

## Procedure: Contractor HSE Management (including stoplight)

This HSE document may set requirements supplemental to applicable law. However, nothing herein is intended to replace, amend, supersede or otherwise depart from any applicable law relating to the subject matter of this HSE document. In the event of any conflict or contradiction between the provisions of this HSE document and applicable law as to the implementation and governance of this HSE document, the provisions of applicable law shall prevail.

This HSE document shall be subject to formal adoption as specified in EP Standard EP2005-0140-ST [9].

### Revision information

Description
<ul style="list-style-type: none"> <li>First Issue in EP2005-0000 HSE control framework.</li> </ul>

### Objective

To work together with contractors to continually improve HSE performance by implementing HSE management controls that are appropriate for the level of HSE risk, the organisational relationship with the contractor and the capabilities of the contractor.

### Scope

All contracts awarded by or on behalf of EP Companies. This Procedure is applied in three phases. (1) Planning: assess HSE risks and the capability of contractors to manage those risks. The stoplight method is used, in which contractors are categorised into three bands – green, amber and red – according to their HSE management capabilities. (2) Execution: requires engagement protocols with contractors according to their HSE management capabilities. (3) Analyse and Improve: capture and share learning at both the contract and Supply Chain Management (SCM) category level.

### Risk domain and risk

Risk Domain	Risk(s):
HSE	Inadequate management of Contractor HSE
Reputation	Inability to maintain the Licence to Operate

### Input to activity

Input	From	IT system
Contract Holder's individual competence records	CH's Line Manager	CBD/Shell People
Contracted activity and risk information	Process requesting contracted services	-
Contractors' historical HSE performance (Shell and industry)	Shell databases Vendor databases	Fountain
Company/Shell assessments of contractors' HSE MS	e.g. Audit reports, Closeout reports	-
Contractor HSE performance feedback	HSE review process	-

### Output of activity

Output	To Activity / Doc. No	IT system
Stoplight band	HSE capability and contract management procedures	-
Contract HSE clauses	Contract	-

### Activity Responsibility Matrix

Details on HSE roles and responsibilities and related abbreviations are contained in 'EP Supply Chain Management Key Roles' [27] and EP Specification 'EP2005 HSE Roles and Responsibilities' [7].

Task definition	HSE Advisor EP/Dir/Reg /OpCo	Contract Holder (CH)	SCM/C&P staff plus GCM*/CFP* (Tasks 15-17)	Contract Owner (CO)	Tender Board (TB)	EP Company Site Rep (CSR) Contract User	Remarks/ Ref to other EP 2005-0110 documents
<b>Planning</b>							
1 Assess and analyse HSE risks	CON	EXE	CON			CON	Contract User to be consulted particularly for call-off type contracts
2 Categorise mode of contract	CON	EXE					Refer to EP2005-0110-SP-01 [2]
3 Verify CH competence		CON		EXE			If M/H HSE Risk, Refer to EP2005-0120-ST [8]
4 Select contract HSE clauses	CON	EXE	CON				
5 Identify eligible contractors	CON	EXE	CON				If contract is Mode 1/2 Low HSE Risk go to Task 10. If contract is Mode 3 remaining Tasks 6 -18 are not required.
6 Evaluate HSE capability questionnaire	EXE	CON	CON				Refer to EP2005-0110-TO-80 [4] EP2005-0110-SP-02 [3]
7 Evaluate historical HSE performance	EXE	CON	CON				
8 Evaluate the need for/execute an HSE audit/review	EXE	APP	CON				Refer to EP2005-0180-ST [10]
9 Band contractors	CON	EXE	CON				Green, Amber or Red - decreasing capability to manage HSE risks in contract
10 Define evaluation criteria and issue tender/bid or negotiate	CON	CON	EXE		APP		Define type of Contract HSE Plan to be prepared by contractors (TO-81[5] or TO-82[6])
11 Evaluate bids/offers & select contractor for award	CON	CON	EXE	CON	APP		Contractors submit draft Contract HSE Plan: how HSE risks will be managed and the HSE management capabilities of any subcontractors
<b>Execution</b>							
12 Define and approve Contract HSE Plan	CON	EXE		APP		CON	Contractor updates draft plan TO-81[5] or TO-82[6]
13 Execute pre-mob. and mob. activities		EXE	CON			CON	
14 Monitor implem. of Contract HSE Plan		EXE				CON	CSR/Contract User responsible for day to day monitoring
<b>Analyse/Improve</b>							
15 Sharing learning and good practice (contractor HSE forums)	EXE	CON	CON			CON	
16 Report to the Tender Board	EXE	CON	CON	CON	↓		
17 Steer HSE performance improvements	CON	EXE	CON	CON	↓		
18 Closeout of contract	CON	EXE	CON	↓	↓		

