MOMAN
Major Oil Marketers Association of Nigeria

NEWSLETTER

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THE WEEKLY POST

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PROMOTING SUSTAINABLE EHS CULTURE IN TIME OF CRISIS IN DOWNSTREAM OPERATION

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Background:

The downstream sector of the oil and gas industry which is involved in the refining of crude oil obtained in the upstream sector as well as selling or distributing the products obtained has suffered a tumultuous first half of 2020 in the wake of COVID-19 Pandemic. Overall, the energy sector; a key pillar of many FDI strategies is forecasted by Global Data to face downward earnings revisions of 208% in 2020, with the shock compounded by the oil price crash which was for the first time in history below Zero. As forecasted by the International Energy Agency, oil demand decreased by 29 million barrels per day (BPD) in April 2020 and is expected to decrease by 23.1 million BPD at the end of Q2. [1, 2]

Thus, the sector has seen an imbalance of oversupply and less demand, further exacerbating the price crash. With global trade and transportation virtually at a halt, the supply chain faces numerous roadblocks too. Although most countries have begun to open their economies due to the reduction in the number of COVID-19 cases, the figures in these countries are not showing any sign of letting-down soon. Nigeria is a case in sight. This implies that the issues along the supply chain are likely to remain prominent as long as the coronavirus pandemic continues to spread. This disruption is widespread across the sector. With the day-to-day activity of producers, equipment and service providers, EPC contractors, storage and transportation companies, fleet operations, traders and marketers being delayed or canceled.

With workforce availability restricted, production is down, meaning equipment supply is limited and import-export terminals are all operating at lowered capacities. Places were workforces are still present are having to comply with safety protocols. For example, most companies in the downstream sector have either cut back their workforce strength or made staff work from home to prevent them from contracting the disease. The major impact is that lower manning level may lead the company to compromised EHS critical activities which may likely lead to avoidable incidents. [3]

Similarly, the current new normal supported by Globalization, technology and other work design factors, and organizational design innovations also present training needs for employee and EHS professionals. Increasing reliance on computer technology, distributed work arrangements, the increased pace of work, and the increased diversity of the workforce create several challenges for Employees and EHS personnel. First, new hazards could potentially emerge, both through the introduction of new technologies and through the performance of work in a more dispersed or virtual organization. Second, businesses are becoming smaller and “flatter” (i.e., fewer levels of management) and are redefining the content of work and the nature of the employment relationship. They are under pressure to compete for talent, innovate, provide exceptional quality, and bring products and services to market

quickly at competitive prices. The effects of these business developments on workers include demands for new skills and continuous learning, expanded job scopes, an accelerated work pace, and the need to deal with changing workplaces.

Workers also face uncertainty in employment relationships, increased interaction with both customers and coworkers, with social distancing saga, and more involvement with information and communications technologies. Further, societal developments like the increasing numbers of unemployed dependents, poor internet services, epileptic power supply, Traffic, security incidents, children now at home and not in schools, dual-career households, and aged dependents challenge workers to manage multiple and competing interests in their work and home lives. These factors are a major source of time conflict and carry the potential for causing dysfunction and distress in Nigeria's workforce and workplaces. The summary is that companies are highly exposed and at risk. Thence, the need to discuss EHS culture in the organization as a panacea for risk management and profitability. It is more worrisome to management due to the fact that the future of work has come 10yrs earlier than it was anticipated. On the whole, the Downstream sector is facing a historically difficult time in the wake of the coronavirus. These days, Companies are under intense pressure to be competitive and profitable. It therefore, becomes pertinent for all organizations within the sector, hoping to weather the storm to maintain a good EHS management system that is premised on a company-wide strong EHS Culture.

WHY DO WE NEED STRONG EHS CULTURE

White Star line Owners and Operators of the RMS Titanic, which sank during maiden voyage on April 15, 1912 resulting in 1,514 deaths. The company never recovered from this incident due to poor risk appreciation by the crew as a result of poor EHS culture.

Titanic, 1912

Owners and operators of Piper Alpha platform, 6 July 1988: 167 people died following an explosion on the platform. 8th largest oil & gas company at the time of the incident - Resulting loss > $3.Bn - It took 15 years for the company to recover from this incident.

Piper Alpha, 1988

Macondo Well Operator - Deepwater Horizon Rig exploded April 20, 2010, resulting in largest environmental disaster and 11 deaths - $35Bn set aside for cleanup and associated costs, Market cap ~ 35% lower than pre- accident levels.

Macondo Well Disaster, 2010

The Hertfordshire Oil Storage Terminal (HOSL – Hertfordshire Oil Storage Ltd), generally known as the Buncefield complex, was the fifth largest oil-products storage depot in the UK at the time of this incident. It had a capacity of about 60,000,000 imperial gallons (270 ml) of fuel. This was about 8% of UK oil storage capacity.

Buncefield Fire Accident, 2005

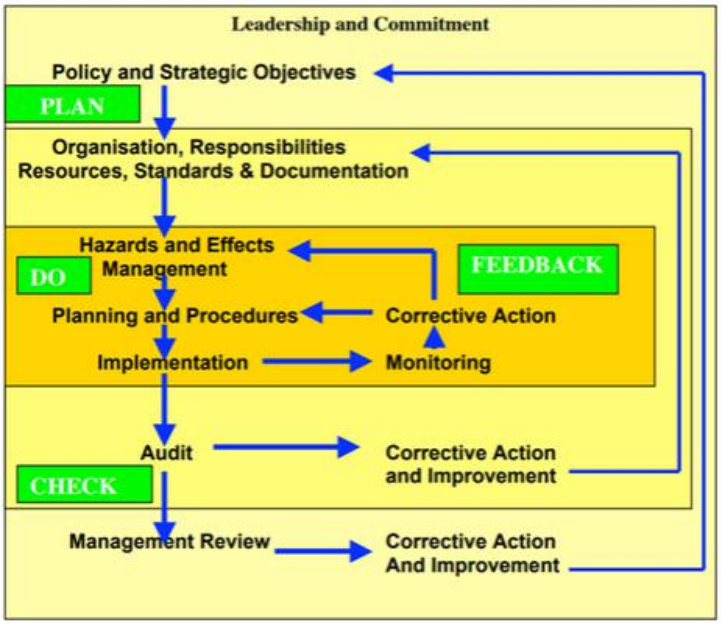
One thing that is common to all the four incidents is **Poor EHS Culture.**

As MOMAN, can we afford any of these incidents and still survive?

