained.

4.5.7. Communication, Training and Drills

- ☐ This procedure shall be communicated to all EMT/ LMT Members.
- ☐ All EMT/ LMT Members should retain a hardcopy copy of this procedure in their offices and residences.
- ☐ Electronic copy of this procedure shall be made available at all locations whether permanent or temporary, also placed on website.
- ☐ When required, copies of this procedure shall also be made available to the external public relief authorities, in order to plan the organization of emergency assistance through simulations and joint drills, as per the requirement of any management system adopted by the company.

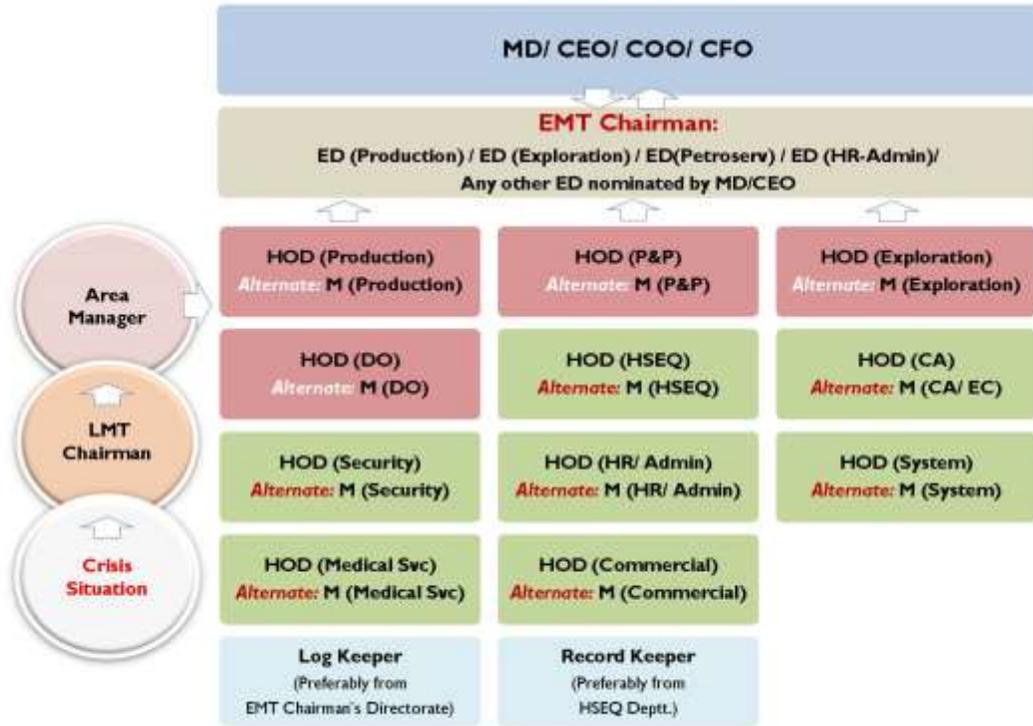


- ☐ Interactive emergency drills shall be conducted involving a particular location (esp. major / vital) with Head Office / OGTI on bi-annual basis.
 - ☐ Action plan containing recommendations for improvement shall be followed after each drill.
-



Appendix – A
Structure of EMT

Core Members are rostered EMT members and expected to remain within 02 hours traveling time from the EMT Room throughout their duty period of fortnight.





Appendix – B1
Facilities in EMT Room/ Alternate EMT Room

Committee/ Conference Room, on Ground Floor of OGDCL Head Office, Islamabad is the EMT Room. Cabinet, which has all necessary support facilities & equipment, is kept locked. Keys for the cabinet are kept with Manager Security and Admin at the main entrance.

While, the _____ Room, on _____ Floor of OGTI, I9, Islamabad, is the Alternate EMT Room.

