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# Conference Programme



22nd Feb Sunday	23rd February		24th February		25th February		26th Feb Thursday
	Day 1-Monday		Day 2-Tuesday		Day 3-Wednesday		
	0800 - 0830 Registration	Exhibition Inauguration & Official Opening	0800 - 0830 Registration	Exhibition Opening Day 2	0800 - 0830 Registration	Exhibition Opening Day 3	
Pre-Conference Workshop	0830 - 0845 Chairman's Opening	P A R A L L E L  E X H I B I T I O N	0830 - 0845 Chairman's Opening	P A R A L L E L  E X H I B I T I O N	0830 - 0845 Chairman's Opening	P A R A L L E L  E X H I B I T I O N	
	0845 - 0945 Keynote Address		0845 - 0945 Keynote Address		0845 - 0945 Keynote Address		
	0945 - 1045 Panel Discussion 1 CEO's Leadership Panel		0945 - 1045 Panel Discussion 3 Challenges of Managing HSE Management Systems in MENA Region		0945 - 1045 Panel Discussion 5 Developing High Reliability Organisations		
	1045 - 1115 Coffee/Tea Break		1045 - 1115 Coffee/Tea Break		1045 - 1115 Coffee/Tea Break		
	1115 - 1245 Technical Sessions 1 Leadership & Governance		1115 - 1245 Technical Sessions 3 Process Safety Management		1115 - 1245 Technical Sessions 5 Competency Development in HSE		
	1115 - 1245 Technical Sessions 1A Environmental Stewardship		1115 - 1245 Technical Sessions 3A Occupational Health		1115 - 1245 Technical Sessions 5A Operational Excellence		
	1245 - 1400 Lunch and Prayer Break		1245 - 1400 Lunch and Prayer Break		1245 - 1400 Lunch and Prayer Break		
	1400 - 1530 Technical Sessions 2 Leading from the top		1400 - 1530 Technical Sessions 4 HSE in Learning Organisations		1400 - 1530 Technical Sessions 6 Measuring HSE Performance		
	1400 - 1530 Technical Sessions 2A Sustainability		1400 - 1530 Technical Sessions 4A ERR & BCP		1400 - 1530 Technical Sessions 6A Environmental Case Studies		
	1530 - 1550 Coffee/Tea Break		1530 - 1550 Coffee/Tea Break		1530 - 1550 Coffee/Tea Break		
1550 - 1650 Panel Discussion 2 HSE Leadership Development	1550 - 1650 Panel Discussion 4 Impact of Attracting Retention and Competency Development	1550 - 1650 Panel Discussion 6 Future of HSE Management Systems in the MENA Region					
End of Day 1	End of Day 2	Valedictory Session					



## Foreword



At the outset of this report, the conference technical committee would like to thank the speakers who have featured in the second edition of this Global HSE Conference. This event which spanned over three days and engaged more than 90 regional and international speakers, facilitators and panelists focused on “Driving Change, Creating Value” in HSE excellence and management.

The conference was poised to deliver on a varied number of topics and subjects that involved critical and current issues relating to HSE management globally and regionally. Throughout the conference, two dedicated technically proficient scribes Eng. Ismail Ahmed and Eng. Alia Mubarak Busamra captured the proceedings and have helped prepare this report which captured the major salient learning points and panel discussion items proficiently and effectively. The technical committee very much appreciates the hard work they have both put in to making this report so comprehensive.

This report contains very significant information that can be used as a reference and although some conclusions are drawn towards the end of the report, the synopsis from every keynote, presentation and panel should be reviewed by readers as there is much though leadership in EHS that has been shared throughout the three days.

The event was very engaging and whilst nothing can replace actually attending the event, the conference technical committee, the organising committee and event management team insisting on creating this valuable document for practitioners and leaders alike to have an opportunity to access and use as a reference in shared learning in their own organisations and circles of influence.

We hope you enjoy reading through this report and hope that it will have some use and will be shared throughout organisations to help improve the standards of EHS globally.

Regards

**Waddah S. Ghanem Al Hashmi**

B.Eng (Hons), DipSM, DipEM, MSc, MBA, FEI, AFICHEM E  
Chairman, Conference Technical Committee



## Preface

Health, Safety and Environment Governance is an important and integral discipline that responds to the need of providing a healthy and safe working environment to the industrial workforce. As markets like Middle East and North Africa become the front runners in leading the global economic growth and recovery, organisations across the globe are balancing the need to build safe and sustainable businesses. Health, Safety, Environment and Sustainability has become the most assessed parameter for successful execution of projects across industries.

The inaugural edition of Global HSE Conference and Exhibition took place on 26-27, September 2013 at Taj Palace, New Delhi, India and was flagged off in a great fashion to a complete new market and target audience, with a total of around 1000 professionals attending the flagship event for the health and safety industry. In 2013 Global HSE Conference created its reputation as the only Health and Safety event in this part of the world, which was held in association with Oil Industry Safety Directorate (OISD), Oil and Natural Gas Corporation (ONGC), Oil India Limited, IOSH and this prestigious event was organized by Cairn India.

Building on the overwhelming success of the 2013 event in New Delhi, India, the second edition of Global HSE was launched in Dubai, UAE for 3 days from 23-25 February 2015. The conference combined first-rate technical content with high-level networking within this fascinating and critical area of major industries. This year, the theme of the conference was Driving Change, Creating Value. Leaders and HSE professionals were invited for knowledge sharing, high level learning and networking. Experts from the global industry, government, and academia attended the forum to share insights and best practices.

The first day of the conference focused mainly on leadership, stewardship, governance and oversight. The second day looked at systems, process safety and business continuity and learning organizations. In the third day, the conference looked more towards developing High Reliability Organizations (HROs), competency assurance, case studies and the future outlook to HSE in the MENA region.

The Global HSE Conference and Exhibition was endorsed by the UAE Society of Engineers, the American Society of Safety Engineers (ASSE), the Energy Institute (EI) in the UK, the Institute of Occupational Safety and Health (IOSH) and the National Examination Board for Occupational Safety and Health (NEBOSH), The National Safety Council in the US, the American Institute of Chemical Engineers (AIChE), The Institution of Chemical Engineers (IChemE) in the UK and the Center for Chemical Process Safety (CCPS) in the US. In fact no other global conference has seen endorsement from this number of supporting professional organizations.

The purpose of this report is to highlight the major issues discussed during the conference and learning taken away by the professionals. The report highlights various discussions, questions answers and the technical presentations woven around the various topics taken up during the conference.

The conference was organized over a period of three days. The agenda of the conference included keynote addresses; panel discussions and technical presentations followed by brief technical questions and answers to make it interactive event. The enthusiasm of the participants and speakers have added extra flavor to the technical presentations. The agenda of the three days was as follows.



## Day 1: Monday, 23rd February 2015

- **Chairman's Opening**
- **Keynote Address Session from Top Organizational Leaders**

### **Panel Discussion 1: CEO's Leadership Panel**

This opening panel brought together a gathering of some of the region's most important CEOs sharing their insights and experience on the matters relating to bringing to the front the HSE agenda. Experts and practitioners in their own right in corporate governance, leadership and stewardship matters, this panel of high caliber CEOs is only befitting to an HSE conference of this magnitude in the region.

### **Technical Session 1: Leadership and Governance**

In this opening technical session senior HSE leaders from the industry and the regulatory bodies presented short yet comprehensive perspectives on the role of HSE regulation and how the leadership, governance and stewardship from industry leaders is creating that much needed change in all the major high hazard industries. This session aimed at highlighting the role of the regulator and regulations in shaping HSE leadership and governance in future.

### **Technical Session 1A: Environmental Stewardship**

In this opening technical session senior leaders from the industry addressed the importance and significance of environmental sustainability and stewardship. The speakers presented perspectives from their organization's outlook about the critical importance of leading, influencing and being stewards to create that sustained environmental change in the industry in the years to come.

### **Technical Session 2: Leading from the Top**

In this session business leaders who have been involved in safety and HSE transformations within their organizations presented on their experience and insights. This session was a cross industry session with inputs from oil and gas, manufacturing and aviation.

### **Technical Session 2A: Sustainability**

The significance of sustainability and sustainability reporting in organizations addressing the triple bottom line and the role of voluntary reporting were all topics that have been addressed in this session. Matters that relate to the environment, social accountability and economic development are topics addressed in the presentations.

### **Panel Discussion 2: HSE Leadership Development**

This panel was dedicated to discussing the role of leadership development globally in general and specifically in the MENA region. Addressing the challenges that businesses face today and the development of the leadership of the future were addressed from many different perspectives of regulators, business leaders, HSE leadership specialists and senior practitioners.





## Day 2: Tuesday, 24th February 2015

- **Chairman's Opening**
- **Keynote Address Session**

### **Panel Discussion 3: Challenges of Managing HSE Management Systems in MENA Region**

This session brought an important discussion on the challenges in managing and implementing HSE management systems in the region. This session addressed integration of systems, combining elements, the growing role for operational excellence and had brought in perspectives from some of the regions key HSE directors and senior managers.

### **Technical Session 3: Process Safety Management**

This session was a technical session which was very much focused on process safety management from a system framework, management system development and implementation perspective.

### **Technical Session 3A: Occupational Health**

This session addressed one of the growing critical areas of HSE and occupational health. This session addressed the role of prevention, assessment, management and control of occupational injuries and illnesses.

### **Technical Session 4: HSE in Learning Organizations**

One of the core elements of high reliability organizations is becoming a learning organization. Organizations learn in different ways, at different levels and at different rates. This session addressed the different types of organizational learning by renowned specialists who addressed this subject from different perspectives.

### **Technical Session 4A: Emergency Response and Business Continuity Plan (BCP)**

The role of creating effective enterprise risk management registers, planning for crisis and emergency situation scenarios, preparing response plans and business continuity plans has become one of the most important and significant requirements in organizations today. This session brought some of the globally renowned names in emergency response plan (ERP), CMP and BCPs to present on their experience and knowledge in these areas.

### **Panel Discussion 4: Impact of Attracting Retention and Competency Development in HSE**

A real critical challenge in industry globally and which has a different impact on HSE and safety is having and maintaining a competent workforce. As most accidents are caused by human error, developing a competent workforce has become one of the top priorities for HSE strategies across the industry. This panel brought a variety of experts in this area to debate on this critical subject.





## Day 3: Wednesday, 25th February 2015

- **Chairman's Opening**
- **Keynote Address Session**

### **Panel Discussion 5: Developing High Reliability Originations (HROs)**

Moving towards the future recent research indicates that most high risk organizations need to strive to become high reliability organizations. This session brought many experts from the region to debate this very subject. Is industry moving towards this target and are they doing so fast enough?

### **Technical Session 5: Competency Development in HSE**

Developing a competent HSE specialist workforce is critical for HSE performance. This session brought some of the regions experts to address competency development in HSE practitioners.

### **Technical Session 5A: Operational Excellence**

Integrating mechanical and asset integrity with HSEQ and leadership is not an easy equation. This session addressed operational excellence (OE) from some of the global and regional OE specialists and experts.

### **Technical Session 6: Measuring HSE Performance**

Measuring HSE performance is integral to managing HSE performance. This session brought perspectives from different organizations to share their way and approach to measuring and quantitatively managing their HSE.

### **Technical Session 6A: Environmental Case Studies**

Managing the environmental issues is very important and is becoming more and more important as industrial and urban developments continue to get closer to one another. The environmental awareness has grown significantly in the past few decades. This session highlighted all these aspects.

### **Panel Discussion 6: Future of HSE Management Systems in the MENA Region**

This closing panel brought together the 5 technical conference advisory committee members to discuss their insights into the development of HSE in the future in the MENA region. This closing panel also allowed for a review of some of the key points raised over the three days conference by all the speakers and facilitators.



## Steering Committee Members



### **Waddah Shihab Ghanem Al Hashmi**

Chief EHSQ Compliance Officer  
Group Environment, Health & Safety, Quality Compliance Director  
Emirates National Oil Company, Dubai, United Arab Emirates

Waddah has extensive experience in the areas of environmental management systems and pollution control; Fire and safety compliance and design reviews; occupational health management systems development and administration; EHS Management Systems Auditing; Job Safety Task Analysis; TQM; Energy and Resource Management and other HSE. He was educated in the United Kingdom and received an MSc. For the University of the UAE. He holds an MBA from the University of Bradford, School of Management and his doctoral research has focused on HSE Leadership and Governance. He is a Fellow of the EI, UK and an Associate Fellow of the IChemE, UK.



### **Ahmed Khalil**

Manager Environment, Health & Safety, Bahrain Petroleum Company  
B.Sc, Kingdom of Bahrain

Ahmed is the Manager of HSE Department for the Bahrain Petroleum Company (BAPCO) and has over 32 years of process safety and fire prevention experience in the oil refining industry. He was educated in the United Kingdom and received an MSc. Ahmed has been involved in developing the PSM and the OE Management system in BAPCO, has extensive field experience and is a representative on many different committees and task forces.