One key finding in the Macondo disaster is that Policies, and procedures of the corporations involved did not provide an effective system safety approach commensurate with the risks of the uncertainty of Macondo well. The lack of a strong safety culture resulting from a deficient overall systems approach to safety is evident in the multiple flawed decisions that led to the blowout. According to Claude et al., [4] Safety culture means different things to different people which subsequently guides their improvement efforts. Providing clarity, the essence of the safety culture construct is that it reflects a proactive stance to improving occupational safety and reflects the way people think and/or behave in relation to safety during normal and abnormal situations. The extant evidence shows the best proactive stance is to target the significant safety issues found nested within the common safety characteristics (management/supervision, safety systems, risk, work pressure, competence, procedures and rules) identified from public enquiries into process safety disasters. This is best achieved by focusing on the entity's safety management system and their people's safety related behaviors, not by trying to change people's values, beliefs and attitudes.

EHS Management System

According to Hearts and Minds cited by Hudson, [8] a solidly implemented HSE Management system is an essential basis for good HSE Performance. Outstanding performance and continuous improvement will only be achieved when there is a culture in which the elements of the management system can flourish. For example, no company will be so concerned about balancing the books, and in the process expose staff to the virus. This can lead to closure and litigation against the company. In this case, they tend to lose more.



EHS-MS flow chart

The effective implementation of compliance strategies for HSE-MS at the workplace can be assessed in various ways including audit and self-assessment questionnaires. However, while hard work and a systematic approach will result in full implementation, on their own they are not enough. They form the necessary basis but have to be complemented with good company EHS culture. Although Management systems and programs can provide an effective safety framework; however, ultimately it is the worker's perception of the value of safety to himself and the importance of safety to the organization that governs safety performance. Simply put, for true performance, you need both the underlying systems and an organizational culture that supports them. This is often called "EHS culture".

EHS Culture

When organizations establish safety as a core value and actively involve employees in the safety improvement process, the focus shifts from safety compliance to a sustainable safety culture which thrives when safety goals are connected to business values. When employees connect to internal motivation, their perception and behavior mindset shifts. They take personal responsibility and intentionally develop safe behavior in order to achieve safety excellence. [9]

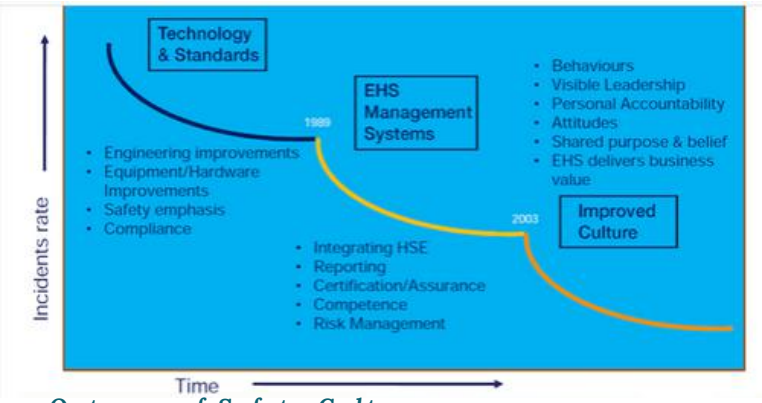
"Excellence is not a gift, but a skill that takes practice, we do not act 'rightly' because we are 'excellent', in fact we achieve 'excellence' by acting 'rightly. Thus, Excellence is not an Art but a Habit" - Plato.

Each organization has a unique EHS culture. It is critical to understand and manage your organization's EHS culture to maintain positive EHS performance. EHS performance is most often driven by employee actions and behaviors, which are largely a product of the EHS culture within an organization. To manage EHS performance, one must be able to understand and manage their organization's EHS culture.

An organization's EHS culture is a product of an organization's values, perceptions, attitudes, patterns of behavior, and competencies that define the style, proficiency of, and commitment to the organization's EHS management. Every employee must think and act these values, even when no one is supervising and watching them . It is only then, it is a culture and a way of live. [7] EHS culture is defined by several considerations. In a general sense, it includes the beliefs, motivations, attitudes, values, and perceptions of employees within an organization. It also includes behavioral norms and regulations, which are patterns of behavior in the workplace and limits that the organization places on itself in group settings. An organization's EHS culture is also defined by espoused values, which are the stated values of the organization that ultimately underpin employee behaviors, as well as formal philosophy, which is the formal way of speaking about an organization's values to other organizations or even within an organization. EHS culture is also defined by the organization's work climate, as well as the context in which the organization understands its work with competitors or the industry. Ultimately, many factors shape an organization's EHS culture and similarly, many considerations in evaluating an organization's EHS culture. EHS culture can be assessed in several ways; but should certainly take into account EHS regulatory compliance, conformance to ISO 45001 management system elements, conformance to ISO 14001 management system elements, site observation, and candid employee feedback from all levels within the organization. Together, these elements give an experienced culture assessor a strong understanding of the EHS culture at an organization. It is about the values we bring to work such as frequent and proper hand washing, cleaning and sanitation, use of face mask, social distancing and adequate use of personal protective equipment and its maintenance. If any opportunities for improvement are identified as a result of the culture assessment, action plans should be created and steps are taken to improve the EHS culture, which should in turn improve EHS performance. The actions required will be specific to findings identified during the cultural assessment but can include: improvement of accountability, development of strong EHS vision, the establishment of senior management buy-in, improvements in communication, the establishment of trust between various levels of staff, development of stated responsibilities, and implementation of process changes. Evaluating and understanding your EHS culture will help

determine whether that culture supports your organization's EHS objectives. When organizations establish safety as a core value and actively involve employees in the safety improvement process, the focus shifts from safety compliance to a sustainable safety culture which thrives when safety goals are connected to business values. When employees connect to internal motivation, their perception and behavior mindset shifts. They take personal responsibility and intentionally develop safe behavior to achieve safety excellence.

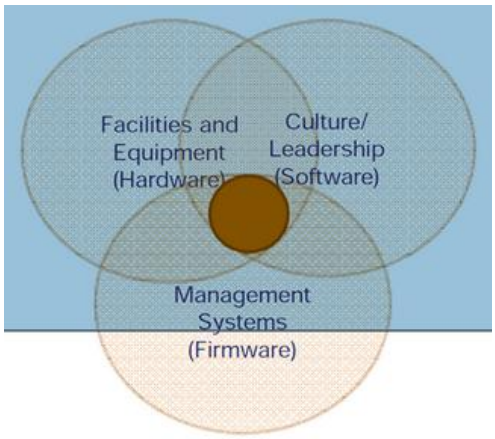
Impact of culture on EHS performance



Outcome of Safety Culture

Critical Elements for Superior EHS Culture Performance

- Management Systems (Recognize Hazards and Manage Risk)
- Policies
- Procedures
- Guidelines and Recommended Practices
- Strong Culture / Leadership
- Set and communicate clear expectations
- Hold self and others accountable
- Provide guidance and resources
- Ensure proper planning, execution and monitoring
- Be visible and show commitment
- Give regular and specific feedback
- Drive EHS as a line management responsibility
- Personal Ownership for EHS