The following information and hardware shall be contained in the EMT Room:

- ✓ Cabinet
- ✓ Presentation screen/ overhead projector
- ✓ Whiteboard and markers
- ✓ Causality information board
- ✓ Event status board
- ✓ Three direct telephone lines with each number allocated to specific members.
- ✓ 01 Desktop PCs with link to OGDCL Local Area Network (LAN) and printer
- ✓ LED TV with multiple news channel facility
- ✓ Video Conferencing Facility (VCF)
- ✓ Video recording facility
- ✓ Dedicated Fax Machine
(to be provided immediately by Communication Department at the time of EMT assembly)
- ✓ Stationery (writing pads, pens etc.)
- ✓ Clock
- ✓ CCTV Cameras
- ✓ Telephone directories
- ✓ Maps, charts and facility specific general arrangements drawings
- ✓ Display boards for: Personnel, Summary of Events
- ✓ Updated copies of Emergency Response Plans (Locations)
- ✓ Maps of Sindh, Baluchistan, Khyber Pakhtunkhwa (KPK) and Punjab, Map of Pakistan

Note-1:

EMT-Admin Member shall make formal monthly regular checks of the EMT Room Cabinet to ensure that the information is current and up-to-date. Also ensure that backup data is available and being updated on daily basis in both EMT Rooms.

Note-2:

EMT-Communication/ System Member shall ensure that hardware as mentioned above is functional round the clock.



Appendix – B2
Facilities in LMT Room/ Alternate LMT Room (ER Post)

The following facilities are contained in the LMT Room:

- ✓ Cabinet
- ✓ Presentation screen/ overhead projector
- ✓ Whiteboard and markers
- ✓ One direct telephone line
- ✓ 01 Desktop PCs with link to Local Area Network (LAN) and printer
- ✓ LED TV with multiple news channel facility
- ✓ Video Conferencing Facility (VCF)
- ✓ Dedicated Fax Machine
(to be provided immediately by Communication Department at the time of EMT assembly)
- ✓ Stationery (writing pads, pens etc.)
- ✓ Clock

The following minimum information is contained in the LMT Room (ER Post):

- ✓ Updated copy of approved Emergency Response Plan.
- ✓ Updated list of emergency response equipment, with locations on-and-off-site.
- ✓ Updated list of employees in the event counting is necessary.
- ✓ Emergency communication equipment.
- ✓ Facility's layout and community maps, including roads, evacuation routes and the locations of community facilities nearby.
- ✓ PFDs, P&IDs, utility drawings, including;
 - a) fire, water, & electric systems and
 - b) storage, usage and transportation location of explosives, hydrocarbons, and other flammable & toxic materials.
- ✓ List of contact numbers for key emergency and management personnel, local emergency response officials, and government agencies.
- ✓ Appropriate reference materials, including specific emergency plans (like helipad coordinates for medievac/ evacuation purposes, contractors/ service companies bridging documents, etc.).

Note:

LMT-Admin Member shall:

- make formal monthly regular checks of the LMT Room Cabinet to ensure that the information/ resources are current and up-to-date.
- ensure that valid emergency contact lists and EMT/ LMT Duty Rosters are made available in the LMT Room. Also ensure that backup data is available and being updated regularly.

LMT Room/ ER Post shall be dedicated for emergency preparedness and response purposes only.



Leadership: OGDCL's Integrated HSE System Manual

Controlled Copy Do Not Duplicate For Internal Use Only

Appendix – C1 Template EMT Duty Roster

From: __dd/mm/yy__ to __dd/mm/yy__

#	Role	Designation			Contact No	
1.	Chairman/ Alternate	ED (Production) / ED (Exploration) / ED(Petroserv) / ED (HR-Admin) / Any other ED nominated by MD/CEO				
#	Role	Designation	Contact No	Role	Designation	Contact No
2.	Core Member-I	HOD (Production)		Alternate Member	M (Production)	
3.	Core Member-II	HOD (P&P)		Alternate Member	M (P&P)	
4.	Core Member-III	HOD (Exploration)		Alternate Member	M (Exploration)	
5.	Core Member-IV	HOD (DO)		Alternate Member	M (DO)	
6.	Core Member-V	HOD (HSEQ)		Alternate Member	M (HSEQ)	
7.	Core Member-VI	HOD (CA)		Alternate Member	M (CA/ EC)	
8.	Core Member-VII	HOD (Security)		Alternate Member	M (Security)	
9.	Core Member-VIII	HOD (HR/ Admin)		Alternate Member	M (HR/ Admin)	
10.	Core Member-IX	HOD (Medical Svc)		Alternate Member	M (Medical Svc)	
11.	Core Member-X	HOD (Commercial)		Alternate Member	M (Commercial)	
12.	Core Member-XI	HOD (System)		Alternate Member	M (System)	
13.	Log Keeper	Preferably from EMT Chairman's Directorate				
14.	Record Keeper	Preferably from HSEQ Deptt.				
#	Role	Designation	Contact No	Role	Designation	Contact No
1.	Support Member-I	ED (Services)		Alternate Member	HOD (SCM)	
2.	Support Member-II	ED (JV)		Alternate Member	HOD (JV)	
3.	Support Member-III	HOD (Legal)		Alternate Member	M (Legal)	
4.	Support Member-IV	HOD (CSR)		Alternate Member	M (CSR)	
5.	Support Member-V	HOD (Finance/ Accounts)		Alternate Member	M (Finance/ Accounts)	
6.	Support Member-VI	HOD (OGTI)		Alternate Member	M (OGTI)	