### **Hari Kumar**

Director HSEQ & Security, Cairn India Ltd., India

Hari has served the Oil & Gas industry both in India and abroad for the last 30 years in various functions including Process, Operations, Quality, HSE and Business Process Re-engineering. He has worked for several top class organizations such as Madras Refineries Ltd, Indian Oil Corporation, the Emirates Petroleum Products Company (EPPCO) etc. He holds a BSc in Engineering and an MSc in Environmental Engineering.



## Steering Committee Members



### **Abdulla Marzooqi**

Senior Vice President HSE & Risk Management  
Abu Dhabi Company for Onshore Oil Operations,  
Abu Dhabi, United Arab Emirates

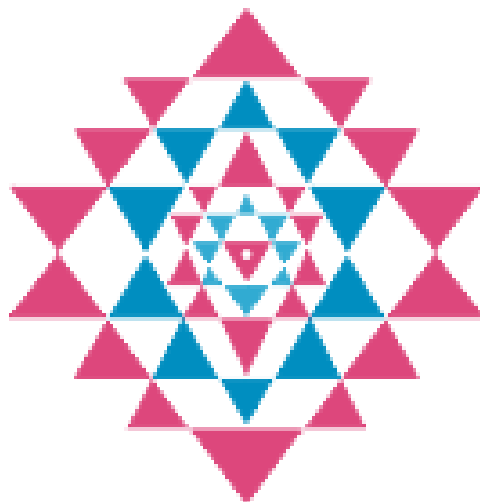
Abdulla has over 35 years of experience in the areas of Oil Production Operation, Gas Processing, Drilling, Projects, Business Planning & Support and HSE & Risk Management. He is graduated from Boston University with a Bachelor of Science degree in Electronic Engineering and Management in Production and Operations. He is considered as one of the Authorities in the region with respect to HSE management.

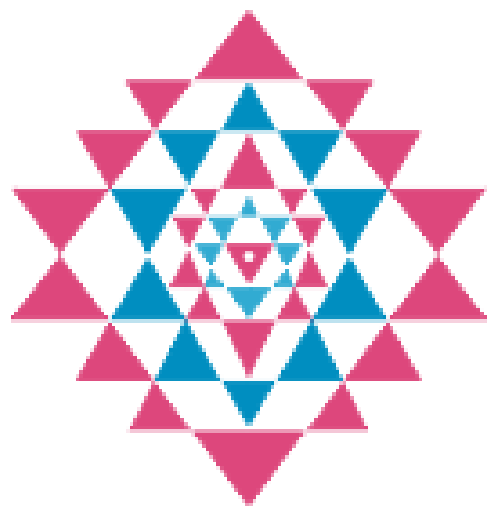


### **Ahmed Al Menhali**

Managing Director  
Emirates ERM

Ahmed has been working in HSE for over thirty five years in an offshore environment. As HSE Manager for ADMAOPCO between 1989 and 2002, numerous HSE initiatives were achieved including development of HSE Management Systems, Introduction of Risk Management. Ahmed is a graduate with an MSc in risk management from the University of Aston, UK. He has more than 40 years of very diverse experience.

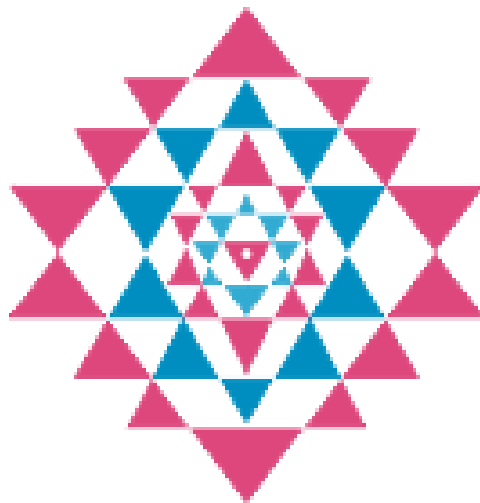




# Day 1

Monday, 23rd February 2015

<b>Chairman Opening .....</b>	<b>14</b>
• Waddah Ghanem Al Hashemi, Executive Director – EHSQ & Corporate Affairs, ENOC, Dubai, UAE	
<b>Keynote Address .....</b>	<b>14</b>
<b>Panel Discussion 1 .....</b>	<b>19</b>
<b>Technical Session 1 .....</b>	<b>21</b>
<b>Technical Session 1A.....</b>	<b>22</b>
<b>Technical Session 2 .....</b>	<b>24</b>
<b>Technical Session 2A.....</b>	<b>24</b>
<b>Panel Discussion 2 .....</b>	<b>27</b>





## Chairman’s Opening Address

### Waddah Ghanem Al Hashemi

Executive Director – EHSQ & Corporate Affairs, ENOC, Dubai, UAE

Mr. Waddah Ghanem mentioned in his speech that operations nowadays are becoming more complex and oil price is dropping. Organisations need to sustain their businesses. Leading HSE across the organisation starts from top. Complexity of operations and fall in oil prices will have huge impacts on sustaining HSE leadership. Every organisation desires safe operations, but the challenge is to translate this desire into action. Written rules, standards and procedures while important and necessary, are not enough. Organisations must develop a culture in which the value of HSE is embedded in every level of the workforce. He stated that a culture of HSE starts with leadership, because leadership drives culture and culture drives behaviour. Leaders influence culture by setting expectations, building structure, teaching others and demonstrating stewardship. A commitment to safety and operational integrity begins with management. But management alone can not drive the entire culture. For a culture of HSE to flourish, it must be embedded throughout the organisation. Driving change in HSE culture in an organisation is no doubt important and investment will be required to achieve this change.



## Keynote Address

### H.E. Sheikh Mohammed Al Khalifa

CEO – BANA GAS, Kingdom of Bahain

H.E. Sheikh Mohammed Al Khalifa highlighted that HSE Excellence should be a high level strategic and corporate objective. Developing clear policy and mission on safety is important in order to continuously build and reinforce a culture of safety from the very top. Defining objectives is required in order to improve processes concerning HSE and quality. Employees should be considered the most valuable asset and they need to be proactive, trained, fit, alert and work safely. Leaders of organisations need to drive change and believe in all employees to dedicate work towards best practices in HSE processes and management system. He emphasized on the importance of creating competencies and diligence and sharing the same with profes-

sional organisations, people and consultants. He indicated that a positive and visible leadership in safety at site should be demonstrated in order to be a role model. He also stressed on the point that aspects of health and safety need to be effectively communicated internally and externally to all employees and their families to create a culture of working as a family. He also mentioned that in order to build a right safety culture, the organisation needs to empower safety personnel, develop effective management leadership in safety, maintain comprehensive HSE management system aligned to international standards, invest in HSE, plant reliability and target for operational excellence and actively monitor HSE performance.



## Abdul Naseer Al Mughairbi

SVP – GASCO, Abu Dhabi, UAE

Mr. Al Mughairbi started his speech by explaining the concept of process safety and indicating that its not new, though it appears to be. He elucidated that process safety is a culture shift. It is one of the main elements to operate which organisations must follow rigidly. He stated that process safety incidents occur everyday and they will continue to happen as long as organisations do not implement process safety effectively. Process safety requires knowledge and understanding of the process. Organisations need to move away from process safety being seen as a specialist subject. A mindset should be changed from the very top of organisations, starting with the Boardrooms. Organisations need leaders who know what they don't know (known, unknowns) who are willing to

learn to improve & innovate. High performing organizations don't just do HSE, they believe in it. Process safety is not and never will be a quick fix. It is a state of mind and a continual improvement. Process Safety is different than personnel safety and both of them are important. He stressed on the importance of reporting all types of incidents and learn from major and minor incidents. Process safety should be reflected in organization's procedures, work instructions, maintenance, operations, etc. In order to improve the overall HSE performance, HSE measures and KPIs need to be set. Mr. Al Mughairbi ended his speech by encouraging all to make this conference the point from which each one can go back into his organisation and create "unease".



## Darwish Al Qubaisi

Director – Shared & Technical Directorate, ADNOC, Abu Dhabi, UAE

Mr. Al Qubaisi explained that the drop in oil prices has led to slowdown in business and cost cutting. However, he emphasized that while such measures are taken to control cost, HSE cannot be jeopardised particularly in an environment where contractors are on board and that can have a heavy impact on the organisation related to HSE incidents (financially and image). He also highlighted the challenges faced in marine sector especially in terms of contractors and the importance of focusing on HSE performance. He stressed on the point that organizations need to believe in safety and it should not be shelved.







## Hafedh Al Qassab

General Manager – Refining, BAPCO, Kingdom of Bahrain

Mr. Al Qassab enlightened the audience on how technology can help improving overall HSE performance giving a case study of dashboard implementation in BAPCO. He highlighted the importance of process safety and stated that if organisations operate it wrong then their license will no longer be valid. He also mentioned that process safety and personnel safety should be integrated and improved based on identified gaps and corrective actions need to be taken. This will require change in organisations mindset to a knowing aspect.

Mr. Al Qassab mentioned that amount of information available are immense to improve personnel and process safety but organisations need to know how to utilise them. Incidents are good indicators to know where things need to get right. He also said that process safety philosophy and concept need to be shared with the contractors. They need to be trained to be part of the same journey. Employees need to be equipped with appropriate knowledge.

He stressed on the point that technology plays a vital role in improving personnel and process safety such as dashboards. Dashboard is a window with 17 database within BAPCO and

provides real time accurate data to everybody and has access to it. The concept behind the dashboard is that the more eyes which means more people looking at it, it will help the organisation to identify gaps and trace them quickly to provide improvement. More details about each aspect can be further obtained from each window. The dashboard uses traffic light system (red, yellow and green) to identify which performance indicators are from areas of concern and the General Manager can have discussion with the leadership team especially the ones in red which highlight high risk. The dashboard has been built to highlight the key issues. These key issues will be assigned to the team to come up with kind of improvement possible.

Mr. Al Qassab ended his speech by stressing on the fact that visibility of data is needed to check the performance of HSE and organisations need to invest in new technologies such as dashboard and returns are massive for best business performance and process safety. Technologies are their to mitigate the risks and improve the quality of the data and going through this process will improve the organisation.





## Nabil Al Alawi

CEO, AL Mansoori, Abu Dhabi, UAE

At the outset of Mr. Alawi's speech, he stated that he is going to share with the audience his 50 years experience in oil and gas and observations on how safety has evolved. He has divided his 50 years journey into two parts, the first 25 years is his journey without safety, and the second part is with managed safety. He stated that people nowadays joining this industry are lucky as they have tremendous processes, systems, trainings and safety programs where they are guided and aware of the dangers surrounding them.

He mentioned that as a CEO of Al Mansoori Group he realized that he is responsible of his own people employed under his organisation as it is a very dangerous business. Therefore, he has digged on specific training to provide his employees to raise their awareness and competency level. The first contract he signed indicated that the CEO and owner of the company is responsible to provide a proper safety workforce with "good oil field

practice". He stopped at this point and asked what does good oil field practice means? So the definition of good oil field practice may vary from business to business. Therefore, realizing that if organisations don't look at safety seriously, as owning it, as sharing the knowledge, safety will not be successful and not safe enough. Therefore, a clear definition of good oil field practice needs to be provided and agreed upon by all industries. Safety starts with understanding safety and the working environment. Safety is an important part of how organisations run the business.

He mentioned that Al Mansoori "Resort" is a reflection of how his organisation treat and consider employees important and provide them with proper living and recreational facilities environment to perform well. He ended up saying that safety today is more serious than safety yesterday. Safety should be an important element in organisations, if you do not see safety in your journey then you are lost.



## Saif Al Falasi

CEO, ENOC, Dubai, UAE

Mr. Saif Al Falasi addressed the importance of safety and stressed on doing safety right and do not cheat in it and if one tries to cut corner in safety then for sure accidents will happen. He gave a brief overview about ENOC Group and its operations. He mentioned that most incidents are caused by failures in design, engineering processes and construction, weakness in EHS management systems and EHS standards implementation, lack in personnel knowledge, competence and behaviour along with EHS leadership. He indicated that organizations always pay attention to major accidents caused by engineering processes and construction and forget about minor incidents. He cited that organisations need to understand that all minor and major incidents, including near misses have a significant potential to be the cause of major accident events if not controlled from the beginning. He mentioned that in order to reduce the rate of accidents and improve the the EHS culture within such complex group, an EHS leadership culture need to be built up. He said that in ENOC the leadership development journey took place in 6 stages, in which one of these stages was development of ENOC EHS leadership guide which covers the 18 EHS principles elements. The EHS leadership



initiatives and programs implemented in ENOC consisted of workshops, talks from industry leaders, coaching, 360 degree feedback process and development of EHS model.

