



HSE
Management Standards



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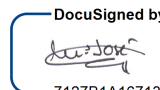
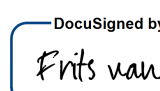


0. DOCUMENT CONTROL

0.1. Distribution list of controlled copies

Copy	Name	Function
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0.2. Authorisation

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0.3. Revisions

Rev.	Description of changes	Date
0	Original issue	14-11-2003
1	General revision including update of "Applicable procedures" and "Further references"	20-04-2007
2	General revision	15-04-2010
3	General revision in new document format. Adaption to ISO High Level Structure.	17-11-2015
4	Addition of occupational health strategy in chapter 2.2.5	19-11-2020

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0.4. Next update

The review period for this document is 3 years (maximum). Next update: Nov-2023.

0.5. Introduction

The general purpose of the HSE Management System of Wintershall Noordzee B.V. (WINZ) is to prevent our business activities from putting people, the environment, property or the reputation of the company at risk. For an overview of the system, reference may be made to the Introduction to the HSE Management System. This overview provides an elaboration of the purpose, structure and functioning of the system and clarifies the position of contractors with respect to the system.

In accordance with the HSE Policy the main requirements for the system are laid down in the Management Standards in the following chapters. They are based on the Corporate HS³E Management System. Where necessary these were adapted to ensure achieving a level of HSE performance that conforms with ISO 14001, ISO 50001 and OHSAS 18001 requirements. Apart from these overall management systems, several systems are (legally) required for specific areas or activities of the company. Some examples are:

- Monitoring system for the use and discharge of production chemicals, ChemTrack,
- Energy Care in accordance with the requirements of the energy covenant (MJA),
- the use of the Hazard Analysis and Critical Control Points (HACCP) approach for kitchen and accommodation hygiene and
- Electrical Designation Policy in accordance with NEN-3140.

The main requirements of such systems are covered by the current Management Standards and worked out in detail in procedures and instructions as appropriate.

The Management Standards apply to all WINZ's activities and processes. Where staff, personnel or employees are mentioned, this is meant to include long term contractor staff working on WINZ production sites.

References:

Nr.	Document title	Document number
1	Corporate HS ³ E Management Standards of the HSE Management System	
2	Introduction to the HSE Management System	HSE-00-R001.00
3	HSE Policy	HSE-01-S002.00

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1. POLICY, LEADERSHIP AND COMMITMENT

1.1. Purpose

Senior management must define the general HSE principles, set the expectations and provide the resources to develop, implement and maintain the HSE Management System. They must demonstrate commitment and leadership through example.

1.2. Expectations

1. A documented HSE Policy shall be in place and shall be signed by the Senior Management
2. The HSE Policy shall define the general principles to be applied in the company. These shall recognise that harming people and damaging the environment or property are not an acceptable or sustainable business practice.

The Policy must commit to:

- *complying with all applicable legislation and other requirements;*
- *complying with Directive 2013/30/EU on the safety of offshore oil and gas operations;*
- *complying with Corporate Major Accident Prevention Policy (CMAPP) in UK sector;*
- *maintaining HSE Management Standards in writing;*
- *striving for continual improvement in HSE performance;*
- *setting measurable objectives and targets.*

3. The HSE Policy shall be made known to all concerned.

The Policy shall be:

- *distributed to all staff;*
- *posted on notice boards;*
- *referred to during employee induction;*
- *included in instruction booklets, manuals and reports as appropriate;*
- *made known to contractors working for the company as appropriate.*

4. The HSE Policy shall be periodically updated as appropriate.
5. Management shall promote an individual and collective sense of responsibility for maintaining high HSE standards.

This shall include:

- *the protection of health and safety of individuals,*
- *a high level of occupational and hygiene standards,*
- *the conservation of the environment and energy,*
- *the protection of property of the company and third parties and*
- *the safeguarding of the reputation of the company.*

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6. Senior management shall provide leadership and visible commitment in order to drive the process for exemplary HSE performance.
- *Commitment shall be backed up with the necessary resources to develop and implement the HSE Management System in order to achieve the objectives and standards set. Resources may include human resources and specialised skills, technology and financial resources.*
 - *Senior management shall visit production sites and shall participate in the Operations - HSE meetings (OHM), in the meetings of the Environmental and Energy Task Force (ETF) and the Incident Task Force (ITF).*
7. Management decisions shall always take into account HSE aspects.

