OSRL

Health and safety handbook

Your safety is our priority

Stop work authority

Anyone can stop an activity if they feel it is unsafe.

It is better to stop and ask questions if you have doubts.

OSRL welcomes all interventions where there are concerns for the safety of people or the environment.

Contents

Foreword from the CEO

Safety is at the centre of what we stand for in OSRL. To ensure that safety is at the forefront of everyone's thoughts whenever they are doing anything, whether this is at work or during other activities, it is crucial to establish and maintain a strong safety culture.

Despite the fact that the Life Saving Rules provide us with a solid foundation upon which to build, they cannot by themselves foster a safety culture. You and your co-workers' involvement, dedication, leadership, and communication are crucial.

Clear procedures and guidelines are provided in our Blueprint to assist with decision-making. Some of the essential ones are also included in this handbook to serve as a quick reminder of what they are and why they are important to us.

Please take the time to read this handbook and continue to do your part towards evolving the OSRL safety culture.

Safety culture at OSRL

What is it?

The safety culture of an organisation is the shared beliefs and attitudes of the entire company towards safety and creating a safe environment to work in. It encompasses both individuals and groups, and a positive culture with consistent goals and a shared perception of the importance of safety is vital to create excellence within an organisation.

We believe in the fundamental principle that those who create risk are accountable for controlling that risk.


How is it achieved?

There are a number of factors that impact the safety culture.

These include:

- Leadership commitment
- Good communication
- Shared beliefs and values
- Training and knowledge support
- Individual behaviour
- Active participation
- Clear procedures
- Willingness to learn

At OSRL, all people, whether staff, contractors or visitors are empowered and encouraged to intervene if they feel there is something unsafe about what they are involved with or witnessing. This stop work philosophy is key to preventing incidents and injuries and is demonstrated by safety being at the centre of our values compass.
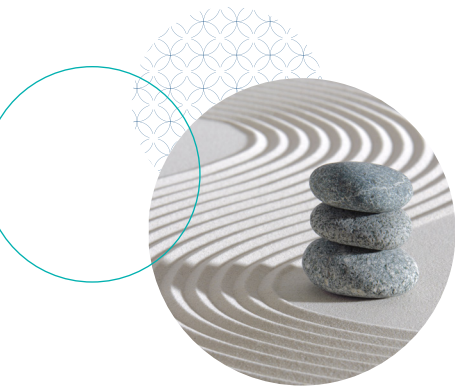
Mental health and wellbeing

Nurturing mental health and wellbeing in the workplace

Introduction

At OSRL, we believe that maintaining good mental health and overall wellbeing is crucial for our employees to thrive professionally and personally. This OSRL Health and Safety Handbook section provides comprehensive guidance on nurturing mental health and wellbeing. It offers practical tips and resources to support our employees in prioritising their wellbeing.

Our wellbeing strategy:

We are fully committed to fostering a culture that values and supports the wellbeing of our employees. Our wellbeing strategy focuses on six key factors to promote holistic wellbeing and resilience.

Your mental health:

We strive to overcome the negative stigma surrounding mental health and create a culture that supports employees to be their best in work and life. We encourage open dialogue, continuous learning, and compassion for one another as we work together to create a positive and supportive environment.

Your health & wellbeing services:

We understand that there may be times when you need to reach out for help and support – our team of Mental Health First Aiders (a group of trained OSRL colleagues) will support and guide you to the right resources.

Normalising and promoting the proactive use of health and wellbeing services is essential. By utilising these resources, we can prioritise our health and resilience effectively.

Your working environment:

Creating a healthy and supportive working environment is crucial for your wellbeing. We acknowledge that the physical environment where we spend most of our day significantly impacts our overall wellbeing. We are committed to promoting a positive 'employee voice', supporting and developing leaders and high-performing teams and ensuring effective performance management and dialogue with line managers.

Your physical health:

Taking care of your physical health is paramount to overall wellbeing. Adequate sleep, regular physical activity, and nutritious food are essential components of feeling well and healthy. We recognise the importance of maintaining physical health and encourage a community where we support each other in making positive choices.

Your personal growth:

Finding passion, purpose, and a deeper connection to something greater than ourselves can contribute to a meaningful life. We support personal growth by encouraging continuous learning, striving for excellence, and making a positive difference. We are committed to empowering our employees to contribute to others and reach their full potential.