\* GCM: Global Category Manager  
CFP: Category Focal Point

	Execute (executing); Performing a task		Approve (Approving); Approve results
	Contribute (contributory); Contribute to a task		Receiving information
	Check (controlling); Check, verify results		

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## Planning

### Task 1: Assess and analyse HSE risks

Categorise each contract as *Low HSE Risk*, *Medium HSE Risk* or *High HSE Risk* corresponding to the highest risk inherent in the contract scope as follows:

- Identify all hazards associated with activities in the contract work scope, covering but not limited to the following:
  - Nature of the work - work methods, staffing, materials, equipment, tools to be used and associated hazards e.g. lifting, working at heights, transport, etc;
  - Nature of the product or service i.e. is the contractor required to perform an HSE critical activity (such as the design HSE-critical equipment) as opposed to a hazardous activity (such as working at height);
  - Location of the work - vicinity of shops, schools, hospitals, offices, houses; environmentally sensitive locations (beaches, coral reefs, fishing areas, etc), and associated hazards e.g. H<sub>2</sub>S, asbestos, chemicals and heat;
  - Local constraints;
  - Number of concurrent operations or contractors on site;
  - Potential consequences – environmental harm, injury, illness, asset damage, impact on local societal sensitivities, reputation with Non-Governmental Organisations (NGO) or Governments, etc.

To minimise the assessment effort and to ensure consistency assessors shall refer to the relevant hazards & environmental aspects registers of the EP Company, the EP Standard 'Hazards and Effects Management Process' (HEMP) [12] and other HSE risk assessments maintained at the SCM Category level or by industry (e.g. OGP).

- Assess the HSE risk of each hazard using the Group (YG) 'Risk Assessment Matrix' (RAM) [23, §2.1].
- Document the HSE risk assessment.

### Task 2: Categorise mode of contract

Categorise the contract as *Mode 1*, *Mode 2* or *Mode 3* using EP Specification 'HSE Contract Modes' [2]. In summary:

- Mode 1* means the contractor operates within the EP Company's HSE MS;
- Mode 2* means the contractor operates within its own HSE MS that interfaces with the EP Company HSE MS and is required to report HSE performance data including incidents to EP;
- Mode 3* means the contractor operates within its own HSE MS and has no interfaces with the EP Company HSE MS and is not required to report HSE performance data including incidents to EP. However, this does not exclude the possibility that the EP Company may wish to guide and influence HSE performance under the contract.

### Task 3: Verify Contract Holder's competence

For *Mode 1* or *Mode 2 Medium HSE Risk* or *High HSE Risk* contracts verify the Contract Holder's (CH) competence according to EP Standard 'Competence Assurance of HSE Critical Positions' [8] and their ability to execute their assigned tasks in this Procedure.

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**Task 4: Select contract HSE clauses**

Select HSE contract clauses based on:

- Output from Task 1 (HSE risks of work activities); and
- Output from Task 2 (mode of contract).

Refer to SCM/C&P staff and consult with the relevant HSE Adviser (EP/Dir/Reg/OpCo) for guidance on the formulation of activity specific clauses and technical requirements.