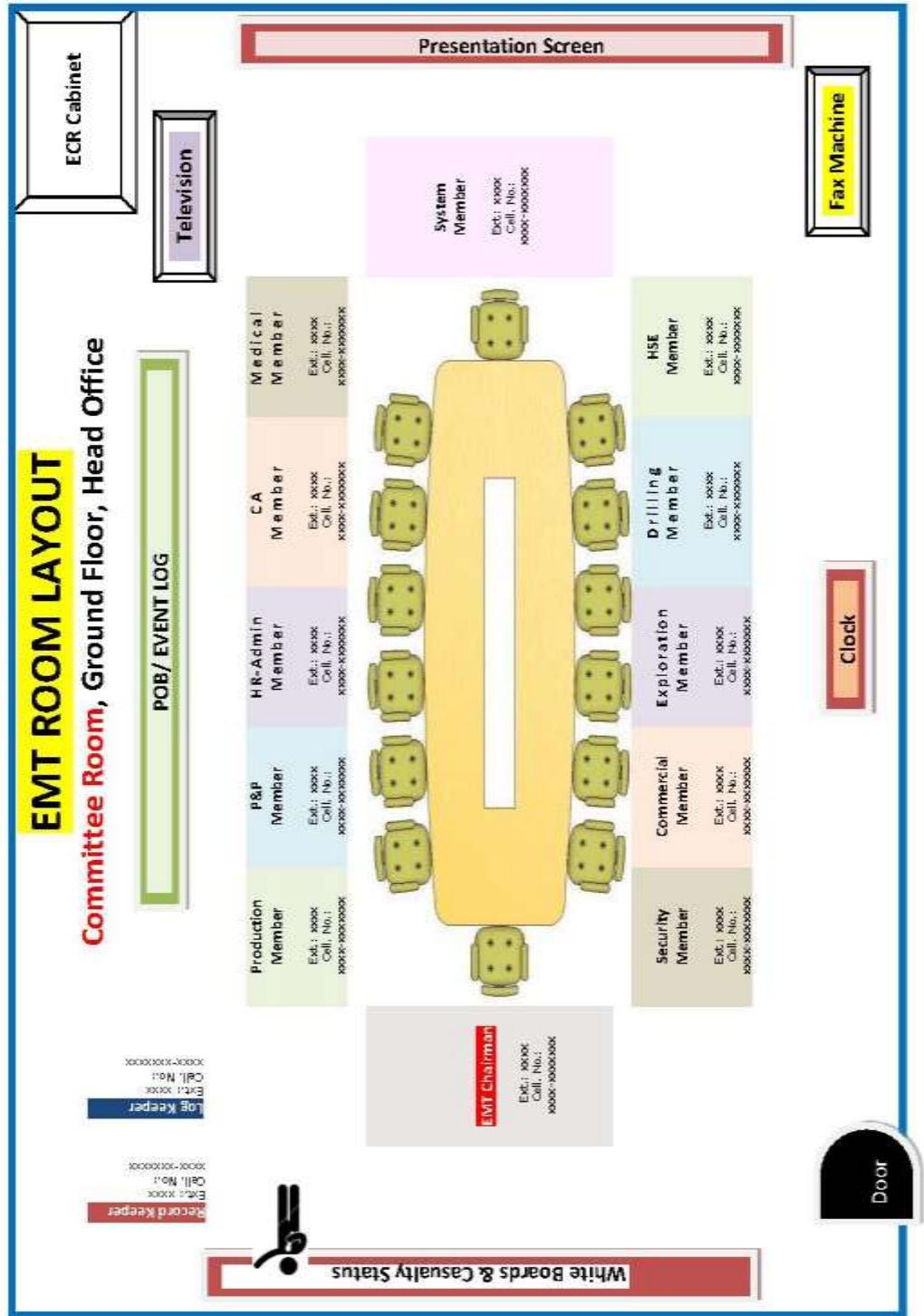


Appendix – C2 Template (Production Facility) **LMT Duty Roster**

From: __dd/mm/yy__ to __dd/mm/yy__

#	Role	Designation	Contact Nos		
1.	Chairman/ Alternate	Location InCharge/ Reliever			
Core Members				Alternate Members	
#	Role	Designation	Contact No	Designation	Contact No
2.	Crisis Mgt. Coordinator (CMC)	InCharge Maintenance		Maintenance Rep.	
3.	On Scene Coordinator (OSC)	InCharge Production/ P&P		Production/ P&P Rep.	
4.	Emergency Response Coordinator (ERC)	InCharge HSE		HSE Rep.	
5.	Medical	InCharge Medical		Medical Rep.	
6.	Security	InCharge Security		Security Rep.	
7.	Administration	InCharge Admin.		Admin Rep.	
Support Members				Alternate Members	
#	Role	Designation	Contact No	Designation	Contact No
1.	Support Member-I	InCharge Lab.		Lab. Rep.	
2.	Support Member-II	InCharge Material		Material Rep.	
3.	Support Member-III	InCharge Civil		Civil Rep.	
4.	Support Member-IV	InCharge TPT		TPT Rep.	
5.	Support Member-V	InCharge System/ Communication		System/ Communication Rep.	
6.	Support Member-VI	Regional Coordinator		RC Rep.	

Appendix - D
EMT Layout





Appendix – E
Specimen Prompt EMT Checklist

		Responsibilities of EMT												
		MD/ CEO	EMT Chairman	HR-Admin	Security	Process-Production	HSE	Drilling	Exploration	Medical	JV	SCM	Accounts-Finance	Systems-Communication
Actions														
1.	Obtain list of personnel on Board (POB) at the time of accident.		✘											
2.	Appoint a Log Keeper and ensure that an adequate time log of all events and activities is maintained.		✘											
3.	Determine the need and activate, as necessary, the Support Teams.		✘											
4.	Maintain a contact with LMT Leader to update the status of emergency.		✘											
5.	Update MD/ CEO with current info for onward communication to BOD/ GoP and JVPs (If necessary).		✘											
6.	Ensure through LMT to isolate the affected process(es).		✘			✘								
7.	Device an action plan to minimize the impacts at the incident site.		✘			✘								
8.	Determine overall strategy in consultation with EMT's relevant Operations Member and LMT before starting recovery activities.		✘			✘								
9.	Determine all risks associated with rehabilitation activities and ensure through LMT that all necessary controls are taken prior to startup of recovery activities.		✘			✘								