Pathological – Power Oriented	Bureaucratic – Rule Oriented	Generative – Performance Driven
Information is hidden	Information is ignored	Information is actively sought
Responsibilities are shirked	Responsibilities are compartmented	Responsibilities are shared
Failure is covered up and/or scape goats found	Failure is followed up with justice	Failure causes inquiry and innovation
Low cooperation and trust	Modest cooperation and trust	High cooperation and trust

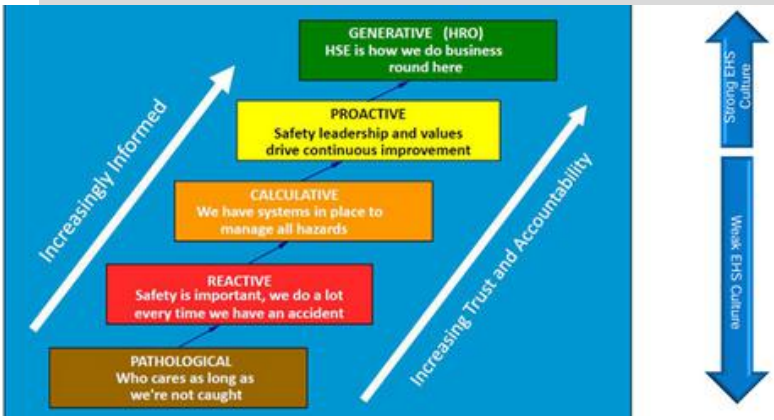
Evolutionary Model: Westrum, 1988 [11]

A good safety culture places the highest value on safety, occupational health and the environment. In such a culture:

- People are always alert to expect the unexpected
- People fully understand what they should do.
- People are open to suggestions
- People believe their actions make a difference to themselves and others
- Managers do not manage but show genuine leadership

To develop a mindset that focuses on safety excellence, organizations should build and instill a "corporate culture" that starts from the topmost "leadership" and seeks "continuous improvement".

Corporate Culture: The main challenge for any leadership team is to build a lasting culture of excellence throughout the entire organization. An organization's corporate culture works like the foundation of a skyscraper. If you don't have the right strong foundation in place, you won't achieve your performance goals no matter how much time and money is spent. Even though culture is sometimes referred to as something intangible, it is tangible and can be quantified and measured. By prioritizing culture you are unlocking the full potential of a company and accessing its real growth. Hearts and Minds used a culture ladder to simplify and categorize Sociologist Ron Wetrum's safety cultures. [11] The ladder shows that an organization's safety culture is assessed from five levels, from the 'pathological' to the 'Generative' as shown in the image below.



***Evolutionary Model*: Hudson, 1991 [8]**

The overall "Route to the Top" (world-class HSE performance) means progressing up the HSE culture ladder, developing HSE maturity to become truly pro-active and generative. There are many advantages to such improvement and these will have an impact well beyond HSE performance. For example, the workload may decrease as an organization becomes proactive. Increasing trust and awareness can allow us to get on with our work without requiring extra supervision and control; audits become more efficient and directed, taking less time; managers can be left to manage, and workers get on with doing the job.

Leadership

The process of defining the desired state, setting up the team to succeed, and engaging in the discretionary efforts that drive the safety value [12]. Safety leadership is widely recognized to be extremely important, especially when the prevailing safety culture is weak [13]. A company's safety culture is driven by the executive leadership team who creates, cultivates, and sustains its journey to excellence. They set the vision and the strategic direction (i.e. the desired state), provide resources (i.e. set up the team to succeed), and constantly emphasise and reinforce the importance of safety to people and the business (i.e. engage in the discretionary efforts to drive the safety value). For a variety of reasons, ineffective safety leadership is a major blockage to achieving success in many companies [14]. The target of the leadership of every organization is to build an effective organization and create a lasting change. This is dependent on how they guide & influence their followers with a clearly articulated vision, establishing achievable goals and providing them with the knowledge and tools necessary to achieve those goals. In every organization, safety excellence is a journey that never ends even when great results are being repeated. It is a journey that requires constant improvement actions. The key to moving organizations from the status quo to their target destination of excellence is dependent on some effective strategic safety activities which help employees comply & remain engaged to safety at work. No single group of employees has greater control over the success of an organization than those in leadership and management positions. They plan and direct the course of the organization, control the resources, manages employee performance, establishes the culture of the business, and are ultimately accountable for the organization's financial performance. Inspiring leaders drive inspired cultures and inspired cultures to drive prosperity. However, if organizations focus on building the appropriate leadership culture and mindset first, fears, resentment and confidence issues will be transformed into opportunities for growth, greater team cohesion and collaboration, and a leadership team that is engaged and ready to inspire action When leaders have the right outlook and truly apply practical leadership and coaching, not only do team members feel encouraged and supported, but they know that their roles and work matter, which results in higher levels of motivation and independence to work toward their goals. To achieve safety excellence, leaders should not just "talk-the-talk", they should "walk-the-walk."

Continuous Improvement

Continuous improvement succeeds best on the notion that every employee is responsible for identifying and acting on opportunities for enhancing processes. It's a powerful concept that can result in significant improvements in the short term and dramatic progress over time. Many strategies can be used when focusing on continuous improvement. The most commonly used as can be

seen in the image below, is the "plan, do, check, act" process.

This is a cyclical process that walks a company or group through the four steps of improvement. By continuing to cycle through these steps, improvement is always being worked on and evaluated. Each step builds on the previous step and then feeds into the next.

Plan: In the planning phase, teams will measure current standards, come up with ideas for improvements, identify how those improvements should be implemented, set objectives, and make the plan of action.

Do: Implement the plan that was created in step one. This includes not only changing processes, but also providing necessary training, increasing awareness, and adding controls to avoid potential problems. Continuous communication by top management to the employees. Nothing like over communication.

Check: This is where new measurements to compare with those taken before the change is an important step. Analyze those results and take any corrective or preventative actions to ensure the desired results are being achieved.

Act: All the data from the change is analyzed by management teams to determine whether the change will become permanent or if further adjustments are needed.

Conclusion: The events of the past few months have shown that practical safety trials/measures are not satisfactory to protect human, economic plus environmental assets in the oil and gas industry. Upholding Health Safety and Environment (HSE) as an alternative approach is of great importance. The aim of Health Safety Environment (HSE) is to evaluate, manage safety culture among the employees of an oil & gas sector. Improving safety, not only psychological and personal factors, organization and environmental factors should carefully be investigated, the actual problem be identified, appropriate solving methodologies be implemented, ultimately incidents rates will reduce. Individual unsafe behaviors, pervasive organization defects lie behind the majority causes of the hazards. HSE culture is the number one priority in the oil and gas sector as the way of formulating and addressing and contribute to the reasonable applicable reduction of related accidents, fatalities, losses(both time and property), and occupational health. Successful implementation of HSE best practice policy takes time and commitment from the entire oil and gas organization, can significantly improve environmental sustainability and Effective running of an HSE will provide ongoing environmental benefits, cost savings and contribute to building an attractive workplace culture. To drive workplace safety from a compliance driven perspective to profit opportunities, Organizations must demonstrate safety culture as a value, be alert to expect the unexpected, open to new ideas, while managers should show genuine leadership by seeing others' perception and behavior as a reflection of themselves and as such instill a strong Safety culture in everyone. Implementing health and safety Culture in the workplace helps to assess potential risks and identify significant hazards. It also enables organizations to put measures in place to protect the people and environment. By incorporating health and safety principles as far as reasonably practical, and working harmoniously with regulators will help businesses save time and money in the long-term.

