

ESTVOLD OILFIELD SERVICES

CONTRACTOR MANAGEMENT POLICY

Document Number: EST-HSE-400
 Title: Contractor Management
 Revision: 1
 Effective Date: 06/01/2026
 Owner: HSE Department

Policy Control Item	Policy Information
Company	Estvold Oilfield Services
Document Type	Policy / Program Manual / Field Forms / and Audit Package
Applies To	All employees, temporary workers, supervisors, managers, contractors under company direction, all locations, shops, yards, offices, customer sites, vehicles, electrical systems, and field operations
Program Intent	Contractor qualification, hazard communication, work coordination, safety oversight, accountability, corrective action follow-up, performance evaluation, and continuous improvement
Regulatory Alignment	Regulatory Alignment for Contractor Management ensures all contractors, subcontractors, and service providers operate in compliance with applicable federal, state, local, client-specific, and company regulatory requirements.
Revision	Comprehensive V2 - Editable Master
Approval	Management / HSE / Operations

INCLUDED IN THIS PACKAGE

- Expanded Contractor Management policy manual
- Roles, responsibilities, and accountability expectations
- Contractor prequalification, orientation, and approval guidance
- Worksite coordination, SIMOPS review, and hazard communication requirements
- Contractor observation, audit, and corrective action process
- Incident reporting, escalation, suspension, and removal expectations
- Trend analysis, KPIs, audit expectations, and management review
- Comprehensive contractor forms package, logs, and evaluation tools

DOCUMENT CONTROL

Revision	Date	Description of Change	Approved By
0	Initial Release	Original controlled document issue	Management
1	Current Draft	Expanded contractor management manual and forms package	Management
2	Current Revision	Comprehensive program language, contractor oversight requirements, field forms, tracking logs, audit tools, KPI review, and management review expanded	Management / HSE / Operations

This document is considered a controlled safety management document. Printed copies are considered uncontrolled unless verified current through the company safety management system or authorized document control location.

DISTRIBUTION AND CONTROL

Controlled copies may be distributed to HSE, operations management, field supervision, procurement personnel, project coordinators, company shared safety systems, client-required safety documentation platforms, and company-controlled field locations where contractor work is performed.

HOW TO USE THIS MANUAL

- Use Sections 1-26 as the governing Contractor Management program standard.
- Use the Contractor Prequalification, Orientation, Daily Coordination, Audit, Corrective Action, and Closeout forms as field-ready documentation tools.
- Review contractor performance trends monthly and assign corrective actions with accountable owners and due dates.
- Use contractor observations as a coaching and accountability tool, not only as a compliance checklist.
- Escalate serious, repeated, or uncontrolled contractor deficiencies through operations and HSE leadership.



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1. PURPOSE AND POLICY STATEMENT

Estvold Oilfield Services is committed to ensuring contractors, subcontractors, vendors, temporary labor personnel, and service providers perform work safely and in alignment with company expectations, client requirements, and applicable regulatory principles. Contractor work shall be planned, communicated, monitored, and reviewed in a manner that protects employees, contractors, customers, the public, property, equipment, and the environment.

The Contractor Management process is intended to reduce injuries, incidents, near misses, equipment damage, environmental events, quality concerns, and operational disruption by establishing a consistent framework for contractor qualification, orientation, hazard communication, work coordination, supervision, auditing, corrective action, incident review, and performance evaluation.

The company recognizes that contractor-related incidents are often influenced by gaps in communication, unclear scope, weak pre-job planning, inadequate supervision, insufficient hazard recognition, unfamiliarity with site rules, poor SIMOPS coordination, and failure to verify controls in the field. Contractor management shall therefore be treated as an operational control system, not only as a purchasing or documentation function.

No production expectation, operational pressure, schedule demand, customer request, or client expectation shall take priority over employee or contractor safety.

2. SCOPE AND APPLICATION

This policy applies to all contractors, subcontractors, vendors, service providers, temporary labor personnel, consultants, third-party support personnel, and company-controlled worksites where work is performed on behalf of or in coordination with Estvold Oilfield Services.

The process applies to field operations, shops, yards, maintenance activities, construction activities, vehicle operations, equipment services, environmental work, specialty contractor activities, facility services, emergency work, and customer locations where contractor activities may affect company employees, client operations, or worksite safety.