10.	Determine the need for additional support from local authorities such as fire brigades, medical aid, ambulances, police, army and provincial civil authorities to start search and rescue activities.			✘				✘						
11.	Update the Coordination Support Team for any press releases.													
12.	Get the names and conditions of casualties (if required) and initiate contact with the immediate families and relevant high commissions in the case of expatriate staff.			✘										
13.	Assess the need for possible medevac and accordingly plan for mobilizing medical aid either by air or road, also explore the utilization of nearby airstrip for possible medevac activities.			✘					✘					
14.	Identify a list of stakeholders and seek to notify these stakeholders through EMT members.		✘		✘	✘								
15.	Ensure through LMT that the incident location is protected and		✘		✘	✘								



Appendix – F Guidelines for Dealing with the Media

- Determine the facts.
- Decide what you want to say.
- Determine your audience.
- Prepare press release or stand-by statement.
- Have core spokesperson's training in media techniques.
- Provide the basic facts and refuse to speculate or hypothesis.
- Beware of making any statement that shall commit the Company to unspecified compensation payments.
- Do not answer any question if you do not have all the facts - do offer to come back with a response.
- Return all calls from the media - recognize reporter's deadlines.
- Ensure, within reason that experts (scientists, engineers, etc.) are available if needed to deal with specialist press interest and see that they receive appropriate media training.
- Do not announce names of people killed or injured in incidents unless the Next of Kin (NOK) have been informed first.
- Indicate that the company intends to make searching enquiries and take any remedial action necessary, e.g. "An internal enquiry is part of our normal procedure in such incidents. We shall take any follow up action that is necessary to ensure that this should not happen again".
- Always express concern for casualties and other affected.
- The press can be used positively in reassuring the community. Ask the media for their help in getting messages across.
- Keep EMT / LMT informed of communications.
- Log all telephone calls.
- Consider whether community relations are affected after an incident and initiate appropriate action.