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MOMAN Major Oil Marketers Association of Nigeria

Industry WATCH

BOUNCING BACK: NIGERIA ECONOMIC SUSTAINABILITY PLAN

2020

2. Fiscal Measures To Safeguard Oil Revenues

Objective	Safeguard oil revenues
Policies	• Deregulate the price of refined petroleum products and establish a sustainable framework for maintaining the national strategic stock. • NNPC to ensure 100% remittance of royalty and taxes paid by companies in kind to the Federation Account and sustain periodic reconciliation with DPR and FIRS • NNPC to continue to rationalise deductions from oil sector revenue in order to maximise payments to the Federation Account. • Maintain the practice of NNPC paying commercial value for all its crude oil lifting going forward. • Reduce the average production costs of crude oil by at least 20% in the first instance.
Implementing Agencies	Federal Ministry of Finance, Budget and National Planning, Department of Petroleum Resources, NNPC
Timeline	12 months

Fiscal and Monetary Measures

Source: Bouncing Back: Nigeria Economic Sustainability Plan. Economic Sustainability Committee, June 2020

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Industry WATCH

MACROECONOMIC INDICES

INFLATION

	FEB	MAR	APR
Year on Year % Change	12.20%	12.26%	12.34%
12 Month % Change	11.54%	11.62%	11.71%
Month on Month % Change	0.79%	0.84%	1.02%

Source: NBS
**Year - 2020*

CRUDE OIL PRICES

$/bbl	JUN 5	JUN 8	JUN 9	JUN 10	JUN 11
Brent Crude	42.30	40.80	41.18	41.73	39.17
WTI Crude	39.55	38.19	38.94	39.60	36.34

Sources: CNBC & Bloomberg
**Year - 2020*

Industry WATCH

PPPRA GUIDING PRICE FOR PMS

	FEB - MAR 18	MAR 19 - 31	APR	MAY	JUN
=N=/Litre	135.00 - 145.00	125.00	123.50 - 125.00	123.50 - 125.00	121.50 - 123.50

Source: PPPRA
*Year - 2020

FOREX RATES - CBN I/E WINDOW

=N=	JUN 8	JUN 9	JUN 10	JUN 11
USD	383.00 - 387.00	383.00 - 387.00	383.00 - 387.00	383.00 - 387.00

Source: CBN
*Year - 2020

FOREX RATES - CBN INTERBANK RATE

=N=	JUN 8	JUN 9	JUN 10	JUN 11
USD	360.50 - 361.00	360.50 - 361.00	360.50 - 361.00	360.50 - 361.00

Source: CBN
*Year - 2020

FOREX RATES - PARALLEL MARKET

=N=	JUN 5	JUN 8	JUN 9	JUN 10	JUN 11
USD	440 / 450	440 / 450	440 / 448	440 / 450	440 / 450
GBP	535 / 545	535 / 545	535 / 545	535 / 548	538 / 550
EURO	460 / 472	465 / 473	470 / 480	470 / 485	470 / 485

Source: CBN
*Year - 2020

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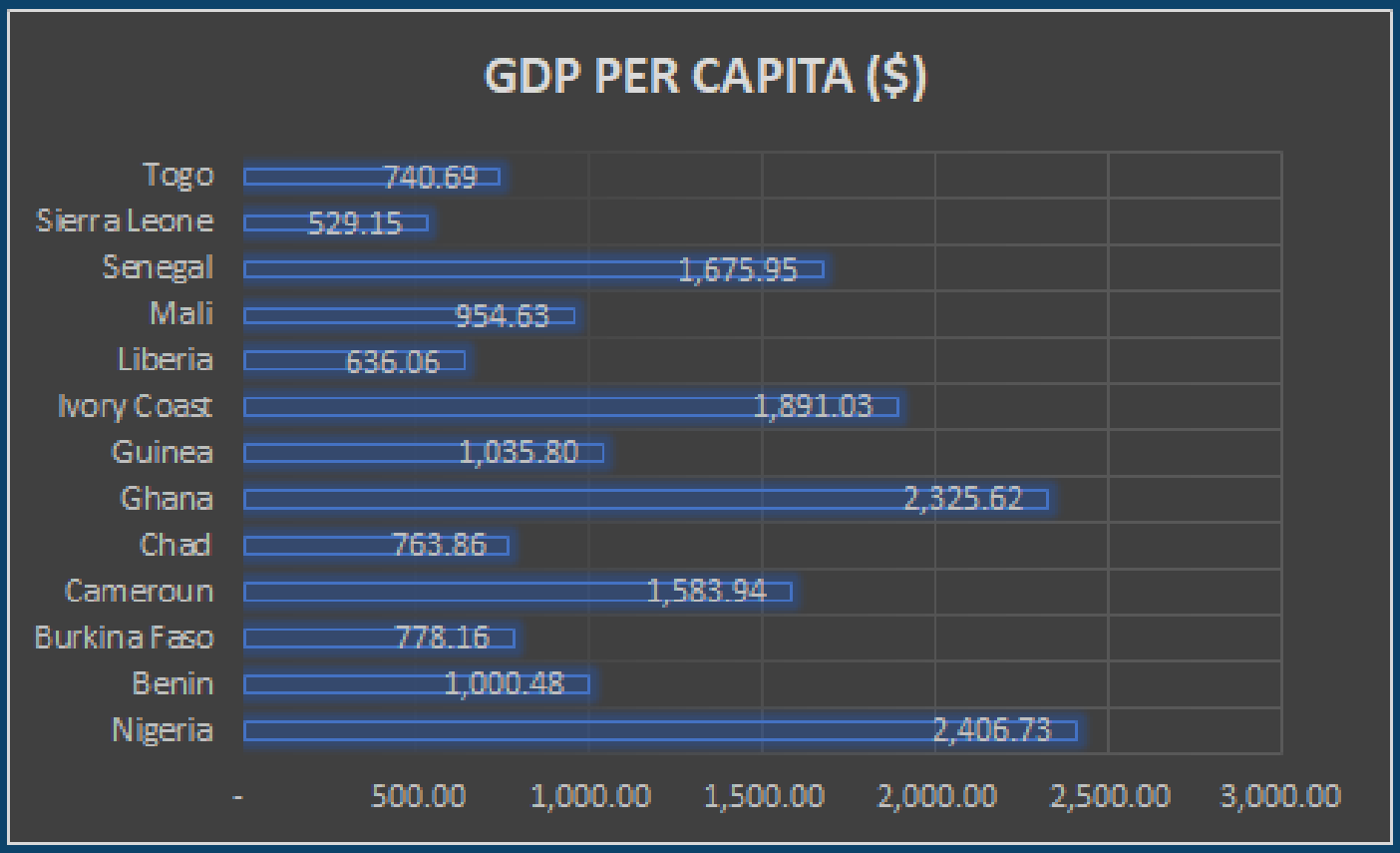
Industry WATCH