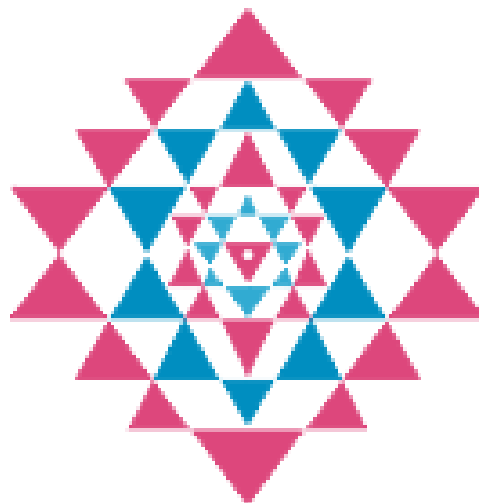
Mr. Al Falasi concluded his speech by highlighting that EHS starts at the top and therefore, managers and directors are expected to drive this change. Leaders must understand their direct responsibilities and accountabilities for EHS. EHS and safety should be an integral part of organization's operations. He added strong management systems and competent EHS specialists are required to support all the organizations' leaders.



### **Amit Gupta**

CEO for Hydrocarbons , Essar Projects, India

Mr. Gupta indicated that each one of us is responsible for safety and it starts from all of us. In any projects there are three angles to the triangle which are consultants, owners and contractors. Essar Projects being an EPC company, HSE is taken very seriously and it starts from the leadership team. HSE is a value which has been inculcated in the Essar team from leadership to grassroot level. However, when construction work goes on, behaviour of manpower and individual personnel is very important that takes safety into consideration in such type of industry. Therefore, behaviour based safety programs are very important. Mr. Gupta highlighted some achievements of Essar projects examples from the last few years, fatality rates has been zero, loss time frequency rate is 0.01 against construction industry norms of 0.3.





# Panel Discussion 1



## Theme: CEO's Leadership Panel

**Moderator : Abdulla Al Marzooqi**

Senior Vice President – HSE & Risk Management,  
ADCO, Abu Dhabi, UAE

### Panelists

- 1). H.E. Shiekh Mohammed Al Khalifa  
CEO – BANA GAS, Kingdom of Bahrain
- 2) Abdul Naseer Al Mughairbi  
SVP – GASCO, Abu Dhabi, UAE
- 3) Darwish Al Qubaisi  
Director Shared & Technical Directorate, ADNOC, Abu Dhabi, UAE
- 4) Hafedh Al Qassab  
General Manager Refining, BAPCO, Kingdom of Bahrain
- 5) Nabil Al Alawi  
CEO, AL Mansoori, Abu Dhabi, UAE
- 6) Saif Al Falasi  
CEO, ENOC, Dubai, UAE
- 7) Amit Gupta  
CEO for Hydrocarbons , Essar Projects, India



## Panel Discussion 1: Theme: CEO's Leadership Panel



The panel discussion was opened by Abdulla Al Marzooqi, Senior Vice President – HSE & Risk Management, ADCO, Abu Dhabi, UAE, who started by highlighting some statements from the keynote addresses.

- HSE aspects need to be effectively communicated internally and externally to all employees and their families to create a culture of working as a family.
- Process Safety is different than personnel safety and both are important to focus on.
- Organizations need to believe on safety and it should not be shelved.
- Technology plays a vital role in improving personnel and process safety such as dashboards. Employees need to be equipped with appropriate knowledge.
- Safety is an important part of how we do our business.
- You either do the safety right or do not do it. Nothing in the middle.
- Behaviour of the manpower and individual personnel is very important in EPC type of industry.

The panelists noted that EHS starts at the top & therefore, managers and directors (leaders) are expected to drive this change. They also indicated that leaders must understand their direct responsibilities & accountabilities for EHS and it should be an integral part of organization's day-to-day operations. All the panelists agreed that a strong management systems & competent EHS specialists are required to support all the organizations' leaders.

Based on experience and lessons learnt, the panelists summarised the mechanism and tools that need to be followed by the audience and take with them before leaving this conference to implement back in their organisations.

Some of the highlighted tools were:

- Awareness of HSE and learning from mistakes.
- CEO needs to be committed to safety and should spare some of his time to safety.
- From a senior perspective you need to know what exactly you suppose to do.
- Leaders should not be lean in safety and shall go ahead with full fledged system of safety.
- EPC and safety audits are very important in organisations.
- Near misses should be reported and audits should be conducted to improve overall safety.

The panelists also agreed on the importance of environmental incidents and accidents as well as the ones related to occupational health and they form as an integral part of the entire management system and business as all.

In addition the panelists explained that in the earlier stages contractors were only asked what they have to do but nowadays in various organisations, contractors are seen as partners in order to reduce HSE risks as 70%-80% work is done by contractors and sub-contractors.

The contractor management is very important and they need to be considered and involved in early stages of contractor management strategy and reflect HSE cost at a very early stage and organisations look to the welfare of the workers. Thus, contractors are very important to the organisation and change in mindset is required to accept this concept.



## TECHNICAL SESSION 1: Sheikh Maktoum Hall A

**Theme : Leadership Governance**

**Facilitator : Waddah Ghanem Al Hashemi,**  
Executive Director – EHSQ & Corporate Affairs, ENOC, Dubai, UAE

**Topic 1 : Why Leadership of Health & Safety is Essential & the Role of Regulators in Making it Happen**

**Speaker : H.E. Judith Hackitt, Chair – HSE, UK**

H.E. Judith noted that HSE is responsible for driving improvement in health & safety that enables industry to change & create value. She further emphasized that businesses with strong leadership create value and can adapt to change and that health & safety is integral to running their business. She talked about the roles of both the industries and regulators to ensure that HSE leadership are taking active roles in managing HSE and hence mitigating risks. She outlined the Leadership Guidance issued by UK HSE which consists of four sections, namely health & safety culture, Leading by example, systems & workforce. She concluded by encouraging sharing knowledge & building shared competence to benefit the regulators, major hazard businesses, the public & economies around the world. She further noted that health & safety leadership is a collaborative global partnership.

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**Topic 2 : What Is Safety Leadership Anyway?**

**Speaker : Roger Marks, President – National Safety Council, USA**

Roger started his presentation by defining leaderships & its attributes which includes strong vision, fairness, shared success, communication, etc. He then talked about the relationship between safety leadership and safety culture and business profit in which he explained how strong leadership leads to strong safety culture and hence higher profits. He emphasized on the benefits of strong safety leadership on supervisors which include improved attitudes of workers toward jobs & company, no time/energy spent investigating injuries, career advancement.

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**Topic 3 : The Social & Corporate Responsibility**

**Speaker : Dr. Ali Al Qaiwani, Director – HSE Department, Dubai, UAE**

Dr. Ali outlined the aims of Occupational Health & Safety Directorate in Dubai government which helps the industry provide safe working environment and ensure that safety of the public. Dr. Ali then talked about the human rights & economical motivating factors for what he & his team are doing on a daily basis. He shared with the audience the various activities of the Occupational Health & Safety Directorate e.g. trainings, forums, inspections, etc. Dr. Ali concluded by posing the question of whether or not what they are doing was enough to achieve the directorate aims and called for more collaboration between the industries and regulators.



## TECHNICAL SESSION 1A: Sheikh Maktoum Hall C

**Theme : Environmental Stewardship**

**Facilitator : Retha Alberts, CEO – The Shape Consultants, Oman**

**Topic 1 : Pioneering Green Growth and Low-Carbon Economy**

**Speaker : Taher Diab, Senior Director – Strategy & Planning, DSCE, Dubai, UAE**

Mr. Diab indicated that the primary energy intensity in Arab World is higher than Global and EU average. Governments should look across policies to maximise synergies where they exist and successfully implement a sustainable energy agenda. He mentioned that regulatory framework, market dynamics, energy efficiency, diversification of energy, financing model and public private partnership are the key elements for sustainable energy. He explained the building blocks for sustainable energy and UAE initiative on green economy for sustainable development. He cited that in order to achieve sustainability it should be integrated to growth of a country by having a very good foundation governance platform and federal alignment.

He also gave some highlights on Dubai Integrated Energy Strategy 2030 which is considered as a new era in driving Dubai towards sustainable development and its roadmap. He mentioned that the projected energy mix is 5% solar which will be soon increased to 15%, 12% clean coal, 12% nuclear and 71% gas. The speaker also spoke about the 8 programs for energy efficiency demand reduction and Dubai Carbon Abatement Strategy and emissions per sector and the ongoing projects and measures to reduce carbon footprint. He ended his presentation by giving a brief about Emirates Energy Award.

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**Topic 2 : Environmental Stewardship**

**Speaker : Thomas Bosse, Technical Director – Dubai Carbon, Dubai, UAE**

Mr. Bosse presented brief about Dubai Carbon and some practical examples on how Dubai Carbon assisted companies and government entities in raising awareness on sustainability and upholding environmental stewardship. Some examples given were:

- Emission reduction program (support initiatives, allocate responsibilities and conduct awareness campaign) for Dubai.
- UAE GHG inventory initiative to assess UAE's impacts on climate change (2012-2013 & 2013) for MoE.
- Low Carbon Strategy (capacity building, carbon emissions baseline for 2012, emissions monitoring system & operational improvements) for Emirates Transport & Dubai Police.
- Environmental finance activities (management of registration process under UNFCCC & carbon credits associated with emission reduction projects)-UAE has successfully registered the 2nd most of CDM projects in the Arab region & chiller station CDM project in collaboration with DEWA, Dubai integrated utility company.





- Green Footprint (quantification of consumers emissions which was integrated later on into all DEWA bills) for DEWA.
- Carbon Ambassador Program in collaboration with DEWA to encourage UAE's youth to actively support UAE's transition to a low-carbon green economy.

Mr. Bosse highlighted that all these projects have helped to create emission reduction awareness, creation of GHG emissions baseline which can be used for further studies on design and implementation of policies for transition to a low carbon economy, capacity building and behavioural change of the consumers.



### **Topic 3 : Pricing Carbon Green Economy and Low Carbon Development**

**Speaker : Ivano Iannelli, CEO – Dubai Carbon, Dubai, UAE**

Mr. Iannelli explained the main role of Dubai Carbon in terms of increasing resource efficiency of products and services across industries and sectors, promoting green economy policies and legislation and low carbon awareness. He also described how public private partnership can be used as a tool for sustainable development.

He gave some highlights on UAE carbon inventories 2012-2017 which is mandated to manage UAE's GHG inventories and strategies and the methodologies applied with reference to monitoring, reporting and verification.

He gave an industry specific example of low carbon roadmap implemented in UAE Aviation and its state action plan. In addition, he took the audience through Dubai green economy partnership initiative and Dubai Carbon Abatement Policy.

Mr. Iannelli outlined opportunities and synergies for some key areas like water efficiency and demand, ESCOs, emissions from private vehicles and community level waste management which he called it as the "low hanging fruits".

He also explained about pricing carbon as a new best practice in evaluation socio-environment impact and market based mechanisms. He shared with the audience the concept of CDM and how behavioral science and economics can help in improving resource consumption patterns. Moreover, he pointed out the importance of creating a market for green funding to reduce capital costs and increase access and availability to liquidity markets.

He also explained the initiative of carbon ambassador program, the concept of resource and carbon emissions audit and what are the emission reduction strategies especially for Dubai Expo 2020, the pillars of the green jobs program and how smart-city model enables for big data analytics.

He concluded his presentation by indicating the overall sustainable development goals.



## TECHNICAL SESSION 2: Sheikh Maktoum Hall A

**Theme : Leading from TOP**

**Facilitator : Ahmed Al Menhali, Managing Director – Emirates ERM Abu Dhabi**

**Topic 1 : Transformational Leadership**

**Speaker : Dr. Mei-Li Lin, Director – IHS, USA**

Dr. Mei-Li outlined an integrated approach for sustainable growth model emphasizing on Operating Dexterity (i.e. the Ability to Adapt). She explained the four ingredients of operating dexterity; they are risk Sensitivity, decision making ability, learning & enabling culture and operating discipline. She detailed the factors strengthening the operating dexterity which include turning threats & losses into the burning platform for change, engaging grassroots leaders, building organizational risk intelligence and starting with a keystone habit.

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**Topic 2 : EGA Major Projects:EHS Practices & Initiatives**

**Speaker : Yousuf Bastaki, SVP – Projects,  
Emirates Global Aluminium, Abu Dhabi, UAE**

Mr Bastaki gave an overview of EGA EMAL i.e. who they are & what they do. He also explained EGA EMAL motto which reflects very well the importance of safety of all workforces involved in the project execution. He also noted that with the diversity in culture, language and origin, ensuring that all workers understood the importance of safety, that all were provided a safe working environment a challenging task. He outlined EGA EMAL initiatives in ensuring all workforces involved in the project work safe always everyday without a single lost time injury. Initiatives include adapting HSE best practices, training, inspections, recognition, contractors management system, etc.

## TECHNICAL SESSION 2A: Sheikh Maktoum Hall C

**Theme : Sustainability**

**Facilitator : Habiba Al Marashi,  
Chairperson - Emirates Environmental Group, Dubai, UAE**

**Topic 1 : Sustainability**

**Speaker : Retha Alberts, CEO- The Shape Consultants, Oman**

Ms. Retha started her presentation by defining sustainability. She explained different challenges facing the globe and the main pillars of sustainability (economy, ecology and society). She outlined



that approximately every 9 months, human being exhaust the planet's annual budget for renewable resources and the services they provide. She indicated that the 2010 United Nations Global Compact-Accenture CEO study found that 93% of CEOs now believe sustainability will be critical to the future success of their companies, 80% believe a tipping point will be reached within the next 15 years where sustainability is embedded in the core business and strategies of most companies and 54% believe this tipping point could be reached within the next 10 years. She highlighted the boundaries of competitive advantage in organisations and stressed on the point that organisations should change their way of thinking from economy being a large circle whereas society and environment being smaller to environment being the large circle where economy and society are smaller.