This program complements existing company safety systems including JSAs, inspections, audits, permit programs, incident investigations, corrective action processes, Stop Work Authority expectations, procurement controls, and leadership engagement activities.

3. REGULATORY ALIGNMENT AND REFERENCES

This policy is written to align with recognized occupational safety principles including OSHA General Duty expectations, contractor safety management principles, hazard communication expectations, incident prevention practices, employee involvement concepts, and client-required safety expectations.

The Contractor Management process does not replace OSHA compliance requirements, client site rules, contract terms, company procedures, DOT requirements, environmental requirements, permit requirements, or task-specific regulatory standards. Where another requirement is more stringent, the more protective requirement shall apply.

Applicable references may include OSHA standards, company safety policies, customer site safety manuals, permit procedures, JSA requirements, incident reporting procedures, Stop Work Authority policy, contractor agreements, procurement requirements, and corrective action procedures.

4. DEFINITIONS

Contractor: Any non-company employee or organization performing work on behalf of, under contract with, or in coordination with Estvold Oilfield Services.

Subcontractor: A company or individual retained by a contractor to perform a portion of the work scope.

Prequalification: A review process used to evaluate contractor capability, safety performance, insurance status, training documentation, regulatory readiness, and operational suitability prior to work authorization.

Orientation: Communication of company, site, customer, emergency, PPE, reporting, and safety expectations before contractor work begins.

Corrective action: Action taken to address an identified hazard, deficiency, unsafe condition, work practice concern, or contractor performance issue.

SIMOPS: Simultaneous operations involving multiple crews, contractors, work groups, vehicles, equipment, or energy sources in the same work area or operational interface.



5. CONTRACTOR MANAGEMENT PHILOSOPHY AND CORE PRINCIPLES

The Estvold Oilfield Services Contractor Management process is based on the belief that contractor safety performance depends on clear expectations, effective communication, pre-job planning, field verification, leadership involvement, and timely corrective action. Contractor management shall begin before work is awarded and continue through closeout review.

Contractor oversight shall focus on prevention, coordination, and accountability. Contractors are expected to bring qualified employees, safe equipment, appropriate PPE, and the ability to perform assigned work safely. Estvold supervision and management are expected to communicate expectations, verify critical controls, and intervene when conditions are unsafe.

Contractor management shall not be treated as paperwork only. Field verification, daily coordination, audit quality, and corrective action follow-up are essential to making the process effective.

6. ROLES AND RESPONSIBILITIES

Contractor management requires clear accountability between Estvold leadership, HSE, supervisors, procurement personnel, contractor supervision, and contractor employees. Responsibilities shall be communicated before work begins and reinforced during work execution.

Role / Group	Key Responsibilities
Contractors	Follow company and site safety requirements, provide qualified personnel, maintain safe equipment, communicate hazards, report incidents, participate in coordination meetings, and correct deficiencies promptly.
Supervisors	Review contractor work activities, coordinate hazards, verify PPE and permit requirements, monitor compliance, stop unsafe work, and initiate corrective action when required.
Management	Support contractor oversight, ensure resources are available, review escalated concerns, evaluate contractor performance, and enforce accountability.
HSE	Support orientation content, audit tools, contractor trend review, incident analysis, corrective action tracking, and program improvement.

7. CONTRACTOR PREQUALIFICATION REQUIREMENTS

Contractors may be evaluated before work authorization to determine whether they have the capability, documentation, insurance, training, supervision, equipment, and safety performance history needed to complete the assigned work safely. Prequalification shall be based on the risk of the work, customer requirements, regulatory expectations, and the potential exposure created by the contractor activity.

- Insurance status and coverage requirements
- Safety performance and incident history
- Training and competency documentation
- Licensing, certifications, or specialty qualifications
- Equipment condition and inspection status
- Ability to meet client and company safety expectations
- Previous performance with Estvold or similar work

8. CONTRACTOR ORIENTATION AND TRAINING REQUIREMENTS

Contractors shall receive orientation appropriate to the work location, scope, hazards, emergency procedures, reporting expectations, PPE requirements, environmental concerns, Stop Work Authority, and applicable company or customer rules before work begins. Orientation may be delivered by HSE, operations supervision, project leadership, or an authorized site representative.

