

ESTVOLD OILFIELD SERVICES

RISK ASSESSMENT POLICY

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Policy Control Item	Policy Information
Company	Estvold Oilfield Services
Document Type	Policy / Program Manual / Field Forms / Risk Assessment and Audit Package
Applies To	All employees, supervisors, managers, contractors, company-controlled worksites, shops, yards, vehicles, customer sites, and field operations requiring hazard identification and risk evaluation
Program Intent	Hazard identification, risk evaluation, exposure reduction, operational planning, mitigation tracking, employee participation, management review, and continuous improvement
Regulatory Alignment	OSHA hazard assessment expectations, risk management principles, safe work planning requirements, employee involvement expectations, and applicable client requirements
Revision	Comprehensive V2 - Editable Master
Approval	Management / HSE / Operations

INCLUDED IN THIS PACKAGE

- Expanded Risk Assessment Program manual
- Roles, responsibilities, leadership accountability, and employee participation expectations
- Risk assessment planning, hazard identification, risk ranking, and mitigation control guidance
- Environmental and operational exposure review tools
- Communication, stop work, escalation, and management review expectations
- Trend analysis, KPIs, audit criteria, and continuous improvement tools
- Supervisor quick response guide and field-level risk review process
- Comprehensive forms package, risk ranking worksheets, review logs, and corrective action tracking tools

DOCUMENT CONTROL

Revision	Date	Description of Change	Approved By
0	Initial Release	Original controlled document issue	Management
1	Current Draft	Expanded risk assessment manual and forms package	Management
2	Current Revision	Comprehensive program language, implementation requirements, field forms, risk ranking tools, management review, and audit tools 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, training coordinators, company shared safety systems, client-required safety documentation platforms, and field locations where risk assessment activities are performed.

HOW TO USE THIS MANUAL

- Use Sections 1-26 as the governing Risk Assessment Program standard.
- Use risk assessment tools before routine work, non-routine work, changing conditions, high-risk tasks, or when hazards are not fully controlled.
- Use forms at the end of this manual as field-ready tools for hazard identification, risk ranking, mitigation tracking, employee participation, escalation, and audit support.
- Review high-risk work, recurring hazards, incomplete controls, and corrective actions during leadership review meetings.
- Use field observations, JSA reviews, incidents, near misses, and employee feedback to improve risk controls and reduce repeat exposure.

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1. PURPOSE AND POLICY STATEMENT

Estvold Oilfield Services is committed to identifying, evaluating, communicating, and controlling operational risk exposure before work begins through a structured risk assessment process. Risk assessments are intended to prevent injuries, environmental incidents, equipment damage, operational disruption, communication failures, and uncontrolled exposure to serious hazards.

This Risk Assessment Program establishes expectations for hazard recognition, risk evaluation, mitigation planning, employee involvement, operational planning, documentation, leadership review, and continuous improvement. The program is designed to support field-level decision-making while providing management with consistent tools to identify trends, remove barriers, and verify the effectiveness of controls.

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

2. SCOPE AND APPLICATION

This policy applies to all Estvold Oilfield Services employees, temporary workers under company supervision, supervisors, management personnel, contractors where applicable, company-controlled worksites, shops, yards, vehicles, customer sites, and field operations.

The process applies to field operations, maintenance activities, environmental response activities, vehicle operations, equipment operation, emergency response activities, non-routine work activities, changing work conditions, high-risk tasks, and any situation requiring hazard evaluation or exposure control review.

3. REGULATORY ALIGNMENT AND REFERENCES

This policy is written to align with OSHA hazard assessment expectations, risk management principles, employee involvement practices, safe work planning expectations, applicable client standards, and company safety management expectations.

This program complements company procedures for JSAs, inspections, audits, incident investigations, corrective action tracking, Stop Work Authority, training, contractor management, and operational planning.

4. DEFINITIONS

Risk assessment: A structured process used to identify hazards, evaluate exposure potential, and determine controls required to reduce risk.

Risk ranking: A method used to evaluate severity and likelihood of potential incidents or exposure.

Mitigation control: Action taken to reduce or eliminate identified risk exposure.

Residual risk: The level of risk remaining after controls have been selected and implemented.