WEST AFRICA FOCUS



Source: globalpetrolprices.com
****Year - 2020***

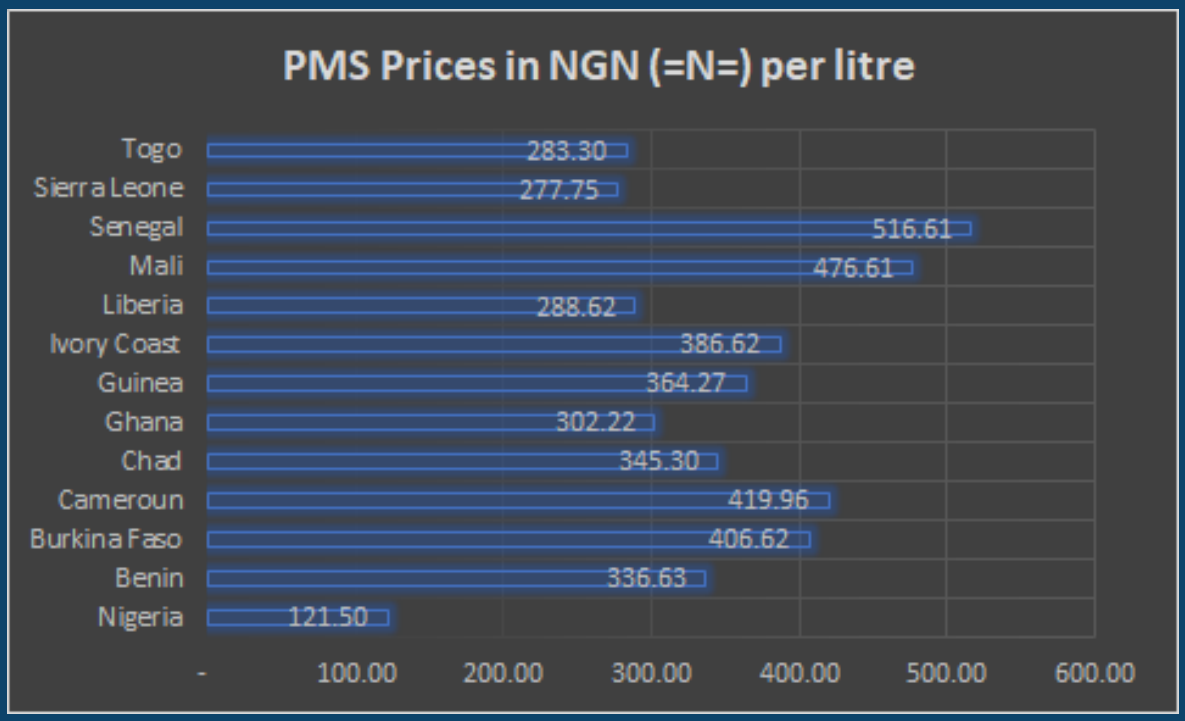
MOMAN Major Oil Marketers Association of Nigeria

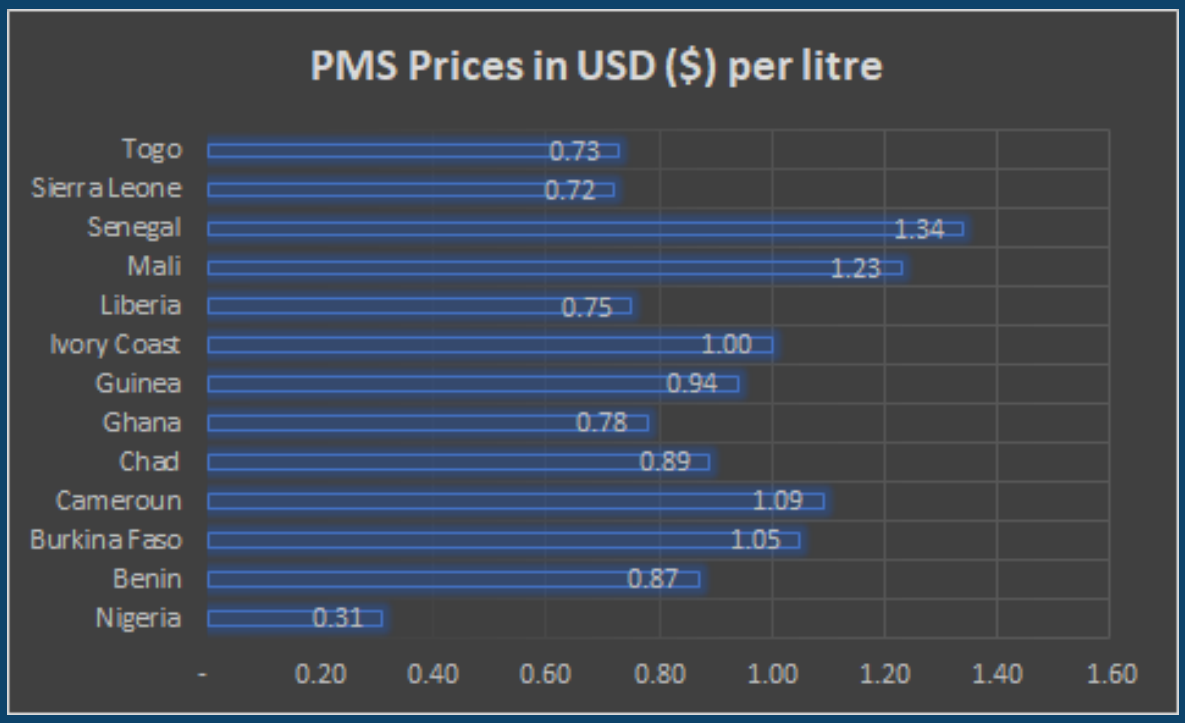
Industry WATCH

GASOLINE PRICES

***Average gasoline prices around the world: =N=365.97 or $0.95 USD as at June 8 2020**

WEST AFRICA (PMS)