**Task 5: Identify eligible contractors**

Prepare a list of eligible contractors:

- List eligible contractors on the basis of historical experience or expert judgement or as directed by JV agreements or local regulation;
- *Mode 1* or *Mode 2 Medium HSE Risk* or *High HSE Risk* contracts - Eligible contractors who have not already had their HSE capability assessed and who wish to be considered shall submit the questionnaire in EP Tool 'Contractor HSE Capability Questionnaire' [4]. If a contractor has not performed work for an EP Company for more than three years a full HSE capability assessment is required;
- *Mode 1* or *Mode 2 Low HSE Risk* contracts - Eligible contractors' ability to manage the HSE risks associated with the contract work scope and their historical HSE performance shall be evaluated and deemed acceptable. However they are exempt from the HSE capability assessment (see Tasks 6 - 9); the next relevant task for them is [Task 10](#). This exemption may also be applied at the discretion of the Contract Owner (CO) to *Medium HSE Risk* contracts which are *Mode 1* and have a restricted scope of work e.g. one or two person welding job or a one week painting job using scaffolding;
- *Mode 3 (L/M/H HSE Risk)* contracts - Eligible contractors are exempt from the HSE capability assessment. The remaining Tasks 6 -18 are not required.

**Task 6: Evaluate HSE capability questionnaire**

Evaluate contractors' 'HSE Capability Questionnaire' [4] and associated supporting documents.

**Task 7: Evaluate historical HSE performance**

- Evaluate the contractors' HSE performance in previous work for EP Companies. Verify answers given in contractors' HSE capability questionnaire returns where possible, using information from previous audit reports, contract closeout reports, feedback forms, Global Category Managers (GCM) and Category Focal Points (CFP) and SCM/C&P staff.
- Evaluate the contractors' historical HSE statistics taking into account the following:
  1. The relevance of the data to the work locations and HSE risks of the activities within the contract scope.
  2. The level and quality of near-miss/unsafe condition/unsafe act reporting and other pro-active indicators being tracked and reported.
  3. Use 12 month rolling average data to avoid statistical anomalies.
  4. The severity of typical incident reportable cases [[22, App. 1](#)], total exposure hours and possible differences in

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performance between Corporate, Regional and Local contractor entities.

5. Treat internal Shell statistics as leading benchmarks, if available. External statistics may be less specific to the EP Business than internal Shell statistics.

**Task 8: Evaluate the need for/execute an HSE MS audit/review**

For contractors being considered for *Mode 2 High HSE Risk* contracts conduct an HSE MS audit/review if little recent (less than three years old) independent information held at EP/ Directorate/ Regional/OpCo level (e.g. audit reports) is available on their HSE capabilities.

It is recommended that when the contract scope is significant in terms of exposure hours or area of operations or contact with local stakeholders or impact on EP Company assets that this requirement is extended to *Mode 2 Medium HSE Risk* contracts.

The HSE MS review/audit has three main objectives:

1. To verify the completeness and degree of implementation of the contractor's HSE MS and identify where to supplement the monitoring of the contractor's work.
2. To provide the contractor with a deeper understanding of the EP Company's HSE MS requirements.
3. To verify the contractor's responses to the HSE Capability Questionnaire [4].

The HSE MS audits/reviews shall meet the following requirements:

1. Audit/review leader is nominated by the EP Company.
2. Auditor(s) meet the HSE auditor competence criteria for *Internal HSE Audits* as defined in EP Specification 'HSE Auditor Competence Criteria' [11].
3. The Terms of Reference (TOR) for the HSE MS audit/review are to be based on [4] and may use supplementary tools to assess the contractor's HSE MS such as the SIEP HSE MS Self Assessment Questionnaire (SAQ) [26].
4. Conducted on the contractor's premises/sites.
5. Findings are discussed with the contractor and agreed improvement actions should be included in the contractor's HSE MS improvement plan(s).
6. The relevant GCM/CFP with HSE Adviser support shall monitor the contractor's follow-up of the HSE MS improvement plan. If a contractor has multiple active EP Company contracts the relevant CHs shall support this monitoring along with their routine monitoring of their specific Contract HSE Plan(s).

