



Standard of Operation

Worker Health & Safety

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Revision History

Rev	Date	Reason for Issue	Prepared	Checked	Approved

Revision Control

Revision:	Para /Sect	Change Description

1 Introduction

Africa Oil Corp. is a Canadian oil and gas company with a diversified African portfolio. The Company is listed on the Toronto Stock Exchange and Nasdaq Stockholm under the symbol “AOI”. Africa Oil has transitioned to a full cycle E&P growth vehicle with production, cashflow, world-class development as well as significant exploration upside. The Company’s portfolio includes proposed development (Kenya Lokichar Basin), production (Nigeria Deepwater) and exploration (Kenya, South Africa and Deepwater Equity Investment) assets.

This document describes the Standard of Operation that Africa Oil requires to be implemented for its operated assets and which it will use with its Operating Partners on non-operated assets to ensure, as far as practicable, that activities are conducted in line with Africa Oil expectations.

2 Objectives

The Company’s goal is to ensure that activities under the responsibility of the Company cause no harm to our people or our host communities. This is done by applying high standards of practice through a process of continual improvement of management system and adoption of international standards.

The goal of the Company is zero fatalities and zero accidents on all its operated and non-operated assets.

The objectives of this Standard are to:

- Define the scope of activities;
- Outline applicable standards, requirements and procedures;
- Define roles and responsibilities;
- Define training requirements;
- Define monitoring requirements; and
- Define performance reporting procedures.

This Standard defines the minimum requirements for the conduct of activities at projects and assets in which Africa Oil is either the Operator or is in a Non-Operated Joint Venture.

3 Scope

Application of this Standard is mandatory on all Africa Oil operated assets and Africa Oil will use this Standard with its Operating Partners on non-operated assets to ensure, as far as practicable, that activities are conducted in line with Africa Oil expectations.

This Standard applies to all Africa Oil activities (acting as Operator or in a Non-Operated Joint Venture) throughout the life of all Projects or Assets when on-site activities have commenced.

While the intent is that the Standard is applicable to all Africa Oil activities, it is recognised that in situations where Africa Oil has a minority non-operating interest in a Project or Asset, it may not be possible to exercise an appropriate level of influence over the Operator to ensure full conformance with this Standard. Nonetheless, it is expected that Africa Oil will use reasonable efforts to assure itself that the Operator is undertaking its activities in broad conformance with this Standard.

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Occupational health and safety will be planned and managed in accordance with the requirements of the following as a minimum:

- Africa Oil Health & Safety Policy;
- Life-Saving Rules, International Association of Oil & Gas Producers, Report 459, 2018;
- Performance Standard 2: Labour and Working Conditions. International Finance Corporation, Performance Standards on Environmental and Social Sustainability, 2012;
- General Environmental, Health and Safety Guidelines. International Finance Corporation, 2007;
- Environmental, Health and Safety Guidelines for Onshore Oil and Gas Development, World Bank Group, 2015.
- Environmental, Health and Safety Guidelines for Offshore Oil and Gas Development, World Bank Group, 2007.

4.1 Scope

In order to satisfy this Standard, any occupational health and safety management system must:

- Be documented in a clear and auditable form;
- Be practical;
- Be working effectively; and
- Include procedures for periodic review and revision.

4.2 Legal Requirements

All regulatory requirements must be met. A list of current occupational health regulatory requirements, including external reporting requirements, must be available. The list must detail site responsibilities for compliance.

Local regulatory standards and requirements will take precedence over this Standard, except in those cases where the Africa Oil Standard provides a stricter standard.

4.3 Minimum Requirements: Health & Safety Performance Management System

Every Asset must have an Occupational Health & Safety Policy (either separate or integral with safety and/or environment) and an Occupational Health & Safety Plan. Both policy and plan must:

- Address key safety and occupational health issues relevant to the facility's products and operations;
- Guide the setting of objectives and targets;
- Be endorsed by current management;
- Be subject to regular review;
- Be readily available to employees and contractors;
- Establish the priority of safety and occupational health protection in relation to other business goals; and

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- Ensure that safety and occupational health/hygiene responsibilities and accountabilities are defined, designated, documented and communicated.

Every Asset must have in place an occupational health & safety improvement action plan for preventing injuries and occupational illnesses in its operations. This plan must:

- Be integrated into operational planning and procedures, such that adequate resources are allocated and performance is monitored; and
- Cover objectives, responsibilities, timing, priorities, deliverables and resources.

4.4 Minimum Requirements: Safe Work Systems

There must be a system, based on risk assessment, for ensuring that effective controls and safe work procedures exist for all hazardous activities, including the safe handling and storage of hazardous substances and including emergency procedures.

There must be a system for ensuring that employees are trained and equipped to carry out their work according to the applicable safe work procedures, and that their competence has been tested.

There must be a system for ensuring that activities requiring technical certification are carried out only by suitably certified people.

There must be a system for ensuring the risks associated with transport operations are controlled in accordance with IOGP Guidelines¹.

There must be a system for practising emergency procedures.