***Source: globalpetrolprices.com**
***Year - 2020**

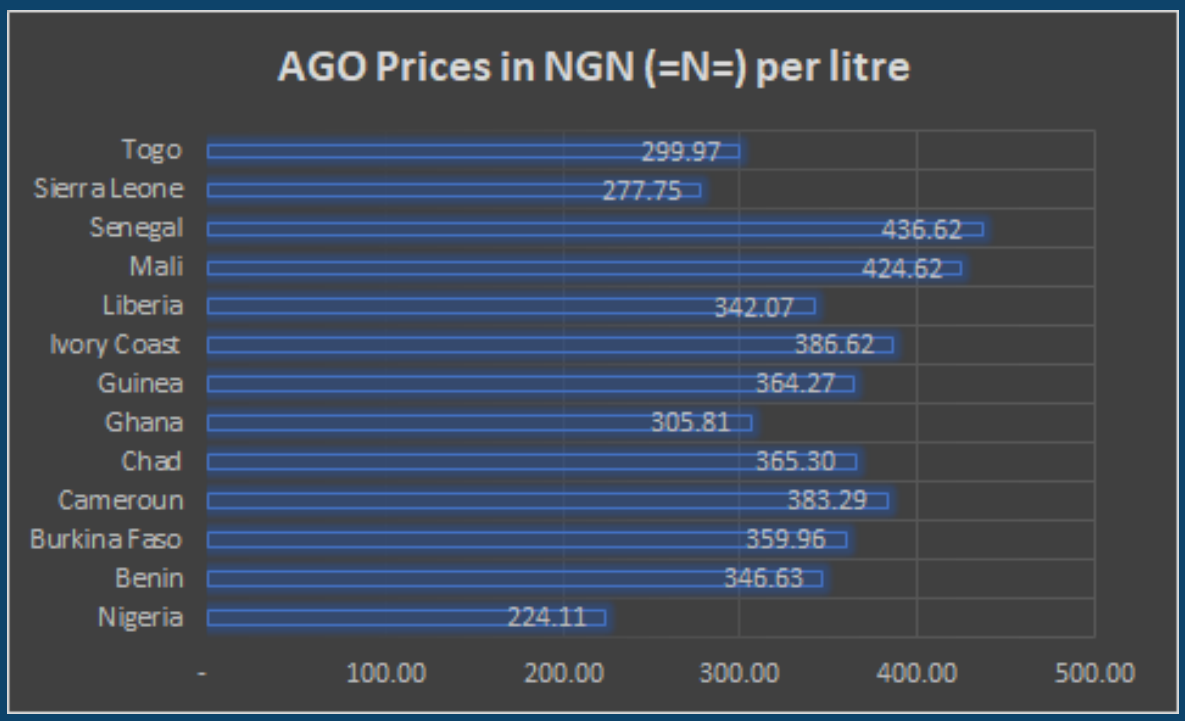
MOMAN Major Oil Marketers Association of Nigeria

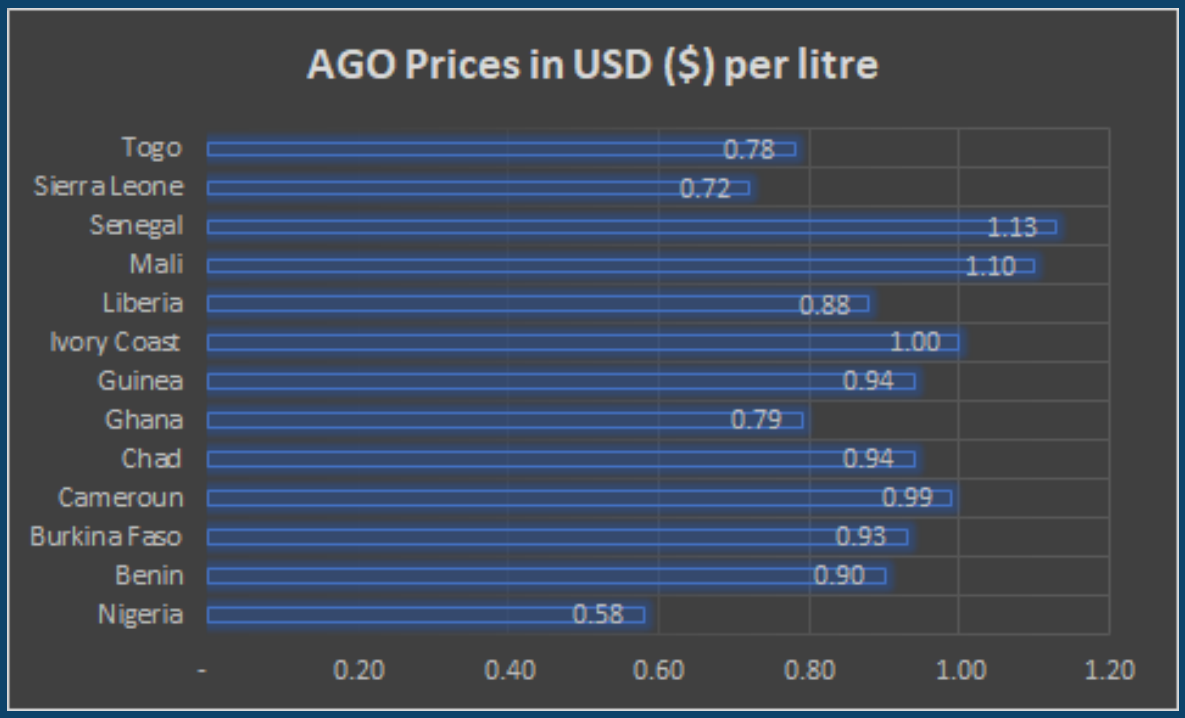
Industry WATCH

DIESEL PRICES

***Average diesel prices around the world: =N=330.66 or $0.85 USD as at June 8 2020**

WEST AFRICA (AGO)





***Source: globalpetrolprices.com**
***Year - 2020**

Industry WATCH

PLATTS

PMS

$ (USD)	JUN 8	JUN 9	JUN 10	JUN 11	WEEK AVERAGE
FOB ROTTERDAM	359.000	355.250	361.750	336.750	356.100
FOB MED	357.750	357.000	365.750	343.500	356.200
CIF NWE	369.500	364.250	371.500	356.000	367.900