Appendix – G
Location's Emergency Drill Report

Time Alarm Sounded:	Time Drill Concluded:	Time to Evacuate:
Type of Drill:	Notification / Alert Method:	Weather Conditions:
Emergency Level:	Exact Location of Drill:	Distance From LMT Room / ER Post:
No. of Participants:	Situation at Start of Drill:	Situation after Drill:
Name of Participant/ Team	Emergency Role Assigned	Response Time
Positive Points:		
Problems Encountered:		
Extenuating Circumstances/ Identified Factors / Special Conditions Simulate:		
Lessons Learned for Improvement:		

Attach to this form a list of all staff who participated in the drill, and any visitors participating.



Appendix – H Triage System

- Triage system shall be used in a scene of an accident, in order to sort injured persons into those who need critical attention and immediate transport to the medical facility/hospital and those with less serious injuries.
- Triage should be started before transportation becomes available.
- Upon completion of the initial assessment by Medical Rep., each injured person may be labeled to identify the priority of his requirement for medical treatment and transport from the emergency scene.
- Field medical staff/ first aiders/ triage team should be trained & fully prepared to carry out rapid assessment of the injured persons to timely identify emergency treatment based upon severity of the injuries.
- At its most primitive, injured persons may be simply marked with the colored flagging tape or with marker pens as color codes defined below or pre-printed cards for medical care purpose known as a triage tags may also be applied:
 - ∞ **Red**—IMMEDIATE (MOST URGENT) attention required by the injured.
 - ∞ **Orange**—URGENT attention required by the injured.
 - ∞ **Yellow**—AS SOON AS POSSIBLE attention required by the injured.
 - ∞ **Green**—attention required by the injured AS & WHEN AVAILABLE.
 - ∞ **Blue**—NON-URGENT attention required by the injured.



4.6 Structure: HSE Functional Setup

OGM/P-HSE-4.6(08) Revision Number 8

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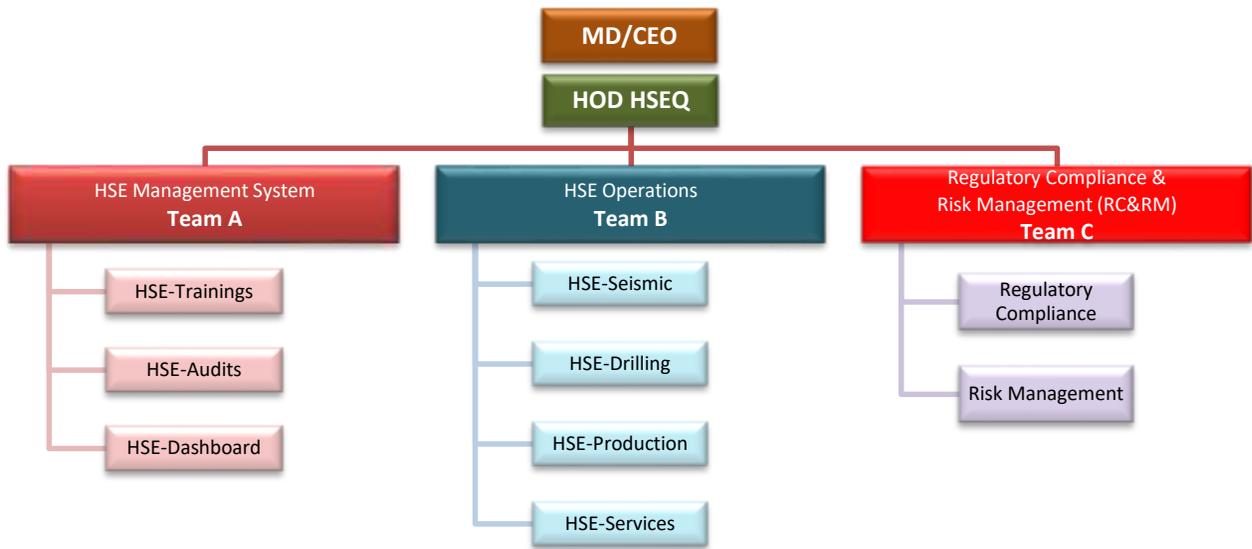
Change/ Revision Log