1.3. Applicable Procedures

(None)

1.4. Further References

Nr.	Document title	Document number
1	Corporate HS ³ E Management Standards of the HSE Management System	
2	HSE Policy	HSE-01-S002.00
3	Annual HSE Programme	HSE-03-R03X.00

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2. HAZARDS, RISKS, LEGAL & BUSINESS REQUIREMENTS

2.1. Purpose

Operations must be planned so that business can be conducted efficiently, that risk and environmental impact are minimised and that legal compliance is assured. Planning shall involve the systematic identification of legal requirements, hazards and impacts, followed by an assessment of the risk.

2.2. Expectations

1. All activities shall be conducted in a manner which complies with relevant laws, regulations, business requirements and covenant obligations.
2. Procedures shall be in place to identify and have access to legal and other requirements to which the company subscribes that pertain to HSE aspects of its activities and products. This information shall be kept up-to-date.
 - *Information on legal and other requirements shall be communicated to the employees and other relevant interested parties.*
 - *An up-to-date list of relevant laws and regulations shall be maintained.*
3. Procedures shall be in place to ensure a systematic and documented identification of hazards and HSE impacts of those ongoing and planned company activities that could result in significant hazards or HSE impacts. This shall cover (i) routine and non-routine activities, (ii) activities of all personnel having access to the work places of the company (including subcontractors and visitors) and (iii) facilities at the work places, whether provided by the company or others.
 - *Procedures shall be in place for Project HSE Reviews (PHSERs) and Hazard Operability (HAZOP) studies to be applied to new construction projects, including abandonment of installations.*
 - *Risk Identification and Evaluation (RI&E) according to Dutch Arbo legislation shall be current. This shall cover for example Legionella control and the systematic HACCP approach for kitchen and accommodation hygiene.*
 - *Where required by law, Environmental Impact Analysis reports will be prepared for new developments.*
 - *Up-to-date Safety and Health Documents and Reports on Major Hazards shall be maintained for all production sites.*
 - *Task Risk Assessments shall be maintained pertaining to production activities, pipelines and the shore base.*
 - *Procedures shall be in place for the safe handling of radioactive materials.*
 - *Procedures shall include the identification of aspects related to occupational health, safety, environment and energy that can be controlled and over which the company has an influence. This information shall be kept up-to-date.*
 - *Procedures shall include an analysis and review of the consumption of energy.*
4. Risk assessment information shall be used to determine safeguards and risk control measures.
 - *In case of new projects / major modifications, the hazard and risk assessments shall be conducted at a stage early enough for risk control measures to be incorporated in the design stage.*

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- *HSE hazards shall be eliminated or reduced at their source when designing processes, installations, machinery, workspaces and operating procedures.*
5. The feasibility of risk control measures shall be assessed with reference to the magnitude of the risk, legal requirements, accepted industry practice and the commercial and business needs for the company.
- *HSE risks shall be eliminated by following the occupational hygiene strategy. The hierarchy of control is:*
 - *measures at the source;*
 - *collective measures;*
 - *individual measures,*
 - *PPE.*

Measures at a lower level may only be taken after considering measures at a higher level. Decisions may be made based on reasonability (technical, economic and feasibility grounds).
 - *HSE risks concerning carcinogenic/mutagenic/reprotoxic substances and biological agents may only be eliminated by measures at a lower hierarchical level based upon technical considerations (not for economic reasons).*
6. Procedures shall be established for updating hazard identification (HAZID) and risk assessments and application of appropriate controls: (i) when there are changes to operational activities (management of change), (ii) when non-routine tasks are undertaken and (iii) after a certain specified period of time.
- *Management of change shall cover both process changes (hardware) and process control changes (software).*
 - *Operational changes shall be approved by the appropriate authority in the company. Such authority shall have taken proper regard of the risk implications.*
7. Procedures shall be established for ensuring that hazard and risk assessment information and documentation is communicated to those persons involved in the operation.