AGO

$ (USD)	JUN 8	JUN 9	JUN 10	JUN 11	WEEK AVERAGE
CIF NWE	330.750	332.000	338.000	319.250	330.400

ATK

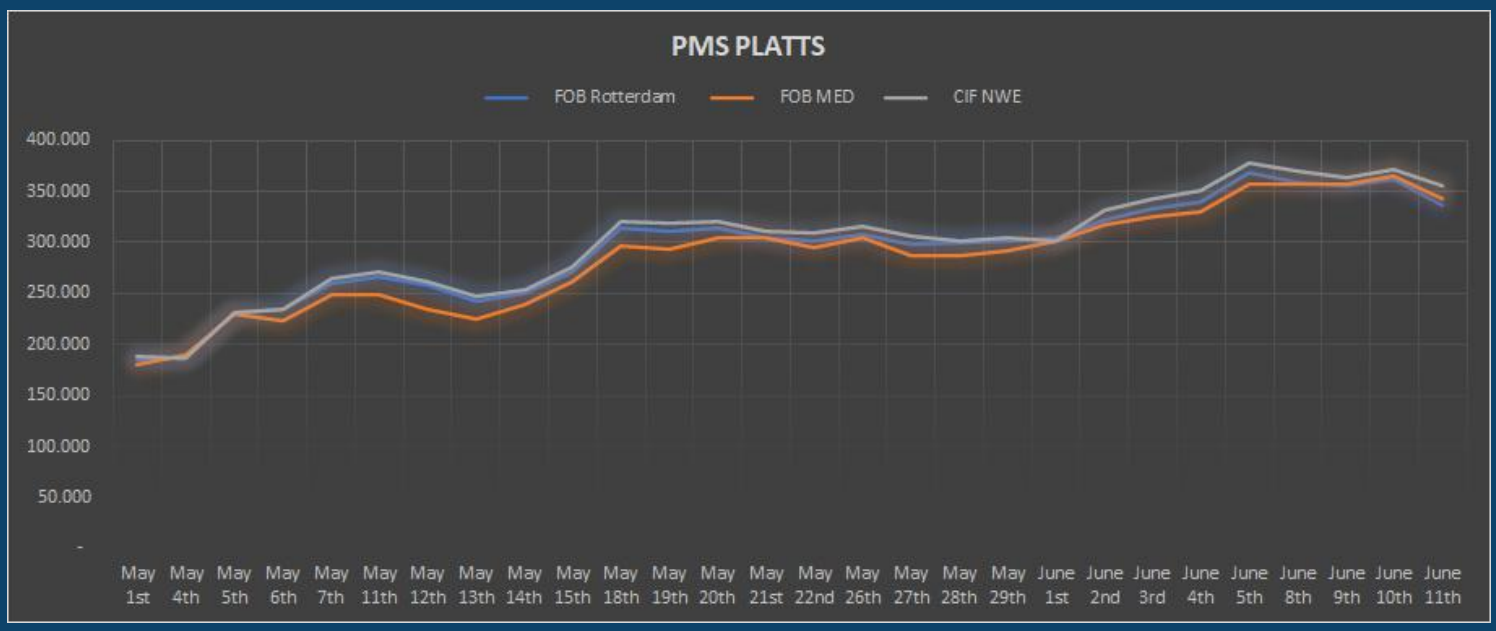
$ (USD)	JUN 8	JUN 9	JUN 10	JUN 11	WEEK AVERAGE
CIF NWE	318.000	317.000	324.750	307.500	316.650

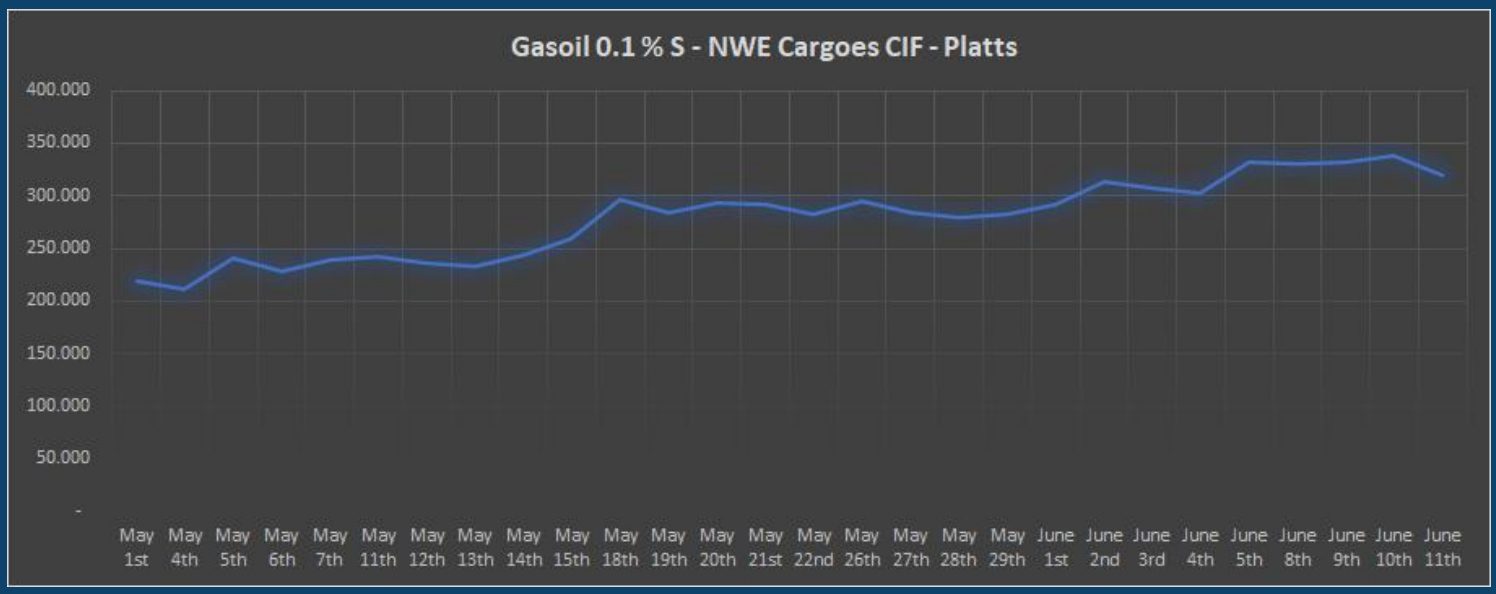
Source: S & P Global Platts
**Year - 2020*