#	Description of Change
1	Added: Roles of HSE MS, HSE Operations and RC&RM.

Associated Documents Approval & Issue

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

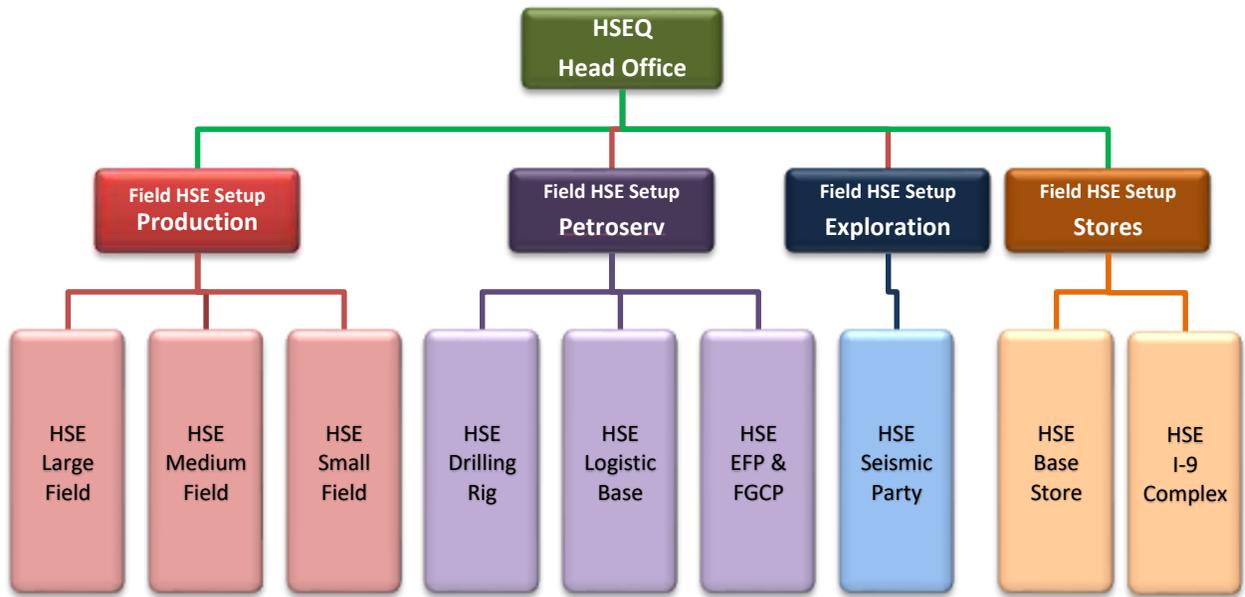
Corporate HSE Setup



HSE Management System	HSE Operations	RC&RM
<ul style="list-style-type: none"> Overseeing HSE Operations of exploration & production activities w.r.t. HSE MS. Providing assistance to help develop capabilities of subordinates to enable them to perform their jobs effectively and efficiently. Appraising performance of subordinates reporting to the position and providing ongoing feedback to GM HSEQ in an objective and effective manner. Participating in the activities of local, state and industry for the exchange and development of ideas and best practices relating to HSE issues. Working as Editor-In-Chief of HSEQ Newsletter. Reviewing the effectiveness of HSEQ system related documentation and revise them accordingly. Based on TNA, coordinating formulation of Annual Training Planner. Developing/ updating HSE Training Modules and impart major training sessions to implement/ improve HSE system. Initiating cases for ISO 45001, ISO 45001 and other relevant Certifications. Preparing Terms of References (TORs) for hiring services of Certification Body to accomplish ISO 45001, ISO 45001 and other relevant Certifications. Participating in technical and financial bids evaluation and processing ISO 45001, ISO 45001 and other relevant Certifications case file. Vetting LOI/ Service Order for hiring services of Certification Body to accomplish ISO 45001, ISO 45001 and other relevant Certifications. Arranging/ coordinating Stage-I, Stage-II and Surveillance Audits. Reviewing Stage-I, Stage-II and Surveillance Audit Reports. Assisting line management in formulating suitable Action Plan against the major/ minor non-compliances and observations. Developing Annual Internal HSE Audit Planner (Schedule) and corresponding Internal HSE Audit Plans. Arranging/ coordinating Internal HSE Auditing courses. Maintaining List of qualified Internal HSE Auditors. Arranging/ coordinating Internal & Follow-up HSE Audits. Reviewing Internal & Follow-up HSE Audit Reports. Reviewing and disseminating Safety Alerts. 	<ul style="list-style-type: none"> Guiding HSE teams in measuring the compliance of applicable regulatory and other applicable requirements. Facilitating line management to achieve compliance of applicable regulatory requirements on proactive basis, facilitate visits of regulatory authorities and coordinate with the relevant functions for the implementation of observations. Guiding HSEQ teams in the development & implementation of HSE system (policies & procedures) and to encourage sharing/ adopting best industrial practices. Providing feedback for the improvement of HSE system related procedures, handbooks, etc. Coordinating/ performing risk assessment studies and reviewing risk registers. Participating in process hazards analysis/ studies as a team with line management and review associated reports for the follow-up purposes. Performing/ coordinating HSE monitoring activities according to the updated/ approved plans, gauging their effectiveness and follow-up corrective measures. Coordinating with line management that occupational health assessment (trade tests) of employees is