2.3. Applicable Procedures

Nr.	Document title	Document number
1	Procedures to Identify and Evaluate Environmental Aspects & Risks	HSE-02-P001.00
2	Procedures to Identify, Monitor and Review Energy Aspects	HSE-02-P002.00
3	Procedure Identification and Control of Relevant Legislation	HSE-02-P010.00
4	HAZOP Procedure	HSE-02-P021.00
5	Procedure Management of Change (software and hardware)	OED-02-P030.00
6	Document Control Procedure	HSE-07-P001.00
7	Procedure for the Handling of Radioactive Materials	HSE-08-P060.00
8	Procedure for Working with Mercury	HSE-08-P100.00

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2.4. Further References

Nr.	Document title	Document number
1	Safety and Health Documents for all installations	HSE-02-R1XX.00
2	Environmental Impact Assessments for new projects	
3	RI&E for Wintershall Noordzee B.V.	HSE-02-R400.00
4	Register of Environmental Aspects & Risks	HSE-02-L001.00
5	Register of Energy Aspects	HSE-02-L002.00
6	Register of Legal Requirements	HSE-02-L010.00

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3. OBJECTIVES, TARGETS & HSE PROGRAMMES

3.1. Purpose

Specific objectives need to be set, measured and communicated in order for the system to be efficient and effective. They shall contribute to continual improvement of the HSE performance.

3.2. Expectations

1. WINZ management shall set and maintain documented HSE objectives and targets.
Objectives and targets shall:
 - take into account legal, business and covenant requirements,
 - take into account results of audits and management reviews,
 - be SMART (Specific, Measurable, Acceptable, Realistic and Time-planned),
 - cover each relevant function and level within the company,
 - be communicated to all those they concern and
 - be reviewed when the need arises, but at least following the annual Management Review of the HSE management system.
2. Objectives and targets shall relate to the significant HSE risks and impacts of the operation and take into account best practical means.
3. Major objectives and targets shall be defined in an annual HSE programme.
4. Further objectives and targets shall be defined in specific programmes and plans as appropriate.
Specific programmes and plans include:
 - company environmental plans ("CEP/BMP") energy conservation plans in accordance with the requirements of the energy covenant,
 - work plans for contractor's activities,
 - annual LSA plans & work plans and
 - legionella control plans (location specific).
5. HSE programmes and plans shall describe actions required to reach the objectives and targets. Timeframes and responsible persons or parties shall be defined.
Programmes and plans shall be:
 - drawn up in consultation with the persons and parties that will be involved in the implementation and monitoring and
 - amended to address changes in the activities, products or operating conditions of the organisation.
6. Implementation of HSE programmes and plans shall be monitored by management during the year.

3.3. Applicable Procedure

Nr.	Document title	Document number
1	Procedure for setting HSE Objectives and Goals	HSE-03-P001.00

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**3.4. Further References**

Nr.	Document title	Document number
1	Annual HSE Programme	HSE-03-R03X.00
2	Company Environmental Plan "CEP/BMP"	HSE-03-R002.00
3	Energy Conservation Plan	HSE-03-R05X.00
4	Annual LSA Programme & Work Plans	

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4. ORGANISATION STRUCTURE, ROLES & RESPONSIBILITIES

4.1. Purpose

HSE management must be a normal part of the business. In order for all duties to be performed with due regard to HSE, specific roles and responsibilities need to be defined and communicated. Personnel must be competent to perform those duties.

4.2. Expectations

1. HSE shall be defined as line management responsibility and shall be integrated into all functions of the organisation.
2. HSE roles and responsibilities must be defined for senior management and all HSE-critical positions (managers, supervisors, work force).
3. The HSE manager shall be the representative of Senior Management regarding HSE matters. He shall coordinate activities within the HSE management system.
The management representative shall ensure:
 - that HSE requirements are defined and implemented and
 - that adequate reporting on HSE performance takes place.
4. The roles and responsibilities of contractors involved in HSE-critical activities and the interface with company personnel shall be defined.
5. Arrangements shall be in place for own staff and contractors to be involved in and consulted on HSE matters.
6. Resources shall be made available to ensure the competence of staff to undertake their HSE responsibilities.
7. Resources shall be made available to provide specialist HSE support and advice, as required and appropriate to the level of risk.

4.3. Applicable Procedures

(None)

4.4. Further References

Nr.	Document title	Document number
1	Annual HSE Programme	HSE-03-03X.00
2	Job descriptions Organisation chart WINZ (Intranet)	

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5. TRAINING AND COMPETENCE

5.1. Purpose

Company and contractor personnel shall be appropriately trained, experienced and competent to work in a way which minimises HSE risks and impact on the environment.