She also explained a sustainable value framework and a practical framework which contain six capitals where the concept of capital need to be redefined in terms of natural, human, intellectual, social, manufactured and financial.

She concluded by highlighting that human beings are the primary catalysts for sustainability supported by technology and innovation and leaders in the industry should shift their thinking to being leaders in sustainable energy rather than managers in oil and gas and invest in alternative energy resources.



## **Topic 2 : ADCO Journey towards Sustainability**

**Speaker : Saleh Al Ameri, Manager Sustainability- ADCO, Abu Dhabi, UAE**

The presentation of Mr. Al Ameri covered an overview about ADCO and their sustainability commitment and approach, sustainability performance components (which includes social, economic and environmental) and ADCO's achievements and awards.

Mr. Al Ameri indicated that ADNOC Group of companies are fully committed to sustainability and their commitment comes from the top starting from Supreme Petroleum Council and CEO of ADNOC and respective heads of its subsidiaries. He introduced ADCO sustainability steering committee and mentioned that sustainability is not new to ADCO. He outlined ADCO sustainability approach starting from the vision to the reporting.

He explained ADCO's sustainability performance components and gave some examples of them. The indicators under environment were related to (materials, energy, water, biodiversity, emissions, effluents and waste and transport), under social were related to (labor practices, equal opportunities for female and male, benefits, health and safety, training and development), society and human rights and under economy were related to (local suppliers, indirect economic impact and environmental expenditures).

He indicated that ADCO's total indicators were 73 in which 35 indicators were under environment and other 35 indicators were under social and the remaining 3 indicators were under economic. He concluded his presentation by highlighting ADCO's achievements and received awards.



**Topic 3 : Social Compliance and its Business Benefits**

**Speaker : Sanjiv Singh, Principle - WIRE, UAE-authorized representative  
Middle East, Social Accountability International**

At the outset of Mr. Singh's presentation he gave a general background on Social Accountability International (SAI) and its corporate programs. He gave also an introduction to corporate social responsibility highlighting some key issues and trends. He explained the definition of CSR and sustainability indicating that CSR is more related to environment, social and governance and economic, social and ecological are the triple bottom line for sustainability. He also explained the risk and its different types that may face organisations especially the traditional financial risks eg. Market, credit, operational and business volume risk in addition to reputational risks.

He went through elements of social compliance in terms of International Labor Organisation (ILO) which became first UN specialised agency in 1946, promoting social justice and internationally recognized human and labour rights. He explained the key ILO conventions (forced labor, child labor, freedom of association, discrimination, wages, working hours, health and safety and homeworkers). He indicated that countries ratifying ILO conventions must integrate them into their national labor laws.

He gave a brief about SA8000: labor standard and stressed on the point that social compliance must become part of the supply chain process - as a routine as prices, lead time and quality.

The presenter also explained business benefits in compiling with the standard in terms of marketing, production and investment supported by a real examples from industries. He also explained aspects of globalization and its impacts, problems and solutions.

He concluded his presentation by indicating that three levels need to be considered in the organisation which were:

- Management systems to improve social compliance inside a company
- Management systems to manage the social performance of the direct suppliers and contractors
- Assist direct suppliers to use management systems to improve their social performance and that of their suppliers and sub-contractors

And added that SA8000 needs to be linked to other management standards of OHSAS 18001, ISO140001 and ISO9000.





## Panel Discussion 2



### Theme: HSE Leadership Development

**Moderator : Hari Kumar**

Director – HSSEQ & Sustainability, Cairn India

#### Panelists

- 1) H.E. Judith Hackitt  
Chair – HSE, UK
- 2) Dr. Dominic Cooper  
CEO – B-safe, USA
- 3) Matthew Cox  
Chairman – IIRSM Middle East, UAE
- 4) Roger Marks  
President – National Safety Council, USA



## Panel Discussion 2: Theme: HSE Leadership Development



The panel discussion was opened by Mr. Hari Kumar, Director – HSEQ & Security, Cairn India, India, who explained the objectives and modalities. He gave a brief introduction of each panelists and then opened the floor for questions by encouraging all the delegates to ask questions and try to pick up lessons from such highly experienced panelists.

- CEOs can be very much engaged in safety if three aspects are highlighted to his attention which are money (500 times improvement in the profit), reliability of safety and making the business more efficient.
- In order to convince your CEO on putting HSE at the top of his agenda, you need to put yourself in his place and think about things which make you convinced for taking a decision.
- The CEO can believe in HSE if he puts himself in a position of a CEO who had a major accident like BP where he faced the media and public and think how he will feel if this situation happened to him. This will make the CEO convinced.
- Fatalities, incidents, profitability can make the CEO convinced on the importance of HSE. But CEO is not expected to have the depth knowledge of HSE but he needs to recognise that HSE should be a core value of the organisation and it is a necessity in organisations' day to day activities.
- Empowerment of HSE officers to report and indicate any incidents and accidents related to HSE to the CEO and to stop production and put safety measures in place then operate.
- The safety manager needs to be strong enough and say proudly that he is the "safety manager of this organisation". He should play a vital role in spreading a safety culture within the organisation.
- Leadership does not only mean the CEO level. Directors, Managers need to be developed & drive the required change in the organization.
- Process Safety can mostly fall under operational team but supplemented by HSE. However, everybody has a role to play & everybody needs to understand their role.
- Understanding the behaviour of CEO will help in identifying ways which make CEOs think about HSE and believing on their employees safety.
- Rules and regulations can play a vital role on CEO decisions related to HSE aspects. This is in addition to trainings in HSE and MBA related courses integrated in overall culture of organisation.



# Day 2

Tuesday, 24th February 2015

**Chairman Opening ..... 30**

- Waddah Ghanem Al Hashemi, Executive Director –  
EHSQ & Corporate Affairs, ENOC, Dubai, UAE

**Keynote Address ..... 30**

- H. E. Judith Hackitt  
Chair – Health & Safety Executive, UK

**Panel Discussion 3 ..... 34**

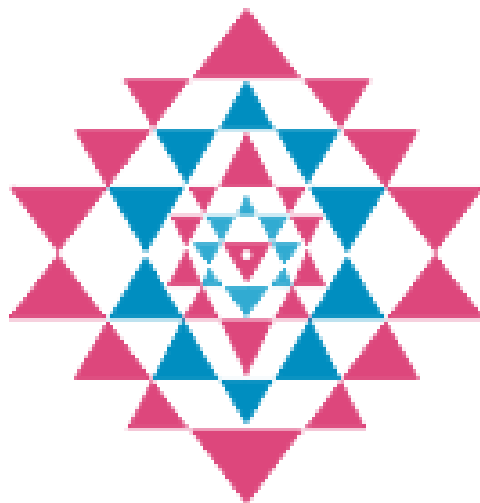
**Technical Session 3 ..... 36**

**Technical Session 3A ..... 37**

**Technical Session 4 ..... 39**

**Technical Session 4A ..... 41**

**Panel Discussion 4 ..... 42**







## Chairman’s Opening Address

### Waddah Ghanem Al Hashemi

Executive Director – EHSQ & Corporate Affairs, ENOC, Dubai, UAE

Mr. Waddah Ghanem delivered his opening remarks and thanked all the speakers and delegates for their effective participation during the first day of the conference and for making it very much engaging. He mentioned underlined that day 2 will have some keynote addresses from various international organizations, interactive panel discussions and technical presentations.

He went through the details of the day 2 program and mentioned that the panel discussions will focus on challenges of managing HSE management systems in MENA region and impact of attracting retention and competency development in HSE. In addition, he indicated that there will be 4 technical sessions which will focus on process safety management, occupational health, HSE in learning organisations, and emergency response and business continuity plan.

He requested the audience to maximize their benefits and open their horizons for new learning journey. He also mentioned that there will be a comprehensive report at the end of the conference which will be posted along with all the presentations on the conference website.



## Keynote Address

### H.E. Judith Hackitt

Chair – Health & Safety Executive, UK

H.E. Judith Hackitt underlined that there are always some people who would like to do something, others need encouragement, that’s why regulations come into picture and deemed to be important. She stressed on the fact that regulations are for employer and employee and everybody must play a role. Therefore, legislations and guidelines always need to be made simple and dynamic.

The presentation made by H.E. Judith Hackitt related to the health and safety regulations in Great Britain and the secrets to its success and in maintaining it. She mentioned that HSE legislation is based on the basic principle that every employee has the right to go home at the end of the day safe & sound.

The comparison bar chart on incidence rates for fatal injury per 1 million workers of the 30 European Union member states indicated that

Great Britain was third amongst the least of value which stood at less than 1. She added that that this was achievable with due diligence to stringent safety regulations garnered by UK’s Goal based system whereby the ownership is shouldered by the duty holder that has controls for specific circumstances. Innovative technology developments has supported the holder to for see hazards across the operations and that encourages continuous improvement.

Judith mentioned that the system is dynamic that pervades into the future for improvement from the current policy, regulation enforcement to investigative technical support and research. She spoke on the key issues of success based on leadership, competence, roles and responsibilities and not the least on the management of contractors which is vital and a reality in the current scenario.



## Dr. Ali Salem Al Qaiwani

Director – Health & Safety Department, Dubai, UAE

Dr. Ali Al Qaiwani began his speech by indicating that all organizations need to provide their workers and public with a safe working environment. Many organizations within UAE approached UAE Ministry of Labor to seek for their advise on how they can provide such working environment. He underlined that this can be achieved by having in place effective management system which is essential for an organisation to protect its assests and employees.

He also added that several organisations use management systems as a tool for various purposes such as for show (showing their peers that they are the best), compliance perspectives, or for managing their activities and being effective and practical to serve company's needs and protect their employees. These are the different selections of organisations' routes towards making up their decision to go ahead for management systems.

He underlined that there are three elements of leadership which are vision and direction (where people need to know from the leaders the goals and roadmap to achieve the set goals),

system for execution and protection.

He mentioned that there is no harm in not knowing how to establish a management system and organisations should seek for assistance and advice on how to do it. Organisations should not be ashamed from asking even the contractor and learn from him if his competency level was high. The embarrassment will come when inspection takes place in a construction site where inspector does not know about such inspection activity and fails in protecting workers and public.

Dr. Al Qaiwani also added that once the plan established it will be really good to let other organisations audit the plan and identify gaps and try to find out opportunities for improvement. Quality of auditors is very important to conduct such gap analysis.

He concluded saying that leaders need to protect their employees and employees expect from their leaders protection. Therefore, it is imperative to protect the workers and provide them with all necessary equipment and PPEs to make them safe and protected. Driving HSE culture will serve the purpose.



## Dr. Bill Nixon

Director – Health & Safety Executive, UK

Dr. Bill addressed in his speech the theme of the conference “driving change and creating value”. At the outset of his speech he preferred to park the explanation of driving change at the end of his speech and starts with the concept of creating value. However, he indicated that based on his perspective driving change means proactively work towards it in order to create value.

He outlined that organisations investing in HSE will get value and return in investment. However, most of the CEOs do not understand qualitative arguments they do ask about benefits of investing in HSE and what is the cost and they prefeere quantitiative arguments (numbers & figures). What is the cost and benefits?



He highlighted that in UK for example they looked at what it cost UK system to comply with UK regulations and legislations in terms of administration cost, capital investment cost and training cost. Adding up these costs will result investment cost of AED 10 billions/year. The benefits of such investment will be decrease in number of accidents and fatalities, which will lead in a cost reduction of injuries and fatalities of the period of time of a ratio of 1 to 10 in favour of the benefits based on UK data. These are hanging fruits and are adding value. These are an economic perspective of HSE agenda.

He added that the bigger picture and negative picture is that the world economy is globalizing and its becoming more difficult environment and HSE also becoming global issue. Positive view is that it will create an opportunity for getting a competitive advantage by being adherent to HSE which is an economic value.

He stressed on the point that modern countries need to move their resources to proactively share their best practices, HSE research and training programs for the CEO and secure competitive advancement. This is in addition to having discussions with government organisations and create partnership to get competent advantage for and create collectively a better working world. Economic growth its my job to take this potential to take forward an agenda for coming year that secures for tomorrow a better working world.

He concluded by suggesting a theme for next conference that Technical Committee of the conference may consider “ a change in better working world”.



### Ian Harper

President – IOSH, UK

Mr. Ian Harper spoke about history of HSE professionals and future prospects. The concept of HSE was started in France in 1830s and in UK it came much later when HSE professionals first identified by legislation related to ship building industries.

Initially factory inspectors were assigned to look after the safety but however, in 1935 a need was felt to have an independent HSE function separate from inspection of the factories.