Resources available to employees

We provide a range of resources to support the wellbeing of our employees. These resources include:

1. Viva Insights (global):

Viva Insights offer insights and data to help individuals manage their wellbeing, maintain work-life balance, and optimise productivity.

2. Employee assistance programme (global):

Our employee assistance programme (EAP) provides confidential and voluntary support services, offering timely professional assistance to help employees and their dependants resolve everyday challenges and complex issues.

3. Private medical insurance (PMI) and dental coverage:

We offer PMI to all employees globally, ensuring access to quality healthcare services. Additionally, we provide private dental coverage where needed.

4. Income protection and life assurance:

To provide financial security during challenging times, we offer income protection and life assurance globally, offering support when employees need it most.

5. Retirement provisions:

We provide retirement provisions in all countries to assist employees with long-term financial wellbeing, helping them plan for their future and ensure financial security during retirement.

6. Annualised pay reviews:

We conduct annualised pay reviews to ensure fairness and equity in compensation, keeping pace with the cost of living in each jurisdiction.

7. Provision for eyesight tests and DSE assessments:

We offer eyesight tests and conduct DSE assessments globally to prevent musculoskeletal issues, reduce ergonomic hazards, and promote physical wellbeing.

8. Enhanced family-friendly policies:

We provide enhanced family-friendly policies, including maternity, paternity, and shared parental leave, where available, to support new parents and foster work-life balance.

9. Enhanced annual leave and compensation leave policies:

Our enhanced annual leave and compensation leave policies allow employees to rest, rejuvenate, and maintain a healthy work-life balance.

10. Employee health checks, company medical, and vaccination programmes:

We prioritise employee health by offering health checks, company medical programmes, and vaccination programmes, promoting preventive care and early detection of health issues.

Conclusion

We are fully committed to providing comprehensive resources to support the wellbeing of our employees. You can foster your mental health, resilience, and overall wellbeing by embracing our wellbeing strategy and utilising the practical tips and resources provided.

Together, we will create a workplace culture that supports and values the wellbeing of every individual, enabling personal growth and collective success.

Let's prioritise our mental health and wellbeing, creating a positive and thriving work environment at OSRL.

Human factors

What are human factors?

According to a definition shared by the World Health Organization, human factors "refer to environmental, organizational and job factors, and human and individual characteristics which influence behaviour at work in a way which can affect health and safety".

List of 12 human error influencers

These demonstrate human factors, which are seen as precursors to accidents, incidents and near misses.

The thing to remember when looking at human factors is the fact that everyone in the workplace is indeed 'only human'. Thus, we are all fallible.

Accidents can normally be attributed to one of three actions:

- Errors and unintentional mistakes.
- Poor judgment and bad decision-making.
- Disregard for procedures.

These factors can be further isolated to include several specific elements as follows:

1. Tasks, workload and work patterns.

2. Working environment and workplace design.

3. Workplace culture and communication.

4. Leadership and resources.

5. Policies, programmes and procedures.

6. Worker competency and skill.

7. Employee attitude, personality and risk tolerance.

Life saving rules (LSRs)

What are they?

- We apply and follow the industry standard Life Saving Rules from the Association of International Oil and Gas Producers (IOGP).

- The LSRs form the basis of our safe systems of work.

- They are non-negotiable.

How do we do it?

- We must follow the LSRs at all times.

- We communicate the LSRs to all staff, visitors and contractors as principles of maintaining safety.

Why is it important?

- The LSRs are intended to draw our attention to activities most likely to lead to a fatality.

- These rules provide us with actions we can take to protect ourselves from injuries and fatalities.

Life saving rules (LSRs)

Bypassing safety controls

1

Obtain authorisation before overriding or disabling safety controls

- I understand and use safety-critical equipment and procedures which apply to my task.
- I obtain authorisation before:
  - disabling or overriding safety equipment
  - deviating from procedures.
  - crossing a barrier.

Work authorisation

2

Work with a valid permit when required

- I have confirmed if a permit is required.
- I am authorised to perform the work.
- I understand the permit.
- I have confirmed that hazards are controlled and it is safe to start.
- I stop and reassess if conditions change.

Driving

3

Follow safe driving rules

- I always wear a seatbelt.
- I do not exceed the speed limit and reduce my speed for road conditions.
- I do not use phones or operate devices while driving.
- I am fit, rested and fully alert while driving.
- I follow journey management requirements.