5.2. Expectations

1. Personnel will be selected and appointed with due regard to their ability to perform the work safely and meet the job requirements.
Ability shall include appropriate education, training and / or experience.
2. Company requirements shall be defined for HSE induction and training.
 - *Requirements shall take into account specific risks related to the job of personnel to receive induction or training.*
 - *Requirements shall include appropriate training for personnel whose work may have a significant effect on the environment or energy consumption.*
 - *Appropriate personnel shall have basic HSE induction and training.*
 - *Awareness of HSE aspects shall be a subject in HSE induction and training.*
 - *Nogepa's training matrix shall be implemented as appropriate.*
 - *Induction and training shall meet company and legal requirements.*
3. Procedures shall be in place to ensure that requirements for HSE induction and training are met.
Procedures shall ensure that staff will be aware of:
 - *the importance of conformance with HSE policy and procedures,*
 - *the significant environmental aspects of their jobs,*
 - *their roles and responsibilities in achieving conformance with HSE policy and procedures, including emergency preparedness and response and*
 - *the potential HSE consequences of departure from specified operating procedures.*
4. Sufficient resources shall be made available for induction and training to ensure that the correct levels of competence are reached and maintained.
This may concern manpower, time for providing and attending courses and financial means.
5. HSE-critical activities shall only be performed by personnel who can demonstrate the appropriate level of competence.
6. Trainees will not be allowed to work without supervision.
7. Training and competence requirements will be reviewed in case of legal, organisational or operational changes.
This includes change of position and transfers of staff to new locations.

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5.3. Applicable Procedures

Nr.	Document title	Document number
1	Training and Education Procedure	HSE-05-P001.00
2	Procedure HSE Induction	HSE-05-P005.00

5.4. Further References

Nr.	Document title	Document number
1	Nogepa Training Handbook (Intranet)	
2	Visitor's safety instructions	Location Specific
3	Checklist Offshore HSE Induction Program	HSE-05-W021.0X
4	Brochure Onshore HSE Induction	HSE-05-W022.0X

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6. COMMUNICATION AND CONSULTATION

6.1. Purpose

Arrangements shall be in place for the communication of relevant HSE information both internally within the company and externally. Communication will be in a language and style that is appropriate to those persons receiving the information. Employees will be consulted on HSE matters and will be encouraged to participate in improvement initiatives.

6.2. Expectations

1. HSE roles and responsibilities shall be communicated to relevant persons, including contractors.
2. Systems shall be in place for consultation with employees and employee representatives, taking into account legal or business requirements.
Consultation shall take place in case of changes that effect workplace health and safety.
3. Systems shall be in place for internal communication, including disseminating HSE information throughout the company in order to promote lateral learning and the sharing of best practice guidelines and procedures.
 - *Communication about HSE matters will take place both top-down and bottom-up to allow everybody to carry out their work with the minimum risk.*
 - *Communication can take place both verbally and in writing.*
 - *Communication about HSE matters shall take place through the various established HSE meetings, in induction and training programmes, via the intranet, the Personnel Manual and the newsletter.*
 - *A system shall be in place to deal with complaints with respect to HSE matters in a confidential manner.*
 - *Communications shall be in a language and style that is appropriate for the persons for which the information is intended.*
 - *The frequency and effectiveness of meetings dealing with HSE issues shall be monitored by the HSE Department and evaluated on an annual basis as input to the Management Review.*
4. Everyone reporting non conformities, near misses or incidents shall receive feedback.
5. Systems shall be in place for external communication.
 - *Systems shall be in place for authorising in case of an emergency.*
 - *Procedures shall cover receiving, documenting and responding to relevant communications from external parties.*
 - *The company shall consider processes for external communication on significant HSE aspects and record its decision.*
6. There shall be employee involvement in the hazard and risk assessment processes and in the development and review of HSE procedures and HSE objectives.
The results of risk assessments and the risk control measures required (including emergency procedures) will be communicated to relevant employees and contractors.

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6.3. Applicable Procedures

Nr.	Document title	Document number
1	Document Control Procedure	HSE-07-P001.00
2	Emergency Response Procedures	HSE-09-P001.00

6.4. Further References

Nr.	Document title	Document number
1	HSE Communication	HSE-06-L001.00
2	List of External HSE Correspondence	HSE-06-L002.00
3	Complaints Notice	HSE-06-W001.00

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7. HSE DOCUMENTATION

7.1. Purpose

HSE documentation is essential for communicating information on hazards, risks and control measures. Written procedures define how activities shall be conducted in order to minimise risk and impact on the environment. HSE management system documentation shall be controlled to ensure that it is relevant, up-to-date and easily accessible.