Orientation Topic	Minimum Expectation
Site Rules	Review customer, facility, and company expectations before work begins.
Emergency Response	Communicate alarms, muster locations, emergency contacts, and reporting process.
PPE / Permits	Review task-specific PPE, permit requirements, and authorization expectations.
Reporting	Explain incident, near miss, spill, property damage, and Stop Work reporting expectations.



9. WORKSITE HAZARD COMMUNICATION

Contractors shall be informed of known worksite hazards, simultaneous operations, environmental conditions, emergency response expectations, permit requirements, access restrictions, traffic patterns, energy sources, and operational restrictions before work begins. Hazard communication shall be two-way: contractors must also communicate hazards introduced by their equipment, materials, procedures, and work methods.

- Site-specific hazards and changing field conditions
- Chemical, pressure, electrical, mechanical, or environmental hazards
- Vehicle movement, backing, loading, and access routes
- Hot work, confined space, excavation, lifting, and LOTO interfaces
- Spill prevention, waste handling, and environmental controls
- Emergency access, muster points, and communication methods

10. WORK PLANNING AND COORDINATION

Contractor activities shall be coordinated to ensure safe work sequencing, effective communication, hazard control, permit readiness, and emergency response access. Work planning shall identify the task scope, contractor supervision, Estvold point of contact, required permits, equipment needs, affected work groups, and controls required to prevent conflict with ongoing operations.

Coordination Item	Expectation	Documentation / Evidence
Scope Review	Confirm work scope, limits, and affected areas.	Pre-job meeting / JSA
Hazard Review	Identify introduced and existing hazards.	Hazard assessment
SIMOPS Review	Coordinate overlapping tasks and contractors.	Daily coordination checklist
Emergency Access	Confirm access, communication, and response expectations.	Orientation / site plan
Work Authorization	Confirm permits, approvals, and supervision.	Permit / authorization form

11. PERMIT AND AUTHORIZATION REQUIREMENTS

Contractors shall comply with all applicable permit requirements including hot work permits, confined space permits, excavation permits, lockout/tagout requirements, line breaking controls, lift planning, electrical work authorization, and customer site authorization expectations. Work requiring permits shall not begin until the permit is reviewed, authorized, communicated, and posted or available at the work location.

Permit violations shall be treated as serious deficiencies because they indicate failure to verify critical controls. Supervisors shall suspend work when permit conditions are not met, when conditions change, or when required controls are not in place.

12. CONTRACTOR PPE AND EQUIPMENT EXPECTATIONS

Contractors shall provide and use appropriate PPE and maintain equipment in safe operating condition. PPE and equipment requirements shall be based on the scope of work, worksite hazards, client requirements, company policy, and applicable regulatory standards.

Defective equipment, damaged PPE, unsafe tools, missing guards, leaking equipment, or unauthorized modifications shall be corrected immediately. Equipment that cannot be made safe shall be removed from service.

13. CONTRACTOR OVERSIGHT AND SUPERVISION

Estvold supervisors shall monitor contractor work practices, PPE compliance, permit requirements, worksite conditions, housekeeping, equipment use, communication, and hazard controls during operations. Oversight frequency shall be based on risk level, contractor experience, work complexity, and changing field conditions.

Oversight does not remove the contractor's responsibility to supervise its own employees and work activities. However, Estvold retains the responsibility to stop unsafe conditions and coordinate work affecting company-controlled areas.



14. SIMOPS AND INTERFACE MANAGEMENT

Simultaneous operations require deliberate planning because contractor work may introduce hazards to other crews or be affected by existing operations. SIMOPS review shall consider vehicle movement, pressure operations, hot work, lifting activities, electrical work, confined space entry, chemical exposure, environmental conditions, and customer operations.

When multiple contractors or work groups operate in the same area, one designated Estvold representative shall coordinate worksite communication, sequencing, emergency expectations, and conflict resolution.

15. INCIDENT REPORTING AND INVESTIGATION

Contractor incidents, near misses, spills, equipment damage, property damage, uncontrolled hazards, permit deviations, injuries, or unsafe conditions shall be reported immediately. Contractors shall cooperate with incident review, evidence preservation, employee statements, root cause analysis, and corrective action development.

Incident reviews shall identify contributing factors including communication gaps, training deficiencies, supervision quality, equipment condition, work planning weaknesses, environmental conditions, and procedure effectiveness.