**Task 9: Band Contractors**

Adjudicated scoring is a consolidation of the outputs from Tasks 6, 7 and 8. The output is a score based on EP Specification 'Contractor HSE Capability Points System' [3]. This is not intended to be a purely quantitative process, but one where experience is brought to bear on the contractors' responses:

1. Based on [3] the contractors are banded on adjudicated scores for each question (based on max. points = 280). They are

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categorised in red (<103 points), amber (103 – 177) or green (>or equal to 178 points) bands:

- Red denotes 'capability is below Company requirements';
  - Amber denotes 'capability conditionally meets Company requirements';
  - Green denotes 'capability unconditionally meets Company requirements'.
2. The SAQ [26] scores if available may be used to verify or guide the Contractor HSE Capability Points System [3] scoring.
  3. Inform the contractors in writing of their stoplight banding.
  4. Document the results of the capability assessment including any audit/reviews and record or reference in the relevant SCM contractor management database/system(s). Documentation shall include but not limited to:
    - Audit/review reports;
    - Responses to the HSE Capability Questionnaire [4] and the results of applying the Contractor HSE Capability Points System [3];
    - SAQ (if performed by the EP Company HSE MS Audit/Review team);
    - HSE performance data used for the capability assessment;
    - Stoplight band.
  5. Share the results of the HSE capability assessment across EP/Dir/Reg/OpCo as this will help to leverage best practice learning and reduce effort/cost in performing contractor HSE capability assessments.

**Note:** Tasks 1 - 9 can be performed at the SCM category level when establishing umbrella/frame arrangements or a list of globally approved contractors.

In such cases the GCM will act as CO and will appoint a competent CH, which may be a CFP. In the case where the GCM acts as the CH their immediate supervisor will act as the CO.

With these roles the GCM and CFP shall ensure that:

- Umbrella/frame arrangements and/or approved contractors maintained at the category level meet the requirements of the EP HSE standards (EP2005-0000 suite of HSE Controlling Documents and any HSE requirements specific to the Category/Region). The GCM/CFP shall be supported by discipline expertise at the EP/Regional level (e.g. HSE, Legal, Seismic, Wells, Projects) for the following:
  - Maintaining general and activity specific HSE clauses;
  - Performing HSE MS audits or reviews, to assess the HSE capability of key contractors being assessed and approved at the category Global or Regional level).

If a CH plans to invite bids from a contractor on such an approved list maintained by the relevant GCM/CFP, Tasks 4 - 9 do not have to be repeated for their specific contract unless the contractor has not performed work for an EP Company for more than three years.

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**Task 10: Define evaluation criteria, issue tender/bid or negotiate**

1. Red-banded contractor shall not be invited to tender/bid or enter into negotiation if amber or green-banded contractors are available on the potential bid/negotiation list. Any deviations to this rule shall be authorised by the relevant Tender Board (TB) and the justification shall be clearly documented in the TB meeting minutes.
2. Provide candidate contractors with access to the contract specific HSE requirements, including the type of Contract HSE Plan to be prepared in draft.
3. Provide candidate contractors the opportunity to assess for themselves the HSE risks of the contract scope (e.g site visits, access to EP Companies HSE risk assessments and require them as part of their submission to document how they will manage the specific HSE risks of the contract as part of their draft Contract HSE Plan.
4. Bid evaluation models shall make provision for additional resources (e.g. supervision, training, equipment), which in the opinion of the CH are required for red and amber banded contractors to meet the HSE requirements of the contract.
5. Bid evaluation models which are based on points/weightings for the different evaluation aspects (e.g. commercial, technical, HSE) then the HSE element shall have a total contribution as follows:
  - *High HSE Risk* contracts: Not less than 30%;
  - *Medium HSE Risk* contracts: Not less then 15%;
  - *Low HSE Risk* contracts: Not less than 5%.

Deviations from these percentages shall be authorised by the relevant TB and the justification shall be clearly documented in the TB meeting minutes.