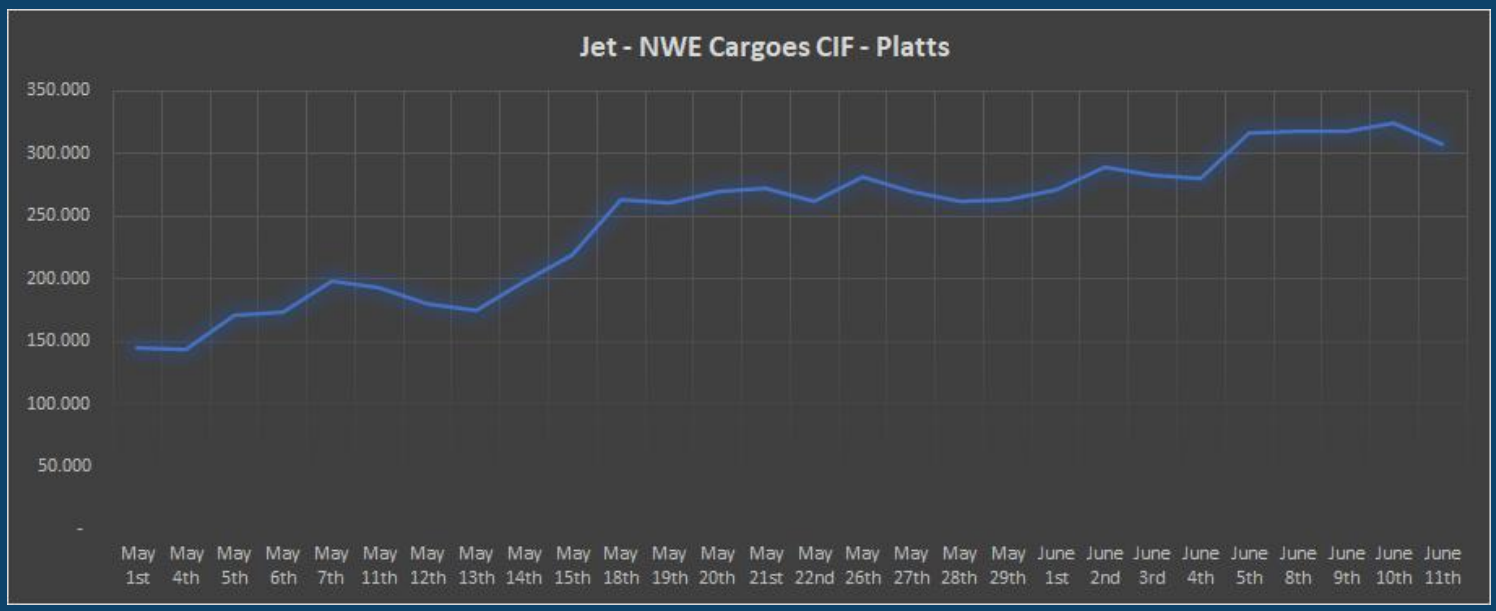
MOMAN Major Oil Marketers Association of Nigeria

Industry WATCH

Source: S & P Global Platts
***Year - 2020**







Industry WATCH

EX-DEPOT PRICES

LAGOS, NIGERIA

=N=/Litre	MAY 29	JUN 5	JUN 12
PMS	106.50-108.00	107.00-109.00	106.50-108.00
AGO	140.00-140.50	137.00-143.00	140.00-143.00

*Year - 2020

PORT-HARCOURT, NIGERIA

=N=/Litre	MAY 29	JUN 5	JUN 12
PMS	108.00-108.50	110.00-110.50	110.00
AGO	153.00-155.00	150.00-152.00	150.00

*Year - 2020

DELTA, NIGERIA

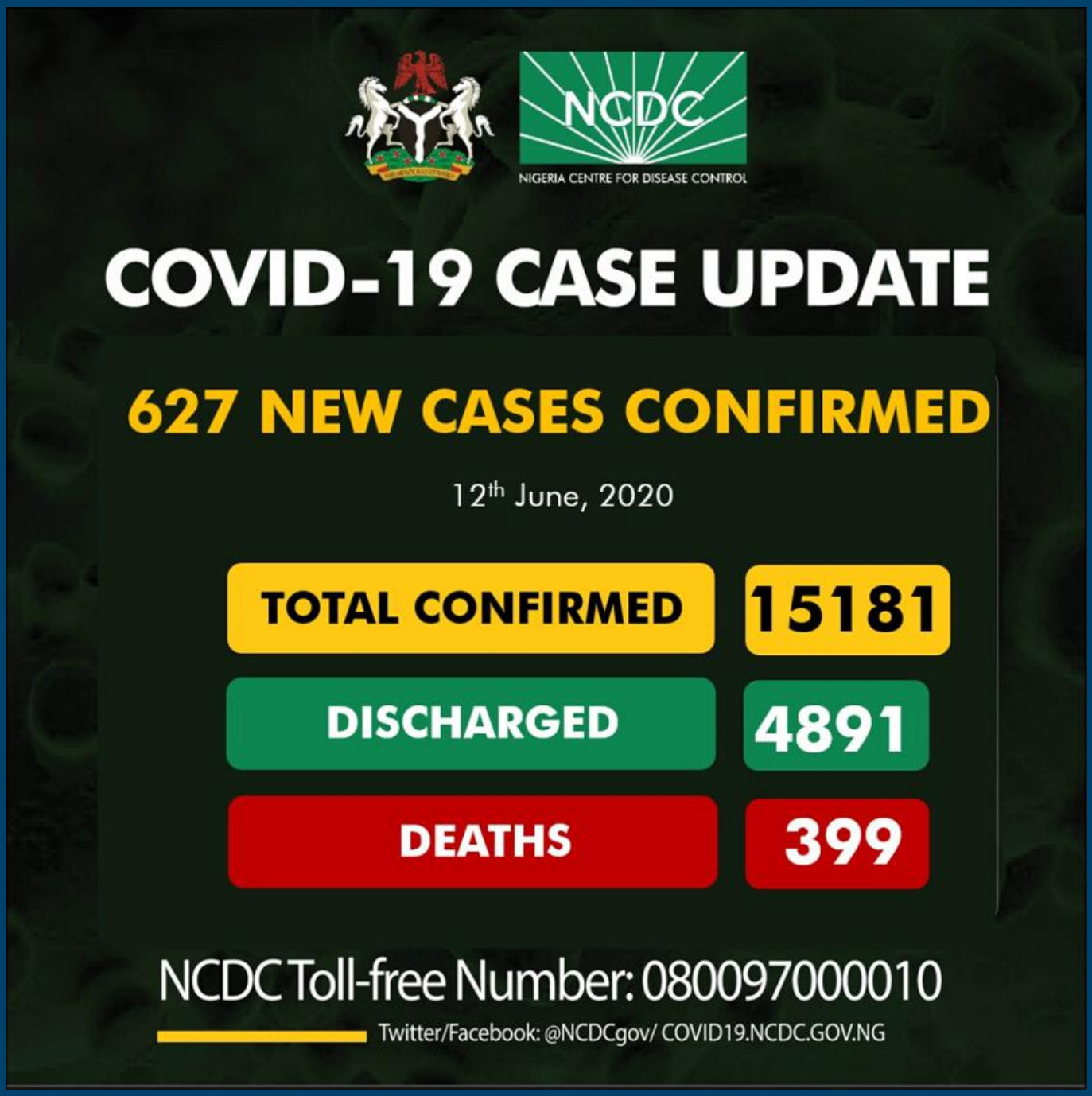
=N=/Litre	MAY 29	JUN 5	JUN 12
PMS	107.00	109.50	109.00
AGO	153.00-159.00	143.00-153.00	147.00-153.00

*Year - 2020

CALABAR, NIGERIA

=N=/Litre	MAY 29	JUN 5	JUN 12
PMS	108.00	111.00	110.00
AGO	160.00-161.00	155.00-156.00	154.00

*Year - 2020



Source: NCDC.GOV.NG
June 12, 2020

#StopTheSpread