16. STOP WORK AUTHORITY

All employees and contractors have the authority and responsibility to stop work when unsafe conditions exist, hazards cannot be controlled, procedures are unclear, equipment is unsafe, or serious injury exposure exists. Contractors shall not be retaliated against for exercising Stop Work Authority in good faith.

Work shall not resume until the hazard has been evaluated, controls are implemented, affected personnel are informed, and supervision authorizes continuation.

17. CONTRACTOR AUDITING AND OBSERVATION

Contractor operations shall be periodically audited to evaluate compliance with PPE expectations, permit requirements, hazard controls, worksite housekeeping, communication practices, equipment condition, and supervision expectations. Audit quality is more important than audit quantity. A meaningful audit shall evaluate actual work activity, speak with contractor personnel when appropriate, and identify whether controls are effective in the field.

Audit Area	Satisfactory Evidence	Follow-Up Trigger
PPE Compliance	Correct PPE selected and worn properly.	Missing, damaged, or task-inappropriate PPE.
Permit Compliance	Required permits complete and controls verified.	Permit missing, expired, or conditions changed.
Hazard Controls	Controls match task hazards and are maintained.	Uncontrolled exposure or poor housekeeping.
Communication	Contractor understands hazards and site expectations.	Confusion, assumptions, or conflicting direction.
Equipment Condition	Tools and equipment inspected and safe.	Damaged equipment, missing guards, or leaks.

18. CORRECTIVE ACTION AND ESCALATION

Unsafe contractor conditions or behaviors shall be corrected promptly. Corrective actions may include immediate coaching, work stoppage, additional orientation, permit review, equipment removal, procedure clarification, contractor supervisor involvement, customer notification, or management escalation. Corrective actions shall be proportionate to the severity of the exposure and the contractor's history of compliance.

Risk / Deficiency Level	Example Condition	Expected Response
Low	Minor housekeeping or PPE adjustment.	Coach, correct, document if recurring.
Moderate	Repeated communication gap or incomplete JSA.	Stop task if needed, assign corrective action, notify supervisor.
High	Permit violation, serious line-of-fire, uncontrolled energy, unsafe equipment.	Stop work, secure area, notify HSE/management, verify correction.
Critical / Repeated	Willful violation, refusal to comply, serious incident potential.	Remove from exposure, escalate to management, evaluate suspension or removal.



19. CONTRACTOR PERFORMANCE EVALUATION

Contractor performance may be evaluated based on safety performance, communication quality, incident history, audit results, corrective action completion, work quality, responsiveness, and ability to work within company and client expectations. Performance evaluations may be completed at project closeout, periodically for recurring contractors, or following significant events.

Performance evaluation results may be used to support future contractor selection, additional oversight requirements, corrective action plans, suspension decisions, or recognition of strong performance.

20. CONTRACTOR REMOVAL AND SUSPENSION EXPECTATIONS

Contractors may be removed or suspended for serious safety violations, repeated unsafe behavior, permit violations, failure to follow site rules, uncontrolled hazards, falsified documentation, refusal to cooperate, inadequate supervision, or failure to complete corrective actions.

Removal or suspension decisions shall be reviewed by appropriate operations, HSE, management, procurement, or client representatives depending on severity, contract requirements, and worksite impact.

21. DOCUMENTATION AND RECORDKEEPING

The company shall maintain contractor qualification records, orientation documentation, daily coordination records, worksite hazard assessments, audit documentation, incident reports, corrective action records, contractor evaluations, and closeout reviews. Records shall be retained according to company retention requirements, contract expectations, client requirements, or applicable regulatory expectations.

22. SAFETY MEETINGS AND COMMUNICATION EXPECTATIONS

Contractor safety expectations, trends, lessons learned, and corrective actions may be communicated during pre-job meetings, daily coordination discussions, safety meetings, leadership reviews, and project closeout discussions. Communication shall focus on risk reduction, accountability, and operational learning.

23. TRAINING REQUIREMENTS

Training may include contractor orientation expectations, hazard communication, worksite coordination, permit requirements, PPE expectations, Stop Work Authority, emergency response, incident reporting, audit expectations, and corrective action responsibilities. Supervisors involved in contractor oversight shall understand how to document observations, escalate concerns, and coordinate corrective actions.