Working at height

4

Protect yourself against a fall when working at height

- I inspect my fall protection equipment before use.
- I secure tools and work materials to prevent dropped objects.
- I tie off 100% to approved anchor points while outside a protected area.

Hot work

Control flammables and ignition sources

- I identify and control ignition sources.

- Before starting my hot work:

  - I confirm flammable material has been removed or isolated.

  - I obtain authorisation.

- Before starting my hot work in a hazardous area I confirm:

  - A gas test has been completed.

  - Gas will be monitored continually.

Safe mechanical lifting

Plan lifting operations and control the area

- I confirm that the equipment and load have been inspected and are fit for purpose.

- I only operate equipment that I am qualified to use.

- I establish and obey barriers and exclusion zones.

- I never walk under a suspended load.

Line of fire

Keep yourself and others out of the line of fire

- I position myself to avoid:
  - moving objects.
  - vehicles.
  - pressure releases.
  - dropped objects.
- I establish and obey barriers and exclusion zones.
- I take action to secure loose objects and report potential dropped objects.

Confined space

Obtain authorisation before entering a confined space

- I confirm energy sources are isolated.
- I confirm the atmosphere has been tested and monitored.
- I check and use my breathing apparatus when required.
- I confirm there is an attendant standing by.
- I confirm a rescue plan is in place.
- I obtain authorisation to enter.

Energy isolation

9

Verify isolation and zero energy before work begins

- I have identified all energy sources.

- I confirm that hazardous energy sources have been isolated, locked and tagged.

- I have checked there is zero energy and tested for residual or stored energy.

Activity planning

What is it?

- It is important to incorporate health and safety right from the beginning of activity planning.

- The task must be analysed and understood before planning begins.

|	
Identify resources required and high level risks, taking into account Life Saving Rules and OSRL procedures and any required contingencies. Ensure there is sufficient training in place for those participating.	**Greater than 1 month** prior to start date
Begin task-specific risk assessments and identify any control measures that need to be planned for. Ensure Operational Work Instructions (OWI) are available and up to date.	**3–4 weeks** prior to start date
Complete method statements if required and seek approval.	**1–2 weeks** prior to start date
Ensure risk assessments have been authorised, control measures are in place and obtain permit to work where required.	**24–48 hours** prior to start date
Toolbox talk and complete TRIC	**Immediately** prior to task starting

How do we do it?

- Risk assessments are started well in advance and used to aid the operational planning.

- Resources are identified early.

- Required training is in place for participants.

- Method statements are completed, reviewed and authorised in advance.

Why is it important?

- Reduces the chance of unforeseen health and safety issues.

- Aids the planning of the activity.

- Ensures hazards are mitigated and all controls have been properly considered and will be in place.

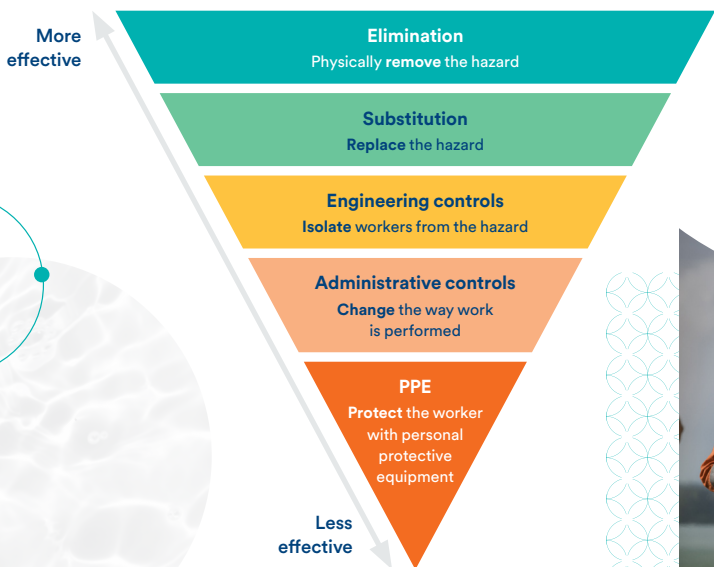- Incorporates lessons learned from previous projects.

Where change is identified once the task has started, the task should be paused and the response should be proportionate to the significance of the change.