He highlighted the difference between HSE officers and HSE managers. According to him HSE officer's responsibility is to enforce the rules relating to safety at shop floor whereas managers are responsible for formulating rules and policies.

In 1945, 58 safety professionals joined together to form IOSH. IOSH founder president faced the challenge of establishing a good HSE management system. Then he started consulting fellow safety professionals to find out if they also faced similar problems. The collaborations of these professionals resulted in setting up of an institute for safety professionals which is now known as IOSH. The institute emphasis on collaborative of safety professionals to solve their problems. Another problem in the area is to pick the right people to the right position today.

IOSH has currently 45,000 members in 25 countries. IOSH is actively involved in advising the Government and lobbying for safety related regulations.



## Barry Wilkes

Development Manager – NEBOSH, UK

Mr. Barry Wilkes highlighted the importance of having competent safety practitioners in organisations. He focused in his speech on how safety professionals can add value and drive the change. He also attentive to the behaviors and skills to drive this change and means used to develop these skills in HSE practitioners.

He mentioned that safety professionals roles changed from “problems detection” to “solutions’ facilitation”. Such a shift certainly required a dramatic competence elevation.

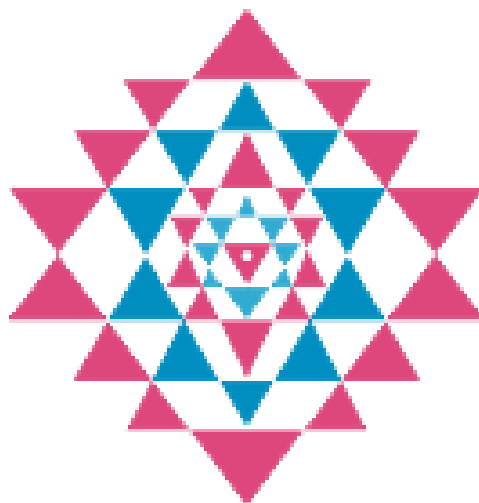
He underlined that qualified competent person is the one who have a good chance to prevent harm to people, plant and environment, reduce costs associated with accidents, not wasting resources by over reacting on trivial risks but by providing solutions needed to improve organisations.

Recent research by the international network of safety and health profesisonal organisation clearly showed the link between competent safety practioners and high performing organisations. Organisations need to improve and develop the skills of leaders, managers

and workers to run the business in a sustainable manner. HSE skills and knowledge is the foundation to being proactive and give credibility when working with peers and speak confidently; to facilitate solutions.

The starting point of developing the required skills in order to drive the change within organisations should start by professional education in HSE and qualifications and then by practical and professional trainings. Following this approach makes NEBOSH an effective agent. However, developing HSE professionals does not end with qualifications, it is just a start. The skills are changing & organisations need to develop HSE professionals to cope up with HSE challenges. To drive a change, organizations need to be proactive in managing HSE

At the end of his speech, Mr. Barry Wilkes requested everybody to take one idea from this conference that can be implemented in his/her organisation and put it into practice in order to improve overall HSE culture within the organisation, protect people and run the business sustainably and influence safety culture.





## Panel Discussion 3



### **Theme: Challenges of Managing HSE Management Systems in MENA Region**

**Moderator : Ahmed Khalil Ebrahim**

Manager – HSE & Fire Department, BAPCO, Bahrain

#### **Panelists**

- 1) Ahmed Al Menhali  
Managing Director, Emirates ERM Abu Dhabi, UAE
- 2) David Bass  
Managing Director, Ubique EHS Management Solutions, Dubai, UAE
- 3) Mohammed Al Muflihi  
SVP – HSE, ADNOC Distribution, Abu Dhabi, UAE
- 4) Nasser Al Shaiba  
Director – HSE, Dubai Supreme Council of Energy, Dubai, UAE
- 5) Waddah Ghanem Al Hashemi,  
Executive Director, EHSQ & Corporat Affairs, ENOC, Dubai, UAE



## Panel Discussion 3: Theme: Challenges of Managing HSE Management Systems in MENA Region



The panel discussion was opened by Mr. Ahmed Khalil, Manager-HSE Department, BAPCO, Bahrain, who explained the objectives and modalities of panel discussion. He presented a brief introduction about each of the panelists and started by asking them what kind of challenges organisations face in managing HSE management systems in MENA region? And then he opened the floor for the audience to ask questions.

During the panel discussion the following challenges and solutions were highlighted:

- Leaders & quality managers are critical to drive the change.
- All HSE related initiatives require initial investment. However, organisations do not recognise that these investments bring multiple returns.
- Culture change in organisation specifically related to HSE is a big challenge.
- Frequent turnover of employees and inducting them to the company culture is a challenge.
- Continuous ensuring, updating and motivating employees' competence.
- Managing HSE management system effectively.
- Making everyone in the organisation in understand the importance of HSE in managing the risks.
- Aligning contractors culture & engaging them with the organization's HSE culture.
- Management do not find it important to budget separately for HSE.
- Managers with holistic approach to drive oil and business risks
- Organisations do not realize the importance of HSE until a serious negative event take place.
- Allocating and hiring competent HSE professionals in oil and gas industry.
- Including HSE in UAE educational curriculum so that HSE can be taught from early stage
- One of the challenges organisations believe in obtaining HSE certificate for business branding.
- 80% of high risk job is done by contractors but very less efforts are given to improve contractors HSE performance. The contractor performance can be improved by providing feedback, motivating them and assisting them through training and awareness programs. In addition to this, contractor can be further rated to initiate healthy competence among contractors to improve overall HSE quality.
- Contractor should always be treated as organisational partner to obtain better HSE results.
- Organisations need to take interest to train the labors and champion basic HSE through their own language further to improve HSE culture.
- Number of organisations have poor understanding in the difference between process safety and personnel safety.
- KPIs can be used as one of tools to improve performance.





## TECHNICAL SESSION 3: Sheikh Maktoum Hall A

**Theme : Process Safety Management**

**Facilitator : Dr. Mei Li Lin, Director –IHS, USA**

**Topic 1 : Organisational Capability & Effectiveness:  
The 2 Critical Pillars of any Successful PSM Implementation**

**Speaker : Herve Vaudrey, Reginal Director EMEA – Chilworth Global**

The two critical factors for successful PSM implementation the speaker highlighted were competence and the organizational culture. He then gave poor and good examples of PSM implementations; and further explained that PS competence & culture are root causes for many PS events, they are critical to “glue” PSM programs & correlates with PS performance. On the embedding, development & sustaining PS, Herve noted the following (1) mindful system/plan/investment; (2) active corporate sponsor to make it happen; and (3) engagements at different levels/profiles.

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**Topic 2 : Is Your PSM “Shopping List” What You Really Need?**

**Speaker : Robert J Magraw, Principles Sr. Consultant – Baker Risk, UK**

Mr. Robert talked about “shopping list analogy” and highlighted that organizations need to know what they want in terms of PS, when they want to implement, how much they are willing to pay, how much effort is involve and when they plan to replace it with a new one. The speaker’s conclusions to organizations adopting PSM (1) realistically you can’t do all in the shopping list at once; (2) don’t just tick off items on the checklist; (3) PSM requires a holistic approach; (4) use PSM to improve your risk management; (5) understand how the pieces best fit together FOR YOU and make them ADD VALUE; and (6) sensibly applied PSM will improve your business performance.

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**Topic 3 : Integrating PSM into Energy Industry Operations Using the  
Energy Institute PSM Resources**

**Speaker : Erica Sciolti, Publishing Manager – Energy Institute, UK  
Stephen Bater, EI Fellow – Energy Insitute, UK**

Erica & Dr. Stephen outlined the Energy Institute (EI) the high level framework for Process Safety Management (EI PSMF) that consists of 20 elements. They then made a comparison between EI PSMF with that developed by CCPS (20 element PSM) and OSHA (14 element PSM). The speakers detailed how EI PSM performance is measured using Online EI Process Safety Survey (EIPSS) service run by EIPSS Ltd. with support of EI. They also elaborately gave some case studies applying PSM framework and PSM guidelines to energy industry operations. The 4 Good practice steps to effective PSM outlined by the speakers are implement EI PSM framework (PSMF); identify gaps using EI Process Safety Survey (EIPSS); close gaps using EI PSM guidelines (PSMG); and measure performance using PSMG process safety performance measures.





## TECHNICAL SESSION 3 A: Sheikh Maktoum Hall C

**Theme : Occupational Health**

**Facilitator : Prof. Tar-Ching Aw, Advisor – OH, UAEU, Al Ain, UAE**

**Topic 1 : Occupational Disease in the Downstream Oil and Gas Industry**

**Speaker : Dr. Mark Newson-Smith, CMO, ENOC, Dubai, UAE**

Dr. Mark highlighted Health risks in Oil and Gas related to trauma as a consequence of fire & explosions and workplace exposures due to chemical & physical agents including ergonomics.

He gave a brief on the risk management measures on the recognition of hazards and its control measures.

He also spoke on health surveillance for general fitness at work and impeding factors such as physical hazards due to heat noise and radiation. On chemical hazards he spoke of the exposures, its ill effects and proactive control measures.

Finally he touched base on the risks to the human anatomy due to bad ergonomics at work place, manual handling, computer workstations and shift patterns.

Organizations should plan & conduct periodic medical examinations he added.

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**Topic 2 : A Holistic Approach to Health and Wellness**

**Speaker : Karim A. Pachiyannakis, Corporate HSEQ Manager,  
Al Mansoori, Abu Dhabi, UAE**

Mr. Karim spoke on the holistic approach to Health and Wellness of the body mind spirit emotions and environment.

Invariably so he highlighted the various health monitoring systems in place categorising Health Monitoring Management System (HMMS) for statistical, analytical and evaluation process to minimise bad habits through training and awareness programs.

He presented trend charts related to HMMS categories and lost time sickness.

Mr. Karim gave tips on better lifestyle and periodic health checks. To get the buy in he added that organisations must inculcate awareness programs to the employees to implement change in their lifestyle for better and healthy living.



**Topic 3 : Noise and Occupational Hearing Loss**

**Speaker : Dr. C.G. Manoj Kumar**, Head – Medical Department, ASRY, Bahrain

Dr. Kumar on noise and occupational hearing loss. He indicated that noise induced hearing loss, therefore, the objectives of the presentation were to understand noise, its health effects, health surveillance and hearing conservation programs.

He explained the difference between sound and noise and the effects of noise in terms of auditory and non auditory. He also highlighted the effects of noise on human body.

He gave a graphical representation of hearing loss as a function of duration in noise exposure in years. He explained the different units used for noise measurement and the exposure limit values. He showed the audience a chart on area level sound monitoring and explained audiometry and how to perform audiometry test.

He touched base on audiograms and the difference between normal audiogram and Noise –Induced Hearing Loss (NIHL) audiogram and how to evaluate audiograms. He shared with the audience the total number of audiometry tests conducted in ASRY and abnormal audiometry findings. He explained also the criteria for diagnosing NIHL, work risk factors in NIHL, frequency of testing, prevention of NIHL and the awareness programs used for in ASRY for NIHL.

Dr. Kumar underlined that NIHL can be controlled and prevented by proper engineering control, implementing administrative controls, training in noise awareness and proper PPE.

Prevention is the best solution for all occupational injuries & diseases e.g. hearing losses can not be reversed he concluded.

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**Topic 4 : Pathways to Achieve Food Safety Culture and Operational Excellence in Food Safety Management System in Oil and Gas Industry**

**Speaker : Abdul Nazar Khalid**, Advisor – OH, ADCO, Abu Dhabi, UAE

The speaker spoke on the pathways to achieve food safety culture & operational excellence through food safety management system in the oil and gas industry. The topic related to food poisoning and its bodily effects and who are easily vulnerable.

He highlighted on the operative modes of failure that leads to food poisoning, its ill effects and percentage wise where the chances of general outbreaks in the process chain of food handling.

He mentioned that organisations need to intervene to focus on the need of food safety culture that has an indirect bearing on the productivity.

Mr. Abdul Nazar presented a HSE block chart in the interrelations of occupational health safety environment, non work related health hazards and occupational health medicine.

One should not be dependent on others. Everyone should take care of their health by acquiring knowledge and be responsible he concluded.



**Topic 5 : Lack of Occupational Health Programs Maturity**  
**Speaker : Dr. Maha Shihab, OH Specialist, MoH, Bahrain**

Dr. Maha Shihab spoke on the topic of lack of occupational health programs maturity. She highlighted the statistics related to the no. of workers and deaths due to occupational diseases and injuries. The causes being overburdened work systems and understaffing. Child labour old and new hazards compounded by new diseases are the current situations. She presented a pie chart on global occupational health where 86% deaths are due to diseases and the rest due to accidents. Further more a pie chart on deaths attributed to deaths world wide showing breakup of various types of diseases. Dr. Maha mentioned that all occupational diseases cannot be treated but can be prevented and indicated the origin and the causal factors. She addressed the difficulties faced due to various factors in the fast paced development, lifestyle and different across the world with challenges. All organizations should ensure that OH remains as an integral part of HSE she added.