7.2. Expectations

1. All essential HSE policies, procedures, instructions, plans and programmes shall be documented.
 - *System documentation shall be as simple as possible.*
 - *Documents can be either in printed or electronic form (intranet).*
 - *Original documents are in printed form.*
2. A document control procedure shall be in place to ensure that all essential HSE documents are approved by authorised personnel, are up to date, easily available and that relevant staff and contractors are timely informed of possible modifications.
 - *The HSE department shall keep a Document Master List of all current and expired or obsolete controlled documents, indicating at least number, title and revision number. This list shall be available on the Intranet.*
 - *All current documents will be published on the Intranet. Expired or obsolete documents will be removed from the Intranet.*
 - *Procedures shall include periodic review of documents.*
3. Controlled documents shall be stored and maintained in such a way that they are readily retrievable and protected against damage, deterioration or loss.
4. Procedures shall be in place for the identification, maintenance and disposition of HSE records.
 - *Records include training records and the results of audits and reviews.*
 - *Records shall be easily understandable.*
5. All staff and contractors shall have easy access to the HSE policy and the HSE management system documentation.
6. Arrangements shall be in place for developing local HSE procedures, as required, and making them available to the workforce. These shall include information on operational and material hazards and risks and the means to control exposure to them.
7. Procedures shall be in place for ensuring that operational documentation such as drawings, work procedures, maintenance programmes, etc. are accessible to relevant staff and contractors, and that there is cross-referencing to relevant HSE documentation.
8. All written procedures shall be easily understandable and shall define the persons or parties responsible for carrying them out. Such persons or parties shall, where practicable, be involved in the writing of the procedures, to ensure that the requirements are practical.

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**7.3. Applicable Procedure**

Nr.	Document title	Document number
1	Document Control Procedure	HSE-07-P001.00

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Nr.	Document title	Document number
1	List of HSE MS Documents	HSE-07-L001.00

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8. OPERATIONAL CONTROL

8.1. Purpose

All company and contractor operations will be conducted according to the HSE standards that have been set to minimise risk and impact on the environment. The adverse HSE consequences of temporary and permanent changes in operations will be assessed, managed and authorised. Operations concern all activities that are carried out under the responsibility of Wintershall Noordzee in any of the Business Processes, i.e. Seismic, Drilling, Diving, Construction, Operations, Maintenance and Abandonment.

8.2. Expectations

1. Procedures shall be in place to ensure that the HSE-risks associated with operating and maintaining plant, equipment and handling materials are adequately controlled.
 - *Procedures shall cover situations where their absence could lead to significant deviations from the HSE policy, objectives and targets.*
 - *Permit to Work procedures shall be in place.*
 - *Procedures shall include Task Risk Analysis for all routine tasks.*
 - *Task Procedures shall be in place for all routine tasks with a significant degree of HSE risk.*
 - *Task Procedures shall be reviewed and modified as appropriate in case of changes in operational procedures or practices.*
 - *Task Procedures and their possible modifications shall be approved by the appropriate authority in the company. Such authority shall have taken proper regard of the risk implications.*
 - *Procedures shall be in place with respect to Personal Protection Equipment (PPE).*
2. Procedures shall be in place to ensure the safe handling and transport of hazardous goods and waste in compliance with applicable regulations and requirements.
Procedures shall cover:
 - *the handling, transport, storing and disposal of radioactive materials,*
 - *the handling, transport and storing of other dangerous goods or materials and*
 - *the handling, transport, storing and disposal of company and dangerous waste materials.*
3. All equipment shall be used within its safe operating limits and in compliance with the relevant regulatory requirements.
The correct use of equipment shall be laid down in the Task Procedures or the Operating Manuals as appropriate.
4. Protective and safety systems shall be periodically tested and shall be subject to a preventive maintenance programme.
 - *Testing of critical systems will be part of risk based inspections (see also Management Standard nr. 11).*
 - *Maintenance of protective and safety systems shall be included in the routine maintenance system Maximo.*
5. Procedures shall be in place to eliminate or reduce HSE risks at their source when designing processes, installations, machinery, workplaces and operating procedures.
This shall include adaptation to human capabilities.