Major change

Minor change

Update TRIC

Update risk assessment

MOC required

PMO process
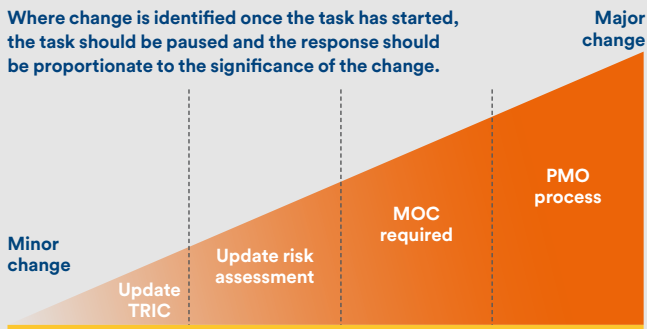
Risk assessment

What is it?

- An assessment of the activity to be performed.

- The process focuses upon hazard identification and suitable control and recovery measures.

- Helps the team to identify what barriers need to be in place and document them.

- Enables the participants to identify the correct processes and procedures.

- If we identify higher unacceptable risk levels, we should first be thinking about extra mitigations or removals and substitutions.

More effective

Elimination
Physically **remove** the hazard

Substitution
Replace the hazard

Engineering controls
Isolate workers from the hazard

Administrative controls
Change the way work is performed

PPE
Protect the worker with personal protective equipment

Less effective

How do we do it?

- We train our staff to carry out risk assessments for all activities.

- We do them in advance.

- We record them on the Safety Portal.

- We make them specific for the task we are performing.

- We review them on a regular basis.

- We require them from our contractors prior to them starting work.

Why is it important?

- To ensure we are capable of carrying out a task safely.

- To reduce the likelihood and severity of incidents at work.

- To protect our employees, contractors, visitors and the public.

- Legal compliance.

Low risk*
Acceptable

Risk treatment

Periodic review and monitoring of risks are required to ensure that the potential severity or probability of the identified risks has not changed or new risks identified.

Risk approval

Person undertaking the activity.

Medium risk*
Tolerable

Risk treatment

The risk is considered acceptable. The control measures implemented should be routinely reviewed to ensure that the risk level does not increase and to check if additional controls can be put in place to further reduce the risks.

Risk approval

Functional Senior Manager (Grade 8 and higher).

High risk*
Undesirable

Risk treatment

The activity should be reviewed to eliminate or mitigate the risk to reduce the risks to tolerable or acceptable.

Risk approval

Executive Team.

Very high risk*
Unacceptable

Risk treatment

The risk is not acceptable.
The CEO should be informed.
Operational tasks or activities must not commence.

Risk approval

Not applicable – risk must be reduced.

*Please refer to the OSRL Risk Assessment Procedure for the risk descriptions

Toolbox risk identification card (TRIC)

What is it?

- This is how we record our toolbox talks so we know:
  - What the task is.
  - What our role is.
  - Check if anything has been missed or has changed.
- It is a tool to assist in the management of dynamic risks and control measures.

- Please use the eTRIC on your device.
- The QR code below gives guidance how to use the eTRIC.

OSRL internal use only

How do we do it?

- We do a TRIC every time we do a task.
- A group dialogue led by the Task Supervisor.
- We satisfy ourselves that everyone understands before signing.
- We update it as new hazards arise or when existing hazards change.

Why is it important?

- Ensures everyone is aware of their role.
- Gives an opportunity for anyone to raise concerns and take appropriate action.
- Risks may be dynamic and evolve during the task. Where this happens, the TRIC must be used to record the changes.
- Significant changes may require the task to stop and the Management of Change procedure followed.

Working with contractors

What is it?

- We regularly use contractors to perform work.
- Contractors provide us with expertise and skills.
- They must be reputable, capable and competent.
- We aspire to form strong partnerships with our key contractors.

How do we do it?

- We have a supplier approval procedure.
- We permit their work.
- We ensure they are competent.
- We review their risk assessment, method statements and other necessary documentation in advance.
- We induct them to our sites.

Why is it important?

- Sometimes tasks are specialised and cannot be carried out by OSRL.
- Contractors might not be familiar with OSRL, our facilities or procedures.
- Legally and morally, we have a duty of care.
- Ensures the work is completed safely.

Permit to work

What is it?

- This system ensures hazardous tasks are undertaken safely on OSRL-controlled sites.

- Contractors require a permit when carrying out work on an OSRL site.

- Permits are also used to control work for our own staff where specific hazards are involved.

How do we do it?

- Permits are raised by the person undertaking the task or bringing the contractor onto site.