## TECHNICAL SESSION 4: Sheikh Maktoum Hall A

**Theme : HSE in Learning Organisations**

**Facilitator : Ismail Mohamed Ahmed, Superintendent –Safety & OH**  
 BAPCO, Bahrain

**Topic 1 : Introduction to the Energy Institute & Hearts and Minds**  
**Speaker : Dr. Mathew Lawrie, Independent Chartered Psychologist, EI, UK**

Dr. Mathew gave an overview of the Hearts & Minds (H&M) tool that is developed by Energy Institute (EI). The H&M is a set to “tools” designed to facilitate safety culture change. These “tools” consists of 9 tools focusing on common issues including measuring safety culture; rule breaking; leadership; supervision skills; and situational awareness. The H&M was created to help companies understand the LFI process and what activities they have and help people ‘contextualise’ – make sense of incidents. The speaker listed some links for anyone interested to know the capabilities for H&M tool.

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**Topic 2 : Petroskills HSE Competency Framework**

**Speaker : Myles O’Connor, BDM – Petroskills, Bahrain**

Myles started his presentation by posing a question: How competent are we? He emphasized on the fact that lack of competence plays a major role in causation of incident. He then outlined the four pillars of competencies (1) competency framework (Define job positions & Identify competency gaps (and strengths)); (2) learning & development (Blended learning to close gaps); (3) competency software system (Manage and report on the first two pillars); and (4) people & processes (Implementation and sustainability). Myles described how to develop a HSE competency solution and took the audience to a virtual tour on a real-life example.



**Topic 3 : Prevention or Cure?**

**Speaker : Paul Burns, Independent Consultant – CB Safety Service, UK**

Paul explained in details the incident he had personally been involved in which affected his left leg so badly and changed his life. He talked about what went wrong the day of the incident including failure to provide safe means of access and egress to and from place of work, failure to assess risk and put control measures in place and failure to put in place and communicate emergency procedures to all workforces. His conclusions were to avoid such injuries, individuals should not normalise deviations and ensure that concerns of the work area are raised and addressed before work commences.



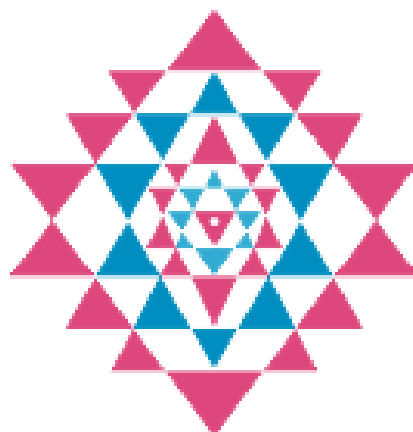
**Topic 4 : The Challenge of Enforcing Mandatory Clean Shaven Policy Vs. Permitting Facial Hair**

**Speaker : John Swatton, Senior Vice President  
Inspired Technologies International, UK**

The initial challenge is, John noted, was protecting women and clean shaven men in Critical Life Safety high pressure sour gas toxic environments.

In July 2014 an industrial study group sponsored by the Occupational Health and Safety (OHS) division of Human Services within the Alberta Government, Canada contacted Cam Lock to seek confirmation that they had face mask technology that would provide respiratory protection to ethnic groups with facial hair.

John went through the project Cam-Lok undertook to address OHS requirement and concluded that Simulated Workplace Protection Factor (SWPF) study data confirms that there is no longer a need to enforce a Clean Shaven Policy and that facial hair should now be permitted to all workers issued with the new technology introduced by Cam-Lok (i.e. FAST-cowl Face Mask).





## TECHNICAL SESSION 4 A: Sheikh Maktoum Hall C

**Theme : Emergency Response & BCP**

**Facilitator : Nutan Kumar, MD – Vision Safety, PCFC, Dubai, UAE**

**Topic 1 : Convergence of Enterprise Risk Management and Business Continuity**

**Speaker : Ben Burger, MD – Pro Presentation CC, South Africa**

Mr. Ben Burger's presentation related to the convergence of enterprise risk management and business continuity. After having spoken on the related ISO standard definitions and its philosophy, framework and process his emphasis was on the integration of enterprise risk management (ERM) with business continuity (BC) culminating to BC Management. He indicated how PDCA is applied to the BCMS processes. He added that both risk management and business continuity only exist as a consequence of risk awareness and thus consequences can only be dealt with business continuity measures. The inter-relations between preventive controls, mitigation and recovery controls due to the causes and consequences respectively for an event was highlighted. He spoke on the models of integration, risks and benefits in tandem with the ERM framework this approach can deliver.

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**Topic 2 : Loss Prevention and Emergency Response and BCP**

**Speaker : Jim Truscott, CEO – Truscott Crisis Leaders, Australia**

Mr. Jim Truscott addressed the gathering on loss prevention and emergency response and Business Continuity Plan. He focussed on the developing capability to implement crisis strategy in the boardroom, emergency plans at site and in enabling the delivery of effective leadership under pressure. He presented the pyramid to indicate strategies bottom up from emergency to crisis management leading to business continuity plan. Highlighted what the companies were prepared for the past 10 years and what actually caused just about every corporate crisis. He emphasized on resilience, to understand, setting direction, to intercept adverse events and mitigate impact and develop adaptive capacity.

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**Topic 3 : Emergency Response Planning, Identification of Credible Incidents**

**Speaker : Dr. S.Ganeshan, Program Director – CCPS, India**

Dr. S Ganeshan addressed the gathering on the identification of credible incidents & briefed on the type of incidents and the worst possible catastrophe. Spoke on the screening techniques based on Fire hazard indices, toxicity and chemical risk indices. He also spoke on the techniques for identifying credible incidents such as informal, hazard review and process hazard analysis for emergency planning. Next he focussed on prioritising consequence assessment, 1, 2, 3 followed by risk ranking. Subsequently he explained the assessment of consequences and impacts that culminates with preventive and mitigation systems. Organizations should identify major catastrophes that need to be tackled which are the credible scenarios he concluded.



## Panel Discussion 4



### **Theme: Impact of Attracting Retention & Competency Development in HSE**

**Moderator : Barry Wilkes**  
Development Manager – NEBOSH, UK

#### **Panelists**

- 1) Ahmed Al Menhali  
Managing Director – Emirates ERM Abu Dhabi, UAE
- 2) Aseel Al Hamoudi  
VP – Talent & Capability Management, ADCO, Abu Dhabi, UAE
- 3) John Forrest  
Exchairman, Scopus Engineering, UK
- 4) Layla Al Mumari  
Lead Specialist - Registration & Licensing, OSHAD, Abu Dhabi, UAE
- 5) Neil Atinson  
Director – Qualification & International Development, IChemE, UK
- 6) Dr. Ronald Otte  
Senior Manager – HSE & Technical Services, EGA, Dubai, UAE

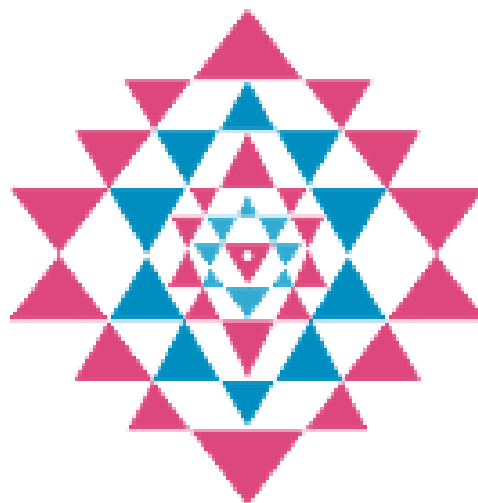


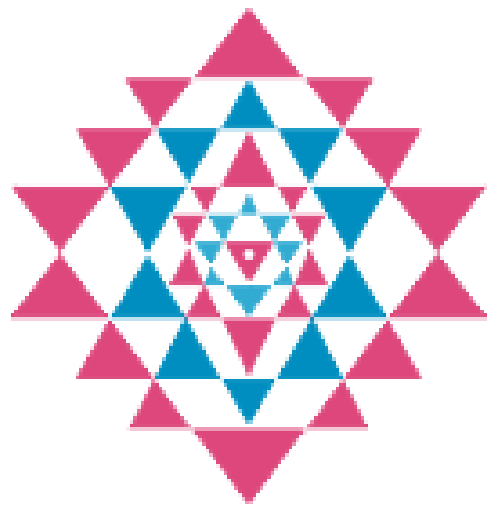
## Panel Discussion 4: Theme: Impact of Attracting Retention & Competency Development in HSE



Competency and retention work in parallel. On one hand, organisations need to identify HSE competencies required for individuals to bring the workforce to the desired level to perform their tasks competently. On the other hand, organisations need to offer employees opportunities to progress in their careers to retain them. It is healthy however; as the panel debated; for trained workforce not only to move in and out of different career paths within the same organisations but also to move out to different organisations. It is important for employees to be mindful of their succession plan upfront and this is a factor that contributes to employees' retention.

There are many tools available to measure competencies on individual and business performance levels. What these tools fail to measure is the "inner desire" of the workforce to perform. The panel made a distinction between "knowledge" and "competence" in that one learns information on the job or classroom [i.e. knowledge] and use such knowledge to do his/her tasks [i.e. competence]. Therefore, a clear distinction has to be made when competence is measured.



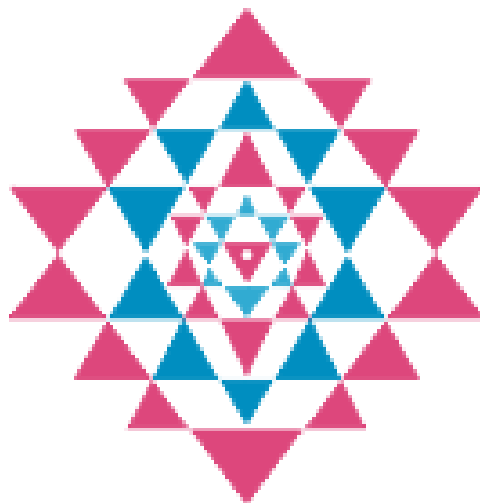




# Day 3

Wednesday, 25th February 2015

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## Chairman’s Opening Address

### Waddah Ghanem Al Hashemi

Executive Director – EHSQ & Corporate Affairs, ENOC, Dubai, UAE

Mr. Waddah noted that the last two days of the conference had been engaging and that more to come on day 3. He also explained how the themes and topics covered in day 1 & 2 complement each other which were funneled towards the theme of the conference “driving change, creating value”.

The chairman went through the details of day 3 programme and emphasized not only on the significance of day 3 topics to the management of HSE but also elaborated on the experience and the demography of the speakers which represented all HSE management stakeholders e.g. managing directors, HSE specialists, HSE training providers, consultants, etc.



## Keynote Address

### Dr. Dominic Cooper

CEO – B-Safe, USA

Dr. Cooper presented his research on safety leadership looking at 328 leadership academic studies on the impact of safety leadership in different forms. He highlighted the conclusions of these researches by noting that safety leadership contributes to incident reduction by an average of 35%. Safety leadership also creates better business continuity and increases productivity by an average of 12%. It further reduces the insurance premium by approximately 30% and improves reputation. Dr. Cooper concluded his overview of previous researches by emphasizing on the fact that safety leadership lead to better economic performance as a whole.

He then outlined the outcomes of a two-year

project between Rasgas & Exxon-Mobil in Qatar in which he noted that safety leadership helped improve people safety behaviours by up to 86%.

The speaker elucidated the impact of the different types of safety leadership styles in which he noted that transformational leadership shapes the safety culture, transactional leadership embeds the safety culture while servant leadership facilitates the creation of safety culture.

His conclusion of the meta-analysis of 328 academic studies is that safety leadership; particularly the transactional leadership; engages employees and lead to improved safety performance.



## Greg Brown

Deputy Chief Executive – IIRSM, UK

Greg explored the roles of professional bodies can play in serving the industry in health & safety and risk management. He started his keynote speech by stressing on the importance of maintaining the relationship between individual and corporate professionals with professional bodies. A relationship which without; Greg noted; professional bodies like IIRSM will not exist.

“What better looks like?” is the question posed by Greg at the very beginning of his keynote speech. His answer was experience; consistency; competency and quality are the factors defining better in the context of professional bodies. Greg discussed the four factors in details aiming to agitate the audience thinking process when such four factors are addressed.



## Neil Atkinson

Director– Qualification & International Development,  
ICChemE, UK

Neil’s keynote speech was around the competency matrix ICChemE introduced for Chemical Engineers which may create value and drive change in the HSE area. This keynote builds on what professional engineering institutions at large can contribute to HSE.

Neil then gave an overview of ICChemE scope of activities and the industries ICChemE is impacting. He then noted that Process Safety which is part of chemical engineering is forgotten and is about controlling of losses. Neil then outlined the financial and human impacts of not controlling such losses.

ICChemE has two leadership actions, the first is how to educate chemical engineers on process

safety and the second is how to better understand high consequences, low likelihood process safety incidents. For the former action, ICChemE recently introduced Professional Process Safety Engineer (PPSE) in an attempt to raise process safety standards and set a competency framework for process safety professionals. For the latter action, ICChemE created Safety Centre for Process Safety in Melbourne which is industry led to look at improving process safety.