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6. Procedures shall be in place to ensure that HSE aspects are taken into account when procuring services, plant, equipment or goods.
Procedures shall take into account significant environmental and energy aspects.
7. Operations undertaken by contractors shall be subject to the same HSE requirements as those undertaken by the company.
- *Contractors shall provide information on their HSE management system and performance in the bidding stage.*
 - *Contractors will be encouraged to match their HSE management system with Wintershall's system.*
 - *If and when required, bridging documents shall be prepared and implemented.*
 - *It shall be ensured that contractors have a sufficiently high level of competence where they undertake high risk activities.*

8.3. Applicable Procedures

Nr.	Document title	Document number
1	Permit to Work Procedures	HSE-08-P001.00
2	Task Risk Analysis Register	HSE-08-P010.00
3	Simultaneous Operations (SIMOPS) Procedures	HSE-08-P020.00
4	PPE Procedure	HSE-08-P040.00
5	Procedure Handling Radioactive Materials	HSE-08-P060.00
6	Procedures for (regular) Boat Transports from Offshore sites	OED-08-P080.00
7	Procedures for Transports of O.B. Materials from Offshore Drilling Rigs	OED-08-P081.00
8	Procedures for Waste Disposal from Offshore Production Sites	HSE-08-P085.00
9	Guideline for the Transfer of Personnel by means of Personnel Carriers	OED-08-P090.00

8.4. Further References

Nr.	Document title	Document number
1	HSE Manual	HSE-08-W001.00
2	Operating Manuals	
3	Task Work Instructions	
4	Preventive maintenance system (Maximo)	

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9. EMERGENCY PREPAREDNESS & RESPONSE

9.1. Purpose

Plans and procedures shall be in place to respond to foreseeable emergencies and to mitigate or minimise the HSE effects. Effects include harm to people, impact on the environment as well as damage to property or the reputation of the company in case of calamities resulting from accidents and acts of violence. Plans and procedures shall be periodically tested and improvements made as appropriate. Plans and procedures shall be reviewed after an actual emergency situation.

9.2. Expectations

- Overall emergency response procedures shall be in place which apply to all onshore and offshore operations, the office and the shore base.

Procedures shall cover as a minimum:

- A notification plan including the mobilisation of the Emergency Response Team (ERT).*
- Guidelines for the management of the most likely emergencies, including spills.*
- Description of the emergency organisation.*

- Firefighting & emergency plans shall be in place for each onshore and offshore installation.

Plans shall cover legal and other requirements as a minimum...

- All employees shall be aware of the emergency procedures and plans that apply to their assigned facility and shall be trained in their specific tasks. Non-company personnel shall be familiarised as appropriate with the emergency procedures and plans upon arrival at a facility.

- Emergency procedures and plans shall be documented and easily accessible and understood.

- A plan shall be maintained for emergency response exercises and drills.

- Regular exercises shall be planned and conducted to train all appropriate persons that may be involved in an emergency*
- Planning shall be included in the annual HSE Programme, as appropriate.*
- The members of the Emergency Response Team will receive adequate training. They will be kept up-to-date on changes made to the emergency response procedures and plans.*
- Contractor's staff may be included in the Emergency Response Team as appropriate.*
- Records of exercises and resulting recommendations will be maintained and follow-up shall be monitored.*

- The effectiveness of procedures and plans shall be reviewed annually and improved, as part of the Management Review.

- Equipment for detecting and responding to emergencies shall be subject to a preventive maintenance programme, testing and calibration, according to relevant standards.

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9.3. Applicable Procedure

Nr.	Document title	Document number
1	Emergency Response Procedures	HSE-09-P001.00

9.4. Further References

Nr.	Document title	Document number
1	Safety and Health Documents	HSE-02-R1XX.00
2	Fire Fighting & Emergency Plans for installations	HSE-02-R3XX.00
3	Rescue at Sea Analysis	HSE-09-R001.00
4	Bridging Documents	
5	Adverse Weather Guideline	OED-09-W001.00

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10. INCIDENT REPORTING, INVESTIGATION & CORRECTIVE ACTION

10.1. Purpose

Procedures shall be in place to immediately respond to incidents to minimise the consequence. All incidents shall be classified and reported to the appropriate level of management. Serious incidents shall be investigated in order to determine root causes and to prevent recurrence.