**Task 11: Evaluate bids/offers & select contractor for award**

Make the selection based on consolidation of commercial, technical, HSE and local aspects in line with [25] with the condition that a contract shall not be awarded to a red-banded contractor if an amber or green-banded contractor is available on the short list. Any deviations to this rule shall be authorised by the relevant TB and the justification shall be clearly documented in the TB meeting minutes.

**Execution**  
(not required for  
*Mode 3* contracts)

**Task 12: Define and approve Contract HSE Plan**

The contractor, in conjunction with the CH, prepares a documented Contract HSE Plan before contracted work is started:

- For *Mode 1* contracts the plan is owned by the CH with input from the contractor and approved by the CO;
- For *Mode 2* contracts the plan is owned by the contractor with input from the CH/CSR/HSE Adviser and approved by the CO;
- This HSE Plan shall document the level of HSE risk in the contract scope (including work in subcontractor yards and workshops if they are *Mode 1/2* activities) and document the interface arrangements for HSE management between parties (e.g. contractor, subcontractors and EP Company) to ensure that responsibilities for maintaining HSE controls are complete and understood;
- The plan shall indicate those pre-start-up activities, which must be complete before contracted work may start, including

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communicating the requirements of the Contract HSE Plan to the relevant responsible parties;

- The plan shall list conditions and circumstances that could change the HSE risk profile of the contract scope i.e. updating the HSE risk assessment from *Low HSE Risk* to *Medium/High HSE Risk*.

Specific requirements for HSE Plans depend on the contract mode and contract HSE risk as follows:

1. *Mode 2 Medium HSE Risk* or *Mode 2 High HSE Risk* contracts: Document the HSE hazard/risk control requirements in a Contract HSE Plan which provides a demonstration that the HSE risks of the contract hazards and effects are identified and reduced to as low as reasonably practicable (ALARP) in accordance with [12] and EP Tool 'HSE Plan Checklist for Major contracts' [5] and the following:
  - Identify subcontractors and categorises their HSE contract mode as *Mode 1*, *Mode 2* or *Mode 3* [2];
  - Make reference to the relevant HSE MS or HSE Case(s) or EP Company project HSE Plan(s) to avoid unnecessary duplication;
  - Include HSE improvement targets;
  - Include a periodic review (at least quarterly for red-banded contractors) of HSE improvement progress and performance against Contract HSE Plan;
  - Include on-site HSE supervision by EP Company for red-banded contractors. The CO shall approve deviations to this rule.
2. *Mode 1 (L/M/H HSE Risk)* or *Mode 2 Low HSE Risk* contracts: Document the HSE hazard and risk control requirements in a Contract HSE Plan using EP Tool 'Contract HSE Plan Checklist and Proforma for Small Contracts' [6].

### Task 13: Execute pre-mobilisation and mobilisation activities

1. The pre-start-up activities defined in the Contract HSE Plan shall be verified complete prior to commencement of work.

The issues covered by this step include:

- Consortium partnership issues (cooperation of a leading contractor with one or more other specialised contractors);
- Actions to be completed prior to mobilisation;
- Number and competence of HSE professionals;
- The matrix below defines activities required during pre-mobilisation, and mobilisation:

<b>Activity</b>	<b>Mode 1/Mode 2</b>
Authorisation to start mobilisation/work	Yes
Kick-off meeting	Yes
Pre-mob/job inspections, <i>Medium HSE Risk</i> and <i>High HSE Risk</i> contracts	Yes
Pre-mob/job inspections, <i>Low HSE Risk</i> contracts	Dependent upon size/complexity of contract
Start-up Audits for <i>Medium</i> and <i>High HSE Risk</i> work	Dependent upon size/complexity of contract
Early testing of contingency planning	Yes



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2. Hold a kick-off meeting to verify that the contractor's workforce and supervisors are aware of the relevant parts of the Contract HSE Plan including but not limited to:
  - Promoting the EP Companies commitment to HSE and that health and safety takes priority over other contract objectives, KPIs and requirements;
  - Site hazards of the operation detailed in the scope of work;
  - Familiar with:
    - HSE working procedures;
    - Rules and regulations;
    - Alarms and signals;
    - Emergency communications and procedures.