In summary, Neil noted that process safety is right in the heart of chemical engineers and ICChemE; and therefore the ounce on ICChemE to understand and improve process safety.



## **Quentin A. Baker**

President, Baker Risk, USA

In his keynote, Quentin talked about the role research plays in safety. He noted that “re-search” and “safety” are classically not seen often together. Baker Risk has been involved in safety research with many industrial sectors. Quentin gave two examples of projects Baker Risk was involved in. The first project was the “explosion research cooperative” which was a joint industry project. This project created tremendous knowledge base of explosion hazards, improvements of methods to predict the explosion effects, understanding how structures respond, understanding the risk to the occupants and improving the safety of personnel exposed to explosions.

The second project Quentin outline was “pressure test research cooperative” for the industries that send tools under the ground to quantify the hazards of equipment failure used underground.

In conclusions, industries and research bodies including universities need to do more re-search in the area of safety to quantify the hazards and put some appropriate control measures to minimize or eliminate the risk of exposure to personnel. And that research provides high value to safety and risk mitigation.



## **Maria Blakley**

MD – Energy Institute, UK

Maria outlined the Energy Institute (EI) scope of activities and its roles in advancing safety in the energy sector both in the Middle East and UK. She also elaborated in details how EI works with the industry in the area of transference of knowledge across the energy section. It is a two-way relationship, EI serves the industry and the industry serves EI.

EI is working collaboratively with 35 energy companies most of which are from the oil & gas section to develop procedures (e.g. Process Safety, etc.) and training materials/tools (e.g. hearts & minds, etc.). In conclusions, Maria emphasized on the importance of collaboration between the industry and institutes like EI to add value and create change.



## Panel Discussion 5

### **Theme: Developing High Reliability Organisations (HROs)**

**Moderator :** Waddah Ghanem Al Hashemi,  
Executive Director – EHSQ & Corporate Affairs,  
ENOC, Dubai, UAE

#### **Panelists**

- 1) Dr. Chitram Lutchman  
Managing Director – Safety Erudite Inc, Canada
- 2) Dr. S. Ganeshan  
Program Director – CCPS, India
- 3) Dr. Stephen Bater  
EI Fellow – Energy Institute, UK
- 4) Peter Hughes  
Reliability Specialist – BAPCO, Bahrain
- 5) Quentin A. Baker  
President – Baker Risk, USA



## Panel Discussion 5:

### Theme: Developing High Reliability Organisations (HROs)



The moderator of this discussion panel started the session by defining High Reliability Organisations (HRO) to get all aligned. Organisation for Economic Co-operation and Development (OECD) defined HRO as one that produces product relatively error-free over a long period of time. Two key attributes of high reliability organisations are that they:

- Have a chronic sense of unease, i.e. they lack any sense of complacency. For example, they do not assume that because they have not had an incident for ten years, one won't happen eventually.
- Make strong responses to weak signals, i.e. they set their threshold for intervening very low. If something doesn't seem right, they are very likely to stop operations and investigate. This means they accept a much higher level of "false alarms" than is common in the process industries.

The panel noted that a life-changing event needs to take place for HROs to emerge and it is a major challenge to relive such a life-changing event to keep HRO-type organisations on "their toes". One thought for HRO to overcome such challenge is to have a "chronic sense of unease".

On how reliability engineering impacts the concept of HRO, the panel outlined three focus areas. These are (1) HROs need to have a learning culture from incidents not only from within but also from other organisations; (2) synergy between risk management and reliability needs to be appreciated; and (3) ability to analyze incident data to identify focus areas.

Further, the panel delineated the fact that in addition HRO is a function and a value driver of the organisation, leadership is a critical element that ensures processes and procedures in place to provide a framework for HROs. Organisations which are HROs are those with excellent track records can easily fall in the trap of compliancy but research and innovation can stimulate organisations to make strong responses to weak signals and therefore avoid such traps.

There is a gap between owner, contractors and subcontractors and acts as a barrier to HROs. Organisations mindset needs to be changed so that owner, contractors and subcontractors should be looked as one team; and this can be achieved by making expectations very clear to contractors.



## TECHNICAL SESSION 5: Sheikh Maktoum Hall A

**Theme : Competency Development in HSE**

**Facilitator : Barry Wilkes, Development Manager – NEBOSH, UK**

**Topic 1 : Competency Development in HSE**

**Speaker : Branislav Beare, Managing Director – BBMS, Dubai, UAE**

Branislav outlined the difference between competence and competency; and explained what competency assurance means. He then looked at how assessments are carried out three levels, namely (1) Full Competence Assessment; (2) Managerial Assessment; and (3) Self Assessment.

Also, made reference to some guidelines that can used to manage competence (e.g. Oil Companies International Marine Forum (OCIMF) has developed the Marine Terminal Information System which includes the “Marine Terminal Operator Competence and Training” (MTOCT) Guide, Cogent with UK Petroleum Industries Association (UKPIA) has developed the “Guidelines for Competency Management Systems for Downstream and Petroleum Sites”, etc.)

In conclusions, Branislav noted that defined competencies for a particular job removes ambiguity, lifts the moral of the employees and enhances competitiveness.

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**Topic 2 : Competency Framework Profile for EHS Professionals**

**Speaker : Carlos Tan, EHS Advisor – ENOC, Dubai, UAE**

Carlos outlined the main features of the competency framework that has been developed by ENOC and these features include (1) Oil & Gas Industry standard Competencies; (2) Tailored to meet the specific needs of ENOC; (3) Jointly developed by EHS Subject Matter Experts & GHR; and (4) Set solid foundation for career growth. The presenter then went through the benefits of competency framework to the individuals and the organisation (e.g. improved business performance, better ROI from development effort, faster up-to-speed time in the new role, increase attraction and retention of high performers, Enhanced business continuity).

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**Topic 3 : Using Multimedia to Change the Way the World Works**

**Speaker : Richard Ward, Head HSE – Cairn India, India**

Richard talked about how multi-media are used to enhance the business performance by “matching the speed of decision to the speed of action”. The speaker noted that operators need to move from “text” - to visual kinetic using pad and handheld devices.

The speaker then outlined a multi-media system that involve Authors (site managers, line workers), Publishing House (operations, engineering, safety & training), and Libraries by business units. He took the audience in a live demo on how to use hand-held devices to enhance the way operators perform their daily activities.





**Topic 4 : Developing an HSE Competence Assurance Framework**

**Speaker : Dr. Rob Cooling**, Director – HSEQ & Risk Services,  
Parsons Brinckerhoff, Dubai, UAE

The aim of this presentation is to raise awareness of the need to manage HSE competencies within an organization.

More specifically, the speaker clarified what was meant by the term competency and identifying why organizations should look at developing HSE competencies. He also discussed how a framework can be created for managing HSE competencies through the creation of a Competency Management System (CMS). In conclusion, it should be recognized that competency is an integral component of an effective HSE management system. H&S performance will not be improved on site unless those performing work activities possess the necessary levels of competency.

A systematic & structured approach is needed to identify and develop competencies and of course training plays a pivotal role in developing required competencies. However, it should be recognized that competency management is an ongoing process and that changes in legislation, best practice and operational activities drive the whole process to be dynamic in order to embrace change.

## TECHNICAL SESSION 5 A: Sheikh Maktoum Hall C

**Theme : Operational Excellence**

**Facilitator : Ben Burger**, MD – Pro Presentation CC, South Africa

**Topic 1 : Operations Excellence**

**Speaker : Dr. Chitram Lutchman**, Managing Director – Safety  
Erudite Inc, Canada

Dr. Lutchman spoke on the topic related with operational excellence. Opening his speech he touched base on oil and gas reserves and consumption namely 3 trillion bbl reserves in the oil sands of Alberta and 840 billion bbls in the middle east. As per 2009 statistics the consumption stood at 1000 bbls per sec and 24 mmbbls/day in US. Also graphically represented annual injury frequencies for employee and contractor as against ROCE for various establishments such as EXXON, Chevron, BP, Suncor.

Dr. Lutchman covered the interrelation between Operations Discipline and Operations excellence based on various OEMS components. Emphasized strong visionary leadership for sustainability of global performance through teamwork for full alignment. Not the least measurement through KPI's, OEMS Maturity Models, Gap analysis and PDCA model for continuous improvement and sharing of knowledge amongst industries for ensuring system sustainability culminated the essence of Operational Excellence.



## **Topic 2 : Introduction to an OEMS-A Chevron Approach**

**Speaker : Grant Daniels, OE Champion – Chevron, South Africa**

Mr. Grant Daniels spoke on the topic of OE management system the Chevron approach which includes management system process, leadership accountability, its journey and benefits. Mr. Grant mentioned that Chevron OEMS systematically manages process and personal safety, health, environment reliability and efficiency. Leaders use the OEMS as a roadmap to lead OE with objectives, plans, processes and behaviors that are integrated into their daily operations. He described in detail regarding the Chevron's OEMS which consists of three parts namely OE expectations, Management System Process and Leadership Accountability. He talked about the 5 steps involved under Management System Process (MSP) and reinforcing culture, operational discipline plus running the OEMS for leadership accountability. Mr. Grant described the journey and benefits cascading the various stages towards operational intelligence.

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## **Topic 3 : BAPCO Experience in the Journey of Operational Excellence**

**Speaker : Samah Al Hamad, OE Specialist – BAPCO, Bahrain**

Ms. Samah Al Hamad spoke about the experience in the journey of operational excellence. Ms. Samah mentioned that in BAPCO they believed in basic principles constituting OE culture namely zero injuries and incidents. Safety cannot be compromised for the sake of production and cost and compliance to safe operating procedures and policies is not optional. Above all leadership is the key. Ms. Samah spoke of the Management System Process in the OE journey that had leadership accountability at the core with interlinkages to the various components similar to PDCA model that built the OE culture. OE culture embeds with values, continuous improvement cycle through initiatives and projects paved the way to Operational Excellence. Operational governance through operational intelligence using the extended head quarters (XHQ) software from Siemens in use downstream for the past 10 years has supported operational excellence.

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## **Topic 4 : Operational Excellence as an Integrated Approach**

**Speaker : Dr. Thomas Kaiser, Managing Director, EMEA SSA & Co., Germany**

Operational Excellence as an integrated approach was presented by Dr. Thomas Kaiser. Operational Excellence is widely known as a continuous and long term strategy to improve the company performance systematically. From an HSE perspective it is crucial that this must be done in an integrated way and therefore fully incorporates the HSE area as an integrated element. Additionally "Integration" is needed for the integration of all operational perspectives (process, people, data and technology) and within the decision making value chain from strategy to execution. He added that in order to achieve so one has to corroborate the elements of operational excellence models with knowledge transfer and training, vertical integration from strategy to execution, identify value level and convert to projects that is result oriented with lessons learnt from deficiencies for improvement. Cited reducing consumption of paper by 25% as an example to complete the talk.



## TECHNICAL SESSION 6: Sheikh Maktoum Hall A

**Theme : Measuring HSE Performance**

**Facilitator : Dr. Chitram Lutchman**, Managing Director  
Safety Erudite Inc, Canada

**Topic 1 : Values Dashboards Add to HSE Management**

**Speaker : Naveen GV**, Managing Director  
Gensuite Software Systems & Services, India

Naveen started his presentation by claiming that HSE management in today's environment is a very resource intensive job and in a lot of places it is managed by a single person. Adding to that challenge is the fact that it is very difficult to get the right competence.

His research found that dashboards engage leadership in day-to-day management of HSE and forces organizations managing different sites to standardize their terms across all sites. The speaker challenged any organization to manage their HSE data manually without relying on a system. There are many providers for HSE data management system but few available offering an integrated system that including data from inspection, auditing, action setting and incident investigation. Hence, organizations have to be careful in selecting the right solution that addresses their needs.

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**Topic 2 : BAPCO Health & Safety Key Performance Indicators (KPI's)**

**Speaker : Samah Al Hamad**, OE Specialist – BAPCO, Bahrain

Samah outlined the purpose of HSE KPIs which include motivating and measuring the desired behavior in an organization. She then outlined the benefit of HSE KPI and these are (1) focuses on primary corporate objectives to ensure alignment; (2) assigns proper target measures for each objective; (3) assigns resources to champion each objective and KPI (4) identifies work processes requiring improvements to meet expected targets; and (5) provides an overall view of items that may be most impacting the corporate objectives.

The presenter then shared BAPCO's challenges in developing its HSE KPI (xhq) which included (1) combine 4 legacy KPI Systems (spreadsheets) into one company-wide system; (2) rationalize metrics to ensure those remaining are tied to strategic imperatives of the business; and (3) reduce manual data collection and optimize reporting efficiency.

The conclusions of this presentation were (1) xhq is a very powerful tool to improve OE Performance; (2) company Strategies and Vision are not easy to achieve, KPI's system ensures implementing the strategies; (3) transparency of the Tool enabled performance improvement; (4) ladders role is essential in sustainable validity of data; and (5) action upon reports are the most important element to improve performance.

