

HESS DROPS INITIATIVE



Purpose of Hess DROPS Initiative

- The Purpose of the Hess DROPS initiative is ensure the development and implementation of a sustainable and organized program that will effectively and efficiently reduce dropped objects across all Hess assets.



HESS DROPS Initiative Background

- Following a near doubling in dropped object incidents in Hess North Dakota Operations between 2014 as compared to 2013, **one of which resulted in a contractor sustaining a serious head injury when an object fell from the derrick of a rig**, Hess initiated a multi phased program to not only stop the increased trend of dropped object incidents but also create a sustainable drops prevention initiative to ensure all workers on Hess locations/facilities can work safely free from dropped objects.



DROPS Initiative Phase 1 Summary

- To initiate sustainable improvement and reduce dropped objects to zero, an initial suite of safety stand downs were held across Bakken operations in January 2015. This was led by senior management team members from both Hess and its contracting companies.



DROPS Initiative Phase 2 Summary

- The initial suite of stand downs was further built upon by a sustained series of fact finding, workforce engagement session's including the delivery of DROPS awareness training and [DROPS Hazard Analysis of Rigs and Facilities](#). This engagement was conducted by a multidiscipline working group with consultation and information sharing provided by the DROPS organization. This group has continued to engage the Bakken workforce through a comprehensive worker consultation program to ensure high levels of engagement and buy in are maintained.