10.2. Expectations

1. Procedures shall be in place for immediately reporting of and responding to incidents.
Incidents include accidents, spills, non-conformance and near misses.
2. Procedures shall be in place for reporting incidents to the appropriate level of management and, where applicable, to external authorities.
 - *Reporting procedures and priorities will depend on the severity of an incident.*
 - *An Incident Classification Matrix will be used to determine the severity of an incident.*
 - *Procedures shall indicate if, when and how certain internal or external parties should be notified depending on the type and seriousness of an incident.*
 - *All incident reports shall be filed and kept for 7 years by the HSE department.*
3. All appropriate personnel, including contractor personnel working under WINZ supervision shall receive induction/training with regard to proper incident reporting.
4. Procedures shall be in place to investigate incidents in order to determine root causes and to identify corrective and preventive actions as appropriate.
 - *All incidents shall be reviewed by the Incident Task Force (ITF). The ITF is constituted of employees of the production and HSE departments as a minimum.*
 - *The ITF monitors follow-up of recommended actions and closes out an incident when all such actions are completed.*
5. The resources devoted to incident investigation and corrective action shall reflect the potential consequence and not just the actual consequence of the incident.
6. Preventive actions and lessons learned from incidents shall be communicated appropriately in the company and to contractors as appropriate.
7. Contractors shall be monitored for their reporting and investigation with regard to incidents.
8. An annual review of all reported incidents shall be prepared by the HSE Department for use in the annual Management Review. Remedial actions shall be taken as appropriate.

10.3. Applicable Procedures

Nr.	Document title	Document number
1	Incident Reporting Procedure	HSE-10-P001.00
2	Incident Investigation Procedure	HSE-10-P002.00

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**10.4. Further References**

Nr.	Document title	Document number
1	Incident Task Force	
2	File of Incident Reports	
3	Annual Review of Incidents	

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11. MONITORING AND MEASUREMENT

11.1. Purpose

Monitoring and measurement of HSE performance is required to ensure that objectives and targets as set by the company are achieved and that the company and regulatory requirements are met. To ensure the reliability of monitoring and measuring equipment, a system for calibration and preventive maintenance shall be implemented.

11.2. Expectations

1. Progress in achieving the major objectives and targets as defined in the annual HSE programme (see Management Standard nr. 3) shall be reported to senior management on a quarterly basis as a minimum.
Reports shall propose follow-up or corrective actions as appropriate.
2. Procedures shall be in place to periodically evaluate compliance with legal and other requirements regarding HSE aspects.
Compliance shall be reported in the annual Management Review.
3. Procedures shall be in place to monitor and measure on a regular basis the key characteristics of the company's operations that have or could have a significant HSE impact. Contractors shall contribute to these activities as appropriate.
Monitoring and measurement should include:
 - *maintaining incident statistics,*
 - *maintaining occupational health statistics,*
 - *impacts on the environment of activities that have significant effects and*
 - *energy consumption of the production activities.*
4. Inspections shall take place to check compliance with Management Standards and company procedures, to identify any hazardous and substandard conditions or practices and to identify positive developments for possible application at other areas.
Inspections shall:
 - *cover significant environmental aspects and risks as appropriate and*
 - *include available and quality of site specific HSE documents.*
5. Procedures shall be in place that define the scope and frequency of various types of inspections.
 - *The scope and frequency of inspections shall reflect the level of risk.*
 - *The procedures shall define reporting and follow-up obligations.*
 - *The procedures shall encompass checklists for the various types of inspections.*
6. Monitoring and measuring equipment shall be installed at places where release of hazardous material or energy would result in a serious incident or breach of legal requirements.
7. Measuring equipment shall be of good quality.
 - *Measuring equipment shall be calibrated and maintained in accordance with company procedures as appropriate.*
 - *Records of calibration and maintenance shall be retained.*

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8. Good HSE performance shall be recognised and rewarded.