**Topic 3 : Measuring HSE Performance****Speaker : Surendra Jagtap, VP & HSE Head – Essar Projects, Mumbai, India**

Surendra emphasized that a positive HSE performance measurement needs the involvement of the whole workforce and that a joint commitment in terms of attitudes and values should be in place. He then talked about relationship between leading & lagging indicators with business performance. The HSE dashboard of Essar project was highlighted together with its impact on governance process. The session's speaker went through how to set up targets for each HSE key performance indicators (KPI) and how to benchmark HSE performance with other organization in the same industry or even other industry (e.g. aviation, automobile, etc.). His conclusion was that organizations need to carefully think about what HSE indicators need to be measured and how these KPIs impact the overall HSE performance. Also, organizations need to put in place a clear communication strategy of these KPIs to their stakeholders.

**TECHNICAL SESSION 6 A: Sheikh Maktoum Hall C****Theme : Environmental Case Studies****Facilitator : Hari Kumar, Director – HSSEQ, Cairn India, India****Topic 1 : Achieving Excellence in Environmental Performance-BAPCO Approach****Speaker : Ijaz Ashraf, Environmental Advisor – BAPCO, Bahrain**

Mr. Ijaz Ashraf's presentation talked about achieving excellence in environmental performance through development of environmental awareness, regulations, compliance projects and programmes. To begin with, Mr. Ashraf gave a brief introduction of BAPCO followed by the subject in proper. He mentioned that under modern environmentalism the concept that action by humans could be potentially disasterous by interfering with natural systems that humans do not fully understand. Earlier on businesses were perceived as driver for economic growth thus improving standard of living. Periodically business became the villain of environment. Recessions followed by specific global issues became the front runner such as global warming and ozone layer depletion. This resulted in major environmental legislations particularly in Europe he added. Management systems fell in place and industrial processes and service provision became fully recognised. Mr. Ijaz mentioned all of the above for transpired to various types of pressures for compliance such as legal, financial, marketing and social. He spoke about environmental strategic plans, compliance program model, aspects to comply with legal requirements, programs to reduce emissions and waste in the various refining units particularly on air quality from the gas desulfurisation project, VOC emissions and waste treatment thus cost savings.



**Topic 2 : Importance of Adequate Groundwater Monitoring**

**Speaker : Siva Kumar, Regional Manager – EIC, Dubai, UAE**

Mr. Siva Kumar gave a brief on the EIC profile who are specialist support services to the industry environmental related. The presentation focused on petroleum spill to the ground shown by a conceptual model. Described the construction of monitoring well, sampling for ground water monitoring, testing and VOC measurement in wells. Concerns related to groundwater monitoring and its consequences, way forward were also highlighted.

He underlined perceptions of organizations need to change in terms of groundwater monitoring that needs to be conducted not only for compliance purposes but for implementing a proactive mechanism to detect hydrocarbon leaks. He added compliance for old plants can not be achieved overnight. A pragmatic approach is required when planning for environmental compliance plan for older plants.

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**Topic 3 : Environmental Case Studies**

**Speaker : Marcio Donnangelo, Global BDM-HSSE – Emerson Process Management Distribution Limited, Abu Dhabi, UAE**

Mr. Marcio Donnangelo presented environmental case studies in which he highlighted that 90% of the incidents surprisingly are due to incorrect position of valves, hydrocarbon leakages are the biggest contributors to major accidents on land based plants and gas leaks causing major damage to explosion risks. He added that HSSE programs should be seen as an investment and not a cost. Leadership and employee engagement play a pivotal role in prevention that has a direct bearing on the market perception of a good safety indicator for good business for investors. Marcio mentioned that safety systems education training and training for employees and contractors are challenges for the safety officers and safety managers. Technology and Information serving HSE. Smart HSE devices to simplify: Training for employees and contractors, safety rules enforcement and report generation to support proactive plan and regulatory authorities, etc.

Advanced sensors for process sensing, pervasive sensing. Thus the more you sense the more you solve. Also gave a few examples of wireless smart HSE for monitoring as preventive measures against incidents.





## Panel Discussion 6

### Future of HSE Management Systems in the MENA Region

**Moderator** : H.E. Judith Hackitt  
Chair – Health & Safety Executive, UK

#### Panelists

- 1) Adbullah Al Marzooqi  
SVP – HSE & RM, Abu Dhabi, UAE
- 2) Ahmed Khalil Ebrahim  
Manager – HSE, BAPCO, Bahrain
- 3) Ahmed Al Mengali  
MD – E-ERM, Abu Dhabi, UAE
- 4) Hari Kumar  
Director – HSSEQ, Cairn India, India
- 5) Waddah Ghanem Al Hashemi  
Executive Director – EHSQ & Corporate Affairs, ENOC, Dubai, UAE



## Panel Discussion 6: Future of HSE Management Systems in the MENA Region

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The panel discussion was opened by H.E. Judith Hackitt, Chair – Health & Safety Executive, UK. She gave a brief introduction about each of the panelists and then started taken the insights of each on future of HSE management systems in the MENA region.

During the panel discussion the following points were highlighted:

- To take HSE a step further, the Operational Excellence concepts needed to be adapted.
- Utilization of technologies to integrate HSE into day-to-day operations.
- More involvement of different disciplines (e.g. finance, etc.) in HSE related forums. This will be critical moving forward.
- Greater opportunity for high level strategic HSE training for leaders of various organisation to prepare them better to lead change in organisations.
- More involvement of occupational health non-governmental organizations.
- Organizations being more transparent in communicating their HSE performance.
- Driving change will mean greater engagement of workers and leaders alike.
- There was much debate on if HSE is now being looked at as a significant investment or a significant cost in organstions.
- The issue of the compliance drivers was also heavily debated by the panel.







# CONCLUSION



The conference was a collaborative effort of various HSE professionals of the region who showcased best practices in the industry in terms of HSE systems. This was a forum for learning new ideas. The main take aways from the conference are listed below in key take-away statements under the different are as:

## Leadership & Organisational Performance

- HSE should be a high level strategic & corporate objective.
- Organizations need leaders who know what they don't know (known, unknowns) who are willing to learn to improve & innovate.
- High performing organizations don't just do HSE, they believe in it.
- EHS starts at the top & therefore, managers and directors (leaders) are expected to drive this change.
- Leaders must understand their direct responsibilities & accountabilities for EHS.
- HSE leadership is a collaborative local & global partnership (industry, regulators, academia, etc.).
- Driving improvement in HSE enables industry change & creating value.
- Businesses with strong leadership create value & can adapt to change.
- One leadership challenge is to turn threats & losses into platforms for change.
- Leading from the TOP is no different from leading HSE or organizations. It is all about managing people towards a vision.
- One challenge of leadership is satisfying the needs of multiple stakeholders – internal and external - Profits maximization/value maximization.
- HSE is not about the numbers on the board or talk its about making sure that everybody goes home safe & sound to their families.
- Leadership does not only mean the CEO level. Directors, Managers need to be developed & drive the required change in the organization.
- Servant leadership sustains HSE culture because it engages the workforce and lead to improved business performance.
- Professional bodies and institutions have significant responsibility to advocate and deliver leadership contributions to the HSE agenda, particularly in process safety.



## Process Safety Management

- Process safety is a culture shift. It is one of the main elements to operate where organizations must follow rigidly.
- Process safety incidents occur everyday & they will continue to happen as long as organizations do not implement process safety effectively.
- Process Safety can mostly fall under operational team but supplemented by HSE. However, everybody has a role to play & everybody needs to understand their role.
- A number of PSM models are available for organisations to adopt such as OSHA (14 elements); EI (20 elements) & CCPS (20 elements).
- Most important is to understand how the pieces of different PSM model best fit together for you & make them add value.
- PSM requires a holistic approach & when applied sensibly improves business performance.
- The challenge that face most organisations is how to sustain an organisation's Process Management System.
- Process safety is a fundamental for chemical engineers. We need first to differentiate between each specialization to see what courses need to be provided and embedded.



## EHS Management Systems & Implementation

- EHS should be an integral part of organization's day-to-day operations.
- A strong management systems & competent EHS specialists are required to support all the organizations' leaders.
- HSE legislation is based of the basic principle that every employee has the right to go home at the end of the day safe & sound.
- To drive a change, organizations need to be proactive in managing HSE.
- Understand the importance of HSE for an organization.
- Aligning contractors & engaging them in the organization's HSE.
- Prevention is the best solution for all occupational injuries & diseases e.g. hearing losses can not be reversed.
- Learning from incidents is demonstrated by a change in practice. (We can't say an individual has learned unless we have evidence he/she is doing things differently.)



- OE culture needs to be created in organizations as a first step in order to improve the overall performance of organization.
- OE should be an integrated approach & a long term strategy to improve the company performance systematically and with regards to HSE it is crucial to be integrated.
- OEMS can be built upon the available elements/ systems within the organization. The OE processes need to be evaluated for how effective they are to suit your organization.
- HSE Index dashboards/cockpits are very powerful tools that actively engages leadership in HSE.
- It is important to measure & communicate HSE performance but even more important to make use of such data to improve performance .
- Organizations need to very carefully identify what HSE performance they need to measure. Focus should not be on nice-to-have, but on what makes sense to the business.
- Benchmarking HSE performance with best practice should be part of performance measurement/monitoring.
- More involvement of different disciplines (e.g. finance, etc.) in HSE related forums.



## Sustainability

- Sustainability should be integrated to growth of a country in general by having a very good foundation governess platform & federal alignment and building blocks for sustainable energy.
- Sustainability is not a choice it is a must for any organization to survive today's competitive market.
- Business Continuity Management needs to be integrated with Enterprise Risk Management Framework.
- Organizations should strengthen their approach to resilience to make it coherent and have embedded within the organization's vision.
- Organizations should identify major catastrophes that need to be tackled which are the credible scenarios.
- For best business outcomes, HSE should be looked at as a "social activity" that involves everyone.
- Risk & reliability need to be integrated and tools for incidents analysis data are crucial to focus on areas where organizations need to focus on.
- There are three main areas that are critical to HRO development (1) embed a learning



culture in organisations; (2) provide synergy between risk & reliability; (3) having the ability to analyze & use data.

- High reliability is more a functional or value driven to society.
- Organizations being more transparent in communicating their HSE performance.



### **HSE Competency**

- Employees need to be equipped with appropriate knowledge to believe in HSE.
- Organizations need to Invest in new technologies such as dashboard and returns are massive for best business performance.
- Building competencies & Carbon ambassadors will contribute to overall low Carbon strategy.
- In order to convince your CEO on putting HSE at the top of his agenda, you need to put yourself in his place and think about things which make you convinced for taking a decision.
- Safety Professionals roles changed from “problems detection” to “solutions’ facilitation”. Such a shift certainly required a dramatic competence elevation.
- Qualified & competent person has a good chance to help people and reduce risks and help in improving the organizations.
- HSE skills & knowledge is the foundation to practice and give credibility when working with peers and speak confidently to facilitate solutions.
- Developing HSE professionals does not end with qualifications, it is just a start. The skills are changing & we need to develop HSE professionals to cope with HSE challenges
- For people to change their practice they have to relate knowledge about an incident to their own work situation.
- People learn by actively engaging with information. (Even though an individual has received incident information, he/she might not have learned.)
- For effective learning to happen, organisational knowledge is used to inform each individual employee, and individual and group knowledge is used to inform the organisation.
- There is a significant need to do more research into HSE to close some substantial gaps in the knowledge base.
- Competency level can be measured through setting a specific KPIs. CPDs are effective tools to measure the competency level.
- Competency matrix for each employee need to be developed.
- Focus should be placed on young people by integrating HSE in the education system.
- Research & innovation leads change in organizations including safety briefing or even



any simple method which can make a change and drive the organization to better and higher level

- Competency is an integral component of an effective HSE management system. HSE performance will not improve on a site unless those performing work activities possess the necessary levels of competency.
- A systematic & structured approach is needed to identify and develop competencies and of course training plays a pivotal role in developing required competencies.
- It should be recognized that competency management is an ongoing process & that changes in legislation, best practice & operational activities drive the whole process to be dynamic in order to embrace change.
- Knowledge transfer & training is essential to equip all stakeholders with new capabilities in OE.



## Occupational Health

- Training & awareness on occupational health is essential at all levels.
- One should not be dependent on others. Everyone should take care of their health by acquiring knowledge and be responsible.
- Organizations should plan & conduct periodic medical examinations.
- All organizations should ensure that OH remains as an integral part of HSE.
- More involvement of occupational health non-governmental organizations.



## Environment

- Best technologies need to be applied & implemented for waste treatment.
- Perceptions of organizations need to change in terms of groundwater monitoring that needs to be conducted not only for compliance purposes but for implementing a proactive mechanism to detect hydrocarbon leaks.
- Compliance for old plants can not be achieved overnight. A pragmatic approach is required when planning for environmental compliance plan for older plants.
- To take HSE a step further, Operational Excellence concept needed to be adapted.
- Utilization of technologies to integrate HSE into day-to-day operations.