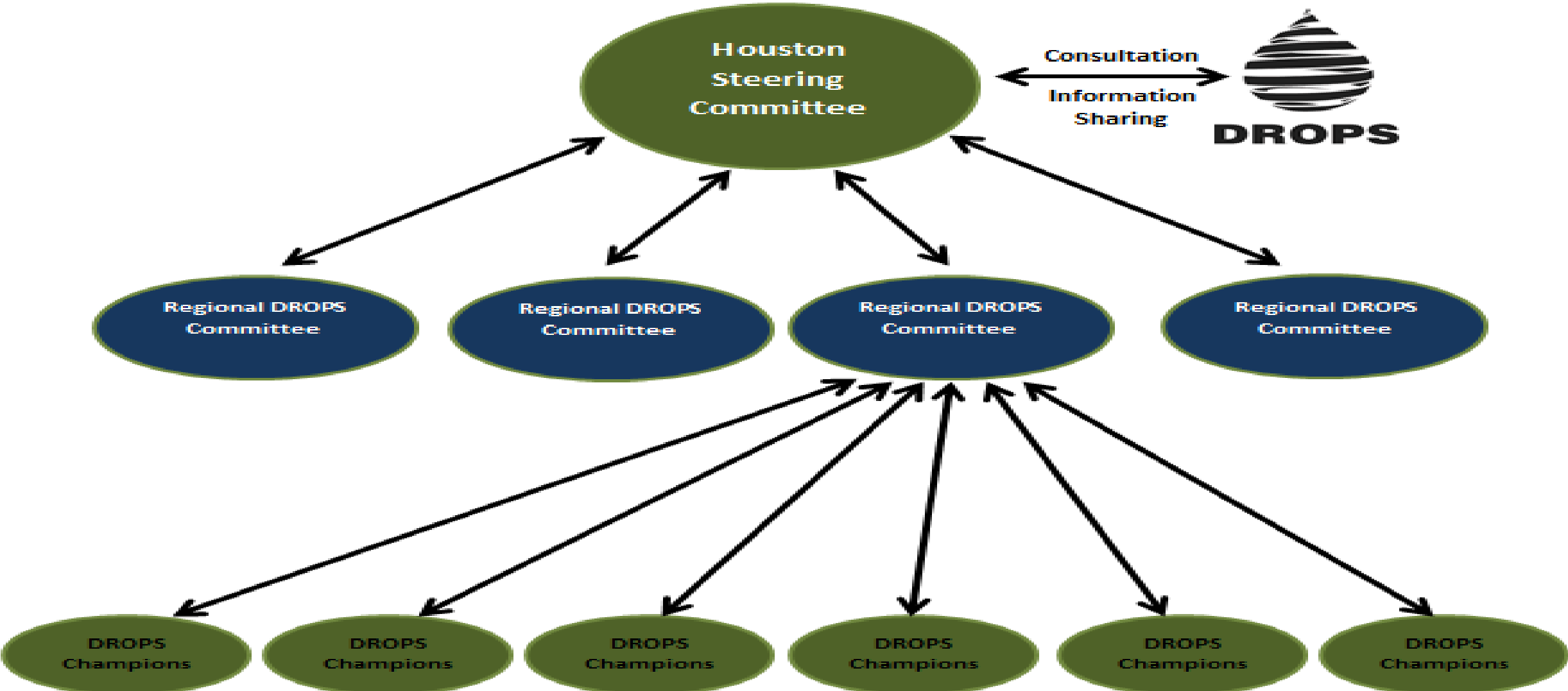


DROPS Initiative Phase 3 Plan

- Formation of Hess DROPS Steering Committee in Houston
 - Development and implementation of Hess DROPS Visual Standard for all Hess Operations
- Formation of Regional DROPS Committees across all Hess assets worldwide
- Training and implementation of the DROPS Champions Program with a goal of 24/7 365 coverage on all rigs/facilities currently working for Hess
- Phase 3 is key in ensuring the HESS DROPS Initiative is self sustaining



DROPS Initiative Structure



Houston DROPS Steering Committee

- The Houston DROPS Steering Committees role is to ensure uniformity and transparency in the DROPS initiative program as well as ensuring all Hess assets have all the tools, up to date information, metrics, and support needed to ensure the success of their Regional DROPS programs.
- This will be done by ensuring constant data flow between the Steering Committee and all Regional DROPS Committees. This will ensure real time information sharing between fields to help prevent and mitigate any DROPS incidents by learning from all Hess assets.



Regional DROPS Committee

- The Regional DROPS Committees role is to develop a detailed strategy and path forward to ensure the effective embedding of a DROPS prevention strategy occurs in each asset and undertake an effective 'path forward' strategy planning to ensure this can be sustained in the long term. This process from inception will use the Plan, Do, Check, Adjust, (PDCA) methodology.
- The Committee membership consist of EHS and Operations leaders for both Hess and its contractors.
- The Committee meets once a month to review all DROPS initiative programs and PDCA as needed



DROPS Champions Roles & Responsibilities

- The DROPS Champions in addition to their normal roles and responsibilities will act as the on-site focal point to relay information to and from the Regional DROPS committee as well as foster and influence the building of a culture where DROPS are eliminated. The DROPS Champions work to ensure consistent planning, implementation, monitoring and assessment of preventative and mitigating controls as laid out by the Hess Dropped Object Prevention Scheme



DROPS Champions Expectations

- On-site DROPS focal point.
- Communication of DROPS requirements to on-site personnel.
- Distribution of dropped object prevention proactive campaign materials and ensuring they are being used as applicable in daily operations (e.g.: Not On Our Watch Posters, Derrick Hand Quick Check Cards and DROPS Reliable Securing Binders).
- Assist as needed in on-site gap analysis and/or generation of compliance action planning.
- Support pre-task hazard identification and risk assessments.



DROPS Champions Expectations

- Routinely assess rigs personnel roster to ensure all rig based personnel have completed DROPS awareness training.
- Assist as needed in dropped object incident investigations and participate in any high potential DROPS incident investigations.
- Assure that lessons learned are being clearly communicated to on-site personnel and any required actions completed as applicable.
- Ensure field reports and findings are communicated back to the Regional Committee for use in the PDCA program and to ensure that the root causes of any dropped object incidents/hazards are identified and corrected at all Hess Facilities/Rigs.



DROPS Champions Hazard Hunts

- The Hess North Dakota Regional DROPS Committee is currently requiring all DROPS Champions to complete one DROPS Hazard Hunt per hitch (every two weeks). This is then shared with the rest of the fleet and reviewed with all personnel via the DROPS Champions.



North Dakota DROPS Dashboard

The purpose of the dashboard is to ensure tracking of the effectiveness of the Hess North Dakota DROPS Initiative. The North Dakota Regional Committee has developed a DROPS Metrics/KPIs Dashboard that is updated weekly with an emphasis on both leading and lagging metrics/KPIs. The dashboard is dynamic and is currently being updated to include long term KPIs and new metrics to better gauge the effectiveness of the DROPS program in North Dakota as it matures and continues to become self-sustaining.



Conclusion

- As the Hess DROPS Initiative becomes more mature and self sustaining ensuring that DROPS Safety stays at the forefront of all Hess operations is key.
- Honest feedback from all personnel, measurable long-term leading KPIs, and providing all personnel with all the information, tools, and equipment needed will help to ensure the DROPS initiative stays successful for years to come.