The meeting may be structured as an HSE workshop, with participation by both EP Company and contractor management.

3. Conduct pre-mobilisation/job inspection(s), using the relevant parts of the Contract HSE Plan as a TOR.  
Conduct specialist review(s) (e.g. Shell Aircraft International air operations reviews or STASCO vessel inspections) prior to mobilisation.
4. Authorise the contractor to start mobilisation/work.
5. Conduct HSE start-up audits as required:
  - For *Mode 1* contracts, the need for an audit shall depend upon the size and complexity of the contract;
  - For *Mode 2* contracts it is recommended to conduct an HSE start-up audit in accordance with the relevant parts of the EP Standard 'HSE Auditing' [10] if such contracts are:
    - *High HSE Risk*; or
    - *Medium HSE Risk*, which are complex operations or managed by contractors new to EP Directorate/Region.
6. Ensure inspection and audit findings are followed-up, closed and subject to the following:
  - Serious/High findings [23, §5]:  
Contractor or the EP Company shall take corrective actions before the relevant parts of the work can commence;
  - Medium/Low findings [23, §5]:  
Contractor or the EP Company shall take corrective action but this may be allowed to take place in parallel with initiating the execution phase.

Further guidance on Steps 1 to 3 above can be found in §6.1, 6.2 and 6.3 of the OGP HSE Management – 'Guidelines for working together in a contract environment' [24].

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**Task 14: Monitor implementation of the Contract HSE Plan and steer performance improvement during the contract**

The CH/CSR/Contract User to be visible in promoting the EP Companies commitment to HSE (e.g. attending HSE talks and meetings and regularly re-enforcing that health and safety take priority over other contract objectives).

The CSR/Contract User shall assist the CH in monitoring the day-to-day implementation of the Contract HSE Plan including closeout of agreed actions, HSE performance, and any changes in the HSE risk profile of the current and future activities within the contract scope:

1. For *Mode 1* contracts: The CH/CSR/Contract User supervises the contractor and is directly responsible for the effective implementation of the Contract HSE Plan.
2. For *Mode 2* Contracts: The CH/CSR/Contract User is responsible to verify and monitor the contractor.
3. For both *Mode 1* and *Mode 2* contracts: The CSR/Contract User verifies the agreed handover procedures are implemented for crew changes.

Demonstrate that the HSE MSs of contractors (including subcontractors) are subject to continuous improvement in the course of project execution, which shall include, if applicable, monitoring the contractor's follow-up of actions agreed at the SCM category level.

**Analyse/Improve**  
(not required for *Mode 3* contracts)

**Task 15: Sharing learning and good practice (contractor HSE forums)**

Hold periodic forum sessions for contractors, grouped by SCM Category or by project, which are executing *Medium HSE Risk* or *High HSE Risk* contracts in order to:

- Share learning and best practices;
- Address contractor interface issues;
- Conduct HSE performance self-assessments.

**Task 16: Report to the Tender Board**

The HSE Adviser in collaboration between SCM/C&P staff and CH, review quarterly with the Tender Board or equivalent the stoplight bands of contractors involved in *Medium / High HSE Risk* contracts. Use these reviews to discuss issues and strategies and obtain guidance from senior management, and to obtain benchmarks from SCM databases.

**Task 17: Steer HSE performance improvements**

The CH steers HSE performance improvement during the contract, while the HSE Adviser annually updates and reviews with the CH/CO and GCM/CFP the stoplight bands of the current portfolio of contractors in order to recognise and improve performance. For example, performance improvement can be recognised by a special letter, sustained good performance by a plaque, etc.

If a contractor has not performed work for an EP Company for more than three years a full HSE capability assessment shall be repeated (i.e. Tasks 1 - 9 of this Procedure) relevant to the contract(s) scope(s) for which they are being assessed.