timely carried out. Performing/ coordinating incidents investigation and preparing/ reviewing incidents reports. Preparing Safety Alerts after occurrence of an incident or when there is a current or emerging HSE issue that needs immediate corrective & preventive action. Guiding HSE teams to oversee measures taken to control the recurrence of incidents and follow up to verify the effectiveness of actions taken. Working in close liaison with line management to ensure HSE protocols for management of contractors and service companies are followed. Preparing/ revising/ updating Fortnightly Emergency Management Team (EMT) Duty Roster. Ensuring Fortnightly Locations Emergency Management Team (LMT) Duty Rosters are timely shared with HO. Coordinating with line management for the implementation of Environment Management Plan (EMP) and engaging the services of Independent Monitoring Consultant (IMC), where obligatory. Ensuring Locations HSE MRC Meetings are convened in true perspective of PDCA Cycle. Working in close liaison with line management to ensure that no modification job is commenced without the Change Management/ Control Protocols (MoC). Conducting Internal & Follow-up HSE Audits as per Internal HSE Audit Planner (Schedule). Coordinating Hazards Hunt Program, HSE Awareness Events and Reward & Recognition Programs. Liaising with Joint Venture Partners in TCMS/ OCMs/ FCMs and learn from their experiences to adopt good organizational/ industry practices. 	<ul style="list-style-type: none"> Reviewing/assessing legal & regulatory compliance of all operational areas in the company with respect to occupational health, safety and environment. Reporting overall compliance status of applicable legal & regulatory requirements to the Board. Preparing/reviewing/updating risk management policies, procedure, practices and system. Maintaining Risk Registers of the company for all applicable functions. Consolidating Risk Registers, developing Corporate Risk Register and Dashboard considering a) operational, b) strategic and c) external risks. Ensuring quarterly updating of Corporate Risk Register by getting inputs from all stakeholders. Ensuring that the identified, especially the significant corporate risks, controls and objectives/ action plans are communicated to BOD and other stakeholders. Ensuring that line management timely implements sound internal controls (after assessing viable options) to avoid above operational risks. Conducting/coordinating Crisis Management (mockup) drills as risk mitigation strategy. Conducting/coordinating trainings on regulatory compliance and risk management. Examining the scope and requirement of environmental studies and representing company in the technical sessions/public consultations (hearings) for acquiring NOCs. Maintaining/ updating logs of NOCs. Acting as liaison between the company and governmental agencies such as CIM, EPA, or similar state, federal and international agencies. Appraising performance of subordinates reporting to the position and providing ongoing feedback to the GM HSEQ in an objective and effective manner. Providing assistance to help develop capabilities of subordinates to enable them to perform their jobs effectively and efficiently.



Field HSE Setup



Location IC (EFP/ FGCP/ Seismic Party/ Drilling Rig/ Production Field/ Plant)