24. TREND ANALYSIS, KPIS, AND DATA REVIEW

Contractor data shall be reviewed periodically to identify recurring unsafe behaviors, positive performance trends, training gaps, communication issues, permit concerns, equipment issues, repeated deficiencies, and contractor-specific exposure trends. Monthly review shall focus on learning and improvement. Data shall not be used to discourage reporting or conceal contractor performance concerns.

Metric	Purpose
Contractor Audit Completion	Confirms oversight is being performed for active contractor work.
Corrective Action Closure	Confirms deficiencies are assigned, completed, and verified.
Repeat Findings	Identifies contractor or system issues requiring deeper review.
Incident / Near Miss Trends	Identifies exposure patterns before serious events occur.
Permit Compliance	Shows whether critical controls are being followed.
Orientation Completion	Confirms contractors received required expectations.
Contractor Performance Score	Supports future qualification and oversight decisions.



25. AUDITING AND PROGRAM REVIEW

The company shall periodically review contractor audit results, corrective action completion, incident trends, communication effectiveness, employee feedback, contractor performance evaluations, and program consistency. The audit shall evaluate whether the contractor management process is being used as intended and whether it is improving field coordination and hazard control.

Audit Item	Satisfactory Evidence
Prequalification	Contractor qualification records are complete and appropriate for the work.
Orientation	Contractor personnel understand site rules, hazards, and reporting expectations.
Field Oversight	Audits and observations reflect actual work activity.
Corrective Actions	Actions have owners, due dates, and verification.
Incident Review	Contractor incidents and near misses are investigated and trended.
Management Review	Leadership reviews contractor trends and removes barriers.

26. SUPERVISOR QUICK RESPONSE GUIDE

Situation	Immediate Action	Key Documentation / Control
Unsafe contractor behavior observed	Stop work and address issue respectfully. Correct exposure before work continues.	Contractor audit / observation form
Contractor incident occurs	Initiate reporting, secure area, preserve information, and begin review.	Contractor incident review form
Permit violation identified	Suspend work until permit conditions are corrected and reauthorized.	Permit documentation / corrective action
PPE deficiency identified	Stop affected work until PPE is corrected.	PPE verification checklist
Contractor communication issue	Conduct coordination review and clarify expectations.	Daily coordination checklist
Repeated deficiency observed	Escalate to management and contractor supervision.	Corrective action / performance review



27. FORMS PACKAGE

The following forms are provided as editable templates. The company may convert these forms into electronic format, fillable PDF, shared drive logs, or safety management software entries as needed.

FORM A - CONTRACTOR PREQUALIFICATION FORM

Item	Details / Comments
Contractor Name	
Scope of Work	
Insurance Verified	
Training Documentation Reviewed	
Incident History Reviewed	
Licensing / Certifications Reviewed	
Equipment Acceptable	
Approved By	

FORM B - CONTRACTOR ORIENTATION ACKNOWLEDGMENT

Item	Details / Comments
Contractor Employee Name	
Company	
Orientation Date	
Site Hazards Reviewed	
Emergency Procedures Reviewed	
PPE Requirements Reviewed	
Stop Work Authority Reviewed	
Employee Signature	

FORM C - CONTRACTOR WORKSITE HAZARD ASSESSMENT

Item	Details / Comments
Date	
Location	
Contractor / Crew	
Task Description	
Site Hazards Identified	
Contractor-Introduced Hazards	
Permits Required	
SIMOPS Concerns	
Controls Implemented	
Supervisor Review	

FORM D - CONTRACTOR AUDIT AND OBSERVATION FORM

Item	Acceptable	Needs Improvement	Comments
PPE compliance	<input type="checkbox"/>	<input type="checkbox"/>	
Permit compliance	<input type="checkbox"/>	<input type="checkbox"/>	
Housekeeping acceptable	<input type="checkbox"/>	<input type="checkbox"/>	
Hazard controls adequate	<input type="checkbox"/>	<input type="checkbox"/>	
Communication effective	<input type="checkbox"/>	<input type="checkbox"/>	
Equipment condition acceptable	<input type="checkbox"/>	<input type="checkbox"/>	
JSA / pre-job planning adequate	<input type="checkbox"/>	<input type="checkbox"/>	
Emergency access maintained	<input type="checkbox"/>	<input type="checkbox"/>	