There must be a system of first-party auditing carried out by line management, which verifies that all employees:

- Are competent, trained, equipped and, if required certified, to carry out their work in compliance with safe work procedures; and
- Do in fact carry out their work in accordance with the applicable safe work procedures.

The first-party audit system must include:

- The collection, monitoring and analysis of audit data;
- The identification of the causes of unsafe acts and conditions; and
- The implementation of actions to correct these causes.

4.5 Minimum Requirements: Work Systems That Do Not Compromise Health

There must be a system to minimise exposure to hazardous substances, physical agents and activities. The system must be based on risk assessment and ensure that effective controls exist for hazardous activities.

There must be a system for ensuring that employees are trained and equipped to carry out their work according to applicable work procedures that minimise exposure to hazards, and that their understanding and capability of this has been evaluated. Requirements for avoiding or minimising occupational health risk must be integrated into skills training.

All plant and equipment must be designed, operated and maintained throughout life so as to minimise adverse health exposures.

¹ International Association of Oil & Gas Producers guidelines related to aviation and land transportation.

Every Asset must have an audit system to verify conformance with this Standard.

4.6 Minimum Requirements: Safety Incident Investigation

A safety incident is an event or act, which results in an occupational injury, or illness or damage to physical assets or which might have done so. These safety incidents must be reported on the shift on which they occur.

There must be a system for risk evaluation of all safety incidents. Subsequent investigation of incidents must ensure that:

- A manager responsible for the activity or area in which the incident occurred carries out the investigation. S/he will involve other employees to ensure that all causal factors have been identified.
- The root causes of the incident are identified.
- The controllable causes are corrected so as to prevent recurrence.
- Details of the incident and the lessons from it are communicated and learnt.
- There is a process to confirm that the above actions have been carried out.

4.7 Minimum Requirements: Health & Safety Organisation and Communication System

There must be an occupational health & safety organisation structure with the following elements:

- A management coordination role must be designated for occupational health & safety, with clearly defined accountabilities;
- A committee that supports line management in developing and overseeing the occupational health and safety improvement action plans;
- A structure which ensures occupational health & safety coverage of all areas of the operation; and
- A system to promote occupational health & safety awareness and general communication such as a pre-shift safety briefing/toolbox talk.

All Assets must have access to the services of a medical adviser and an occupational (or industrial) hygiene adviser. A system to ensure their knowledge remains current is required.

There must be an induction process for new employees and contractors addressing possible occupational health & safety issues. Understanding of their awareness must be evaluated.

There must be a system for encouraging, collecting, evaluating, documenting, archiving and (as appropriate) implementing suggestions relating to occupational health and safety issues.

4.8 Minimum Requirements: Change Management

All Assets must have in place a system for ensuring that change does not cause injury or illness to people. There must be established procedures for alerting personnel to changes in processes.

4.9 Minimum Requirements: Contractor Health Management

The management of occupational health and safety risks for contractors must comply with this Standard.

Occupational health & safety performance, where available and where consistent with local medical confidentiality laws, must be taken into account when selecting contractors. Standard occupational health clauses pertinent to site-specific high risk hazards must be included in consultancy agreements and contracts.

An assessment must be made of the occupational health risks for each contract. Where the assessment concludes that occupational health risk could occur, arrangements must be agreed with the contractor for their management.

5 Roles & Responsibilities

5.1 Ownership of the Standard

Overall responsibility for implementation of the Standard rests with the Africa Oil Chief Operating Officer.

5.2 Operator Responsibilities

The Operator shall, as a minimum, be responsible for managing occupational health and safety in accordance with this Standard. In a Non-Operated Joint Venture, the parent company of the Operator will be responsible for ensuring that appropriate systems and procedures are in place, and in line with this Standard.

The Operator will review local legislative requirements with respect to occupational health and safety management and establish appropriate controls to ensure compliance.

The Operator will report on occupational health and safety performance to Africa Oil based on an agreed reporting format.

5.3 Africa Oil Responsibilities

Africa Oil will cooperate and coordinate with the Operator to the extent required to confirm that an appropriate occupational health and safety management system is in place.

Africa Oil will review occupational health and safety performance data provided by the Operator and will require the Operator to address any non-conformance issues identified within an agreed period of time.

6 Training

Africa Oil will ensure that its staff are appropriately trained in the requirements of this Standard. The Operator will be responsible for this appropriate training of its staff

7 Monitoring

The Operator will report on occupational health and safety performance to Africa Oil based on an agreed reporting format. This will include appropriate leading and lagging indicators.

Africa Oil will review occupational health and safety performance data provided by the Operator and will require the Operator to address any non-conformance issues identified within an agreed period of time.

8 Key Performance Indicators

Key Performance Indicators (KPIs) for the effective implementation of this Standard are set out below.

Table 1 Key Performance Indicators

ID	KPI	Target	Monitoring measure
OHS-KPI-01	Number of identified non-compliances with occupational health & safety requirements identified in this Standard.	Minimise and target zero	Monthly EHS reports submitted