*Note:* This step shall also be repeated at the EP level for those international contractors who work in several EP contract categories

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and for those international contractors working in a single EP contract category (e.g. geophysical acquisition, drilling rigs).

**Task 18: Closeout of contract**

1. For *Medium HSE Risk* and *High HSE Risk* contracts prepare a documented report of the HSE performance throughout the project, including lessons learnt. The report should be followed up with face-to-face review meetings with the Contractor Representative who shall agree/sign-off on the report, noting those aspects not agreed.

Enter this final closeout report into the relevant contractor databases.

2. For *Low HSE Risk*, *Medium HSE* and *High HSE Risk* contracts enter the HSE performance data into the relevant contractor databases.

**Records**

For the different stages in the SCM process, minimum HSE record keeping shall include the following:

Record/Document	Owner/Custodian	IT system
<b>Planning:</b>		
Contract scope risk assessment records	CO	-
Contractor HSE performance feedback	HSE	Fountain
HSE Capability Questionnaires [4] and associated documents	SCM	-
Activity HSE risk assessment record	CO	-
Categorisation (stoplight) record	SCM	-
<b>Execution</b>		
Original contracts and contract management plans Incl. Contract HSE Plan	SCM	-
Reports on contractor HSE performance	CO	-
Minutes of meeting with contractor	CH	-
<b>Analyse/Improve</b>		
HSE performance records	HSE	Fountain
Content of contractor databases	SCM	e.g. FPAL

Records shall be retained for at least three years after the expiration date.

**Related controlling documents**

No.	Title	Reference
[1]	EP Standard 'Contractor HSE Management'	<a href="#">EP2005-0110-ST</a>
[2]	EP Specification 'HSE Contract Modes'	<a href="#">EP2005-0110-SP-01</a>
[3]	EP Specification 'Contractor HSE Capability Points System'	<a href="#">EP2005-0110-SP-02</a>
[4]	EP Tool 'Contractor HSE Capability Questionnaire'	<a href="#">EP2005-0110-TO-80</a>
[5]	EP Tool 'HSE Plan Checklist for Major Contracts'	<a href="#">EP2005-0110-TO-81</a>
[6]	EP Tool 'HSE Plan Checklist for Small Contracts'	<a href="#">EP2005-0110-TO-82</a>
[7]	EP Specification 'EP2005 HSE Roles and Responsibilities'	<a href="#">EP2005-0103-SP-01</a>
[8]	EP Standard 'Competence Assurance of HSE Critical Positions'	<a href="#">EP2005-0120-ST</a>
[9]	EP Standard 'HSE Control Documentation Management'	<a href="#">EP2005-0140-ST</a>
[10]	EP Standard 'HSE Auditing'	<a href="#">EP2005-0180-ST</a>
[11]	EP Specification 'HSE Auditor Competence Criteria'	<a href="#">EP2005-0180-SP-03</a>
[12]	EP Standard 'Hazards and Effects Management Process'	<a href="#">EP2005-0300-ST</a>

**Other references**

No.	Title	Reference
[21]	C&P Model contract clauses	<a href="#">SWW</a>
[22]	Group (YG) <sup>1</sup> 'Incident Classification, Investigation and Reporting'; February 2002	<a href="#">SWW</a>
[23]	Group (YG) <sup>1</sup> 'Risk Assessment Matrix' (RAM); 1999	<a href="#">SWW</a>
[24]	OGP HSE management – 'Guideline for working together in a contract environment'; Report No. 6.64/291; September 1999	<a href="#">WWW</a>
[25]	EP Business Model Process.13 'Manage Supply Chain – Global Category Management' (EPBM v4).	<a href="#">SWW</a>
[26]	SIEP HSE MS Self Assessment Questionnaire	<a href="#">SWW</a>
[27]	EP Supply Chain Management Key Roles; Version 5, June 2003	<a href="#">SWW</a>

<sup>1</sup> Group Yellow Guide, issued by the Health, Safety and Environment Advisers Panel