FORM E - CONTRACTOR CORRECTIVE ACTION FORM

Item	Details / Comments
Date	
Contractor	
Deficiency Identified	
Immediate Action Taken	
Corrective Action Required	
Assigned To	
Due Date	
Verification Method	
Closeout Signature	

FORM F - CONTRACTOR INCIDENT REVIEW FORM

Item	Details / Comments
Incident Date / Time	
Contractor Involved	
Location	
Description of Event	
Immediate Controls	
Contributing Factors	
Corrective Actions	
Management Review Required	

FORM G - DAILY CONTRACTOR COORDINATION CHECKLIST

Item	Acceptable	Needs Improvement	Comments
Scope reviewed	<input type="checkbox"/>	<input type="checkbox"/>	
Site hazards reviewed	<input type="checkbox"/>	<input type="checkbox"/>	
SIMOPS reviewed	<input type="checkbox"/>	<input type="checkbox"/>	
Permits reviewed	<input type="checkbox"/>	<input type="checkbox"/>	
PPE verified	<input type="checkbox"/>	<input type="checkbox"/>	
Emergency communication confirmed	<input type="checkbox"/>	<input type="checkbox"/>	
Access / traffic control reviewed	<input type="checkbox"/>	<input type="checkbox"/>	
Supervisor contact identified	<input type="checkbox"/>	<input type="checkbox"/>	

FORM H - CONTRACTOR PPE VERIFICATION CHECKLIST

Item	Acceptable	Needs Improvement	Comments
Hard hat	<input type="checkbox"/>	<input type="checkbox"/>	
Safety glasses	<input type="checkbox"/>	<input type="checkbox"/>	
Gloves	<input type="checkbox"/>	<input type="checkbox"/>	
FR clothing where required	<input type="checkbox"/>	<input type="checkbox"/>	
Hearing protection	<input type="checkbox"/>	<input type="checkbox"/>	
Respiratory protection where applicable	<input type="checkbox"/>	<input type="checkbox"/>	
Task-specific PPE	<input type="checkbox"/>	<input type="checkbox"/>	
PPE condition acceptable	<input type="checkbox"/>	<input type="checkbox"/>	

FORM I - CONTRACTOR EVALUATION SCORECARD

Item	Details / Comments
Safety performance	
Communication quality	
PPE compliance	
Permit compliance	
Corrective action completion	
Work quality	
Supervision quality	



Overall recommendation	
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FORM J - CONTRACTOR CLOSEOUT REVIEW FORM

Item	Details / Comments
Contractor	
Project / Scope	
Work Completed	
Open Corrective Actions	
Incidents / Near Misses	
Performance Concerns	
Lessons Learned	
Approved for Future Work	

FORM K - CONTRACTOR PERFORMANCE TREND LOG

Item	Details / Comments
Month	
Contractor	
Audit Findings	
Incidents / Near Misses	
Corrective Actions	
Repeat Findings	
Management Action	

FORM L - CONTRACTOR MANAGEMENT PROGRAM REVIEW SUMMARY

Item	Details / Comments
Review Period	
Reviewer(s)	
Contractors Included	
Top Positive Trends	
Top Deficiency Trends	
System Barriers Identified	
Program Improvements Needed	
Management Approval	

APPENDIX A - CONTRACTOR SAFETY MANAGEMENT REFERENCE SUMMARY

This program is intended to support contractor safety management expectations, hazard communication principles, worksite coordination practices, field verification, incident prevention, corrective action tracking, and contractor oversight requirements. Contractor management should look beyond paperwork and evaluate how contractor work is actually planned, communicated, controlled, and supervised in the field.

APPENDIX B - MINIMUM PPE REQUIREMENTS

Minimum PPE may include hard hats, safety glasses, gloves, FR clothing where required, hearing protection, respiratory protection where applicable, safety footwear, high-visibility clothing where required, and additional protective equipment based on work conditions, customer expectations, and task-specific hazards.

APPENDIX C - CONTRACTOR OVERSIGHT EXPECTATIONS

- Observe meaningful work activity instead of paperwork-only conditions.
- Document specific contractor behaviors, hazards, and controls rather than vague statements.
- Ask questions before assuming why a deficiency occurred.
- Escalate immediate serious hazards without delay.
- Assign corrective actions with a clear owner, due date, and verification method.
- Review contractor trends with operations, HSE, and management.