11.3. Applicable Procedures

Nr.	Document title	Document number
1	Oil-in-water Sampling and Reporting Procedures	HSE-11-P-00X.00
2	Inspection Procedure	HSE-11-P010.00
3	Procedure Monitoring and Measurement	HSE-11-P020.00
4	Monitoring Plans EU-ETS	HSE-11-R25X.00

11.4. Further References

Nr.	Document title	Document number
1	Records of Calibration and Maintenance Measuring Equipment	
2	Emission Reports	HSE-11-R25X.00

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12. MANAGEMENT REVIEW AND SYSTEM IMPROVEMENT

12.1. Purpose

Continuous improvement of HSE performance of the company as a whole is an objective. Actual performance will be monitored and be compared with the requirements of the HSE-Policy and the Management Standards. Opportunities for improvement shall be identified and used as appropriate.

12.2. Expectations

1. Procedures shall be in place for auditing the HSE performance of the organisation with regards to HSE-system implementation and to identify areas for further improvement.
 - *Procedures shall cover the audit scope, frequency and methodologies, as well as the responsibilities and requirements for conducting audits and reporting results.*
 - *Audits shall be conducted with the guidance of NEN-ISO 10011:1994 or NEN-EN-ISO 19011:2001 as appropriate.*
 - *Audits shall take into consideration the results of similar previous audits.*
 - *Audits shall include health and safety audits in accordance with the OHSAS 18001 standard.*
 - *Audits shall include environmental audits in accordance with the ISO 14001 standard Audits shall include annual internal energy care audits in accordance with MJA and ISO 50001 requirements;*
 - *Compliance with legal and other requirements shall be reported in the annual Management Review.*
 - *There should be an annual programme of internal audits and external audits.*
 - *Information on the results of audits shall be provided to management.*
2. Procedures shall be in place to audit the HSE performance of main contractors and suppliers.
Procedures shall:
 - *cover significant HSE aspects and risks,*
 - *define follow-up activities as appropriate and*
 - *include an annual quantitative analysis of HSE performance of contractors and suppliers.*
3. Senior management shall annually conduct a review of the Management System and the HSE performance.
 - *Senior management includes the Managing Director, the Department Head Facility Engineering, the Department Head Operations, the Department Head Exploration and the Department Head Finance.*
 - *The results of the annual review of all reported incidents shall be used in the review.*
 - *Results of audits, both internal and external and including contractor audits shall be used in the review.*
 - *All relevant information for the review shall be made available by the HSE Manager.*
4. The Management Review will draw conclusions concerning current HSE performance and identify areas for further improvement.
 - *Conclusions shall be documented and include or take into account (i) the degree of compliance with legal and other requirements, (ii) the HSE-policy, the objectives and targets and applicable other HSE Management System elements, (iii) the commitment to continual improvement of WINZ's HSE-performance and (iv) possible changing circumstances (organisational, operational, technical or financial).*

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- *Results of the Management Review shall be made available to Wintershall AG and Gazprom.*
5. Opportunities for improvement in HSE performance as identified by audits and reviews shall be considered for inclusion in the annual HSE programme.

12.3. Applicable Procedures

Nr.	Document title	Document number
1	Procedure Management Review	HSE-12-P001.00
2	Procedure Internal and External Auditing	HSE-12-P010.00

12.4. Further References

Nr.	Document title	Document number
1	Annual HSE Programme	HSE-03-R03X.00
2	Various Audit Reports and Minutes of Meetings	
3	VCA Checklist	

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**APPENDIX A: ABBREVIATIONS**

Abbreviation	Explanation
ARBO	“Arbeidsomstandigheden” (labour conditions)
BMP	“Bedrijfsmilieuplan” (company environmental plan / CEP)
EBP	“Energiebesparingsplan” (energy conservation plan)
ERT	Emergency Response Team
ETF	Environmental and Energy Task Force
HACCP	Hazard Analysis and Critical Control Points
HAZID	Hazard Identification
HAZOP	Hazard Operability study
HMI	Hoofd Mijnbouw Installatie (= offshore installation manager)
HSE	Health, Safety and Environment
ISO	International Organization for Standardization
ISRS	International Safety Rating System
ITF	Incident Task Force
LSA	Low Specific Activity (for radioactive materials)
MS	Management System
NOGEPA	Netherlands Oil and Gas Exploration and Production Association
OHM	Operations – HSE meetings
OHSAS	Occupational Health and Safety Assessment Series
OPS	Operations meeting
PHSER	Project HSE review
PPE	Personal Protection Equipment
RI&E	Risk Identification and Evaluation
SIMOPS	Simultaneous Operations
WINZ	Wintershall Noordzee B.V.

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