- We raise permits through Assure.

- Permits are authorised by a Duty Safety Officer (DSO) or designated Permit Controller.

- Once the work is complete, we cancel the permit and keep for our records.

Why is it important?

- To ensure our people, visitors and contractors are protected.

- To ensure we know what tasks are being undertaken on site.

- To ensure appropriate control measures are in place.

- To deconflict activities.

Complex operations and method statements

What is it?

Occasionally, OSRL undertake activities that are more complex than usual or are outside our normal field of operations. There may also be times when there are several simultaneous operations happening to achieve one outcome.

On these occasions, there is a benefit to having a higher level of oversight that looks at the picture as a whole. In such cases, a method statement may be needed for the activity.

Examples include large, non-routine lifting activities, an exercise requiring multiple contractors or other third parties undertaking hazardous activities.

How do we do it?

- Method statements are drawn up in advance of a task.

- The requirement for one will be determined through risk assessment.

- They are authorised at the level identified in the risk assessment.

Why is it important?

- It allows someone not directly involved to look from a high level.

- The method statements enable the people involved and the authoriser to understand how one part of the activity will impact another.

- Allows for deconfliction of control measures to ensure one doesn't make another less effective.

- Ensures that focus on the important points is not distracted by other issues.

HSEQ reporting

What is it?

Reporting of issues that impact health, safety, the environment or quality.

We have different types of report for different types of issues.

How do we do it?

- We raise reports through the Safety Portal, either on a computer or through a mobile phone-based application.

- We train all our personnel how to use the system and we can raise issues on behalf of visitors.

- If a hazard is identified, we are empowered to take action to remove the hazard immediately or make the area safe and then report it.

Why is it important?

- To maintain a safe working environment and highlight safe/ unsafe behaviours and conditions.

- To enable trends to be spotted and issues to be resolved.

- To appoint responsibilities to people to ensure that actions are closed out in a timely manner.

- To avoid repetition of undesirable acts and events.

- Helps to develop a culture of reporting.

Safety observations

Unsafe condition

A risk to the health and safety of people or a risk of harm to the environment or assets that is not attributable directly to a person.

> **Example**: A damaged fire exit door or a hydraulic oil leakage outside of a bund.

Unsafe act

An act that was potentially unsafe by an individual or group.

If you witness one of these then you should intervene at the time.

> **Example**: A person exceeding the site speed limit when driving a forklift truck.

Safe act

An act that is above and beyond what is expected in regards to health and safety. The report recognises their positive attitude.

> **Example**: A person implements an improved control for the task they are doing.

Near misses

An event that has potential for injury or damage to a person, asset or the environment. Although there has been no injury or damage, had the incident occurred, the potential consequences would have been serious.

> **Example**: A spanner being dropped from height without impacting someone on the ground.

Lessons learned

Lessons learned are experiences from past activities that should be taken into account in future actions and behaviours.

Corrective action reports

These are for reporting quality issues, whether it is a deviation from internal procedures or external audit observations and non-conformities.

These will be assigned to an appropriate senior manager to determine root cause and ensure appropriate time-based mitigation is allocated that remediates the issue

Incidents

In all cases, incidents must be reported to the regional Duty Manager at the earliest opportunity.

If the incident has occurred on an OSRL base then the Duty Safety Officer should also be informed immediately.

Incidents graded as significant or severe will always be investigated. Minor incidents and near-misses will be investigated at the discretion of senior management.

Investigations are performed to establish the root cause of an incident. The investigation will look at systemic causes and what improvement actions can be implemented.

Management of change (MOC)

What is it?

- Management of change is a process to control and record any significant changes to processes, procedures, standards or risks.

How do we do it?

- We initiate the change – identify the need for the change and the management of change owner.

- Evaluate and authorise – risk assess it and get technical input.

- Measure it against the objective and involve stakeholders.

- Complete the MOC form through the Safety Portal and get authorisation from an appropriate level.

- Update documentation – reflect the changes in any associated documentation.

- Communicate the change – ensure that all stakeholders are aware of the change through a simple communication plan.

Why is it important?

- Management of change ensures that changes are properly implemented, evaluated and authorised and that the changes do not have a negative impact on the organisation.

- The procedure includes guidance on how to handle and authorise emergency changes.

OSRL

Other titles in this series

○ *Crisis Management Handbook*
○ *Incident Management Handbook*

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