High-potential event: A condition, near miss, or work activity that could reasonably result in serious injury, fatality, major environmental impact, or significant operational loss.

5. HAZARD AND RISK RECOGNITION

Hazard and risk recognition must occur before and during work activities. Risks may not be fully visible at the planning stage and can change as work progresses, weather changes, equipment is introduced, or personnel interact with moving operations.

Employees shall recognize that risk exposure may increase due to environmental conditions, changing work scope, limited communication, time pressure, fatigue, equipment condition, personnel positioning, or incomplete controls.

- Line-of-fire hazards and struck-by exposure
- Mobile equipment and vehicle movement
- Chemical, atmospheric, or environmental exposure
- Electrical, stored energy, and mechanical hazards
- Weather, terrain, lighting, and visibility conditions
- Work sequencing, SIMOPS, and communication failures
- Emergency response access and delayed response potential

6. PROGRAM PHILOSOPHY AND CORE PRINCIPLES

The Risk Assessment Program is based on the belief that hazards should be identified, evaluated, communicated, and controlled before exposure occurs. Risk assessment is not intended to be a paperwork exercise. It is a planning and decision-making tool used to protect people, property, the environment, and operational continuity.

Risk assessment quality depends on employee participation, supervisor engagement, accurate field observations, and leadership willingness to remove barriers when risk cannot be controlled at the field level.

- Identify hazards before exposure occurs
- Evaluate severity and likelihood honestly
- Select controls using the hierarchy of controls
- Confirm employees understand the controls
- Reassess when conditions change
- Escalate unacceptable risk to supervision or management
- Stop work when risk cannot be controlled

7. ROLES AND RESPONSIBILITIES

Employees are responsible for participating in risk assessment activities, communicating hazards, following identified controls, reporting unsafe conditions, and stopping unsafe work when hazards cannot be controlled.

Supervisors are responsible for ensuring risk assessments are completed, hazards are evaluated, controls are implemented, employee participation occurs, and unsafe conditions are corrected. Management is responsible for supporting the risk assessment process, removing barriers, reviewing trends, and ensuring corrective actions are completed.

- Employees participate in hazard reviews and control discussions
- Supervisors verify risk controls before authorizing work
- HSE supports program guidance, trend review, and audit quality
- Management reviews high-risk trends and barrier-removal needs
- Contractors participate in risk review when their work affects company operations

8. RISK ASSESSMENT PLANNING REQUIREMENTS

Risk assessment activities shall evaluate operational exposure, environmental conditions, equipment hazards, communication expectations, emergency response access, work sequencing, SIMOPS, and personnel exposure. Assessments shall be completed early enough to influence how work is planned, staffed, equipped, and supervised.

Risk assessments shall be reviewed when work conditions change, when new hazards are identified, when an incident or near miss occurs, when work scope changes, or when employees identify concerns.

- Task scope and work sequence
- Personnel assignments and competency needs
- Equipment and tool readiness
- Environmental conditions and weather exposure
- Communication methods and emergency response access
- Permit, JSA, LOTO, confined space, hot work, or other related controls
- Contractor or simultaneous operations exposure

9. HAZARD IDENTIFICATION EXPECTATIONS

Hazard identification activities shall evaluate physical hazards, environmental hazards, operational exposure, line-of-fire hazards, atmospheric hazards, ergonomic concerns, electrical exposure, equipment-related hazards, vehicle movement, public exposure, and emergency response limitations.

Employees and supervisors shall avoid assumption-based planning. If a hazard is unknown, the work shall be paused until the hazard is identified and appropriate controls are implemented.

- Ask what can injure personnel, damage equipment, or impact the environment
- Consider what changes if weather, lighting, or visibility deteriorates
- Identify who may be exposed, including nearby crews and contractors
- Evaluate stored energy, moving equipment, pinch points, and line-of-fire hazards
- Identify emergency response limitations before work begins

10. RISK EVALUATION AND RANKING REQUIREMENTS

Risk evaluation shall consider severity, likelihood, exposure duration, frequency of exposure, environmental conditions, operational complexity, communication effectiveness, competency, and existing controls. Risk ranking shall be used to prioritize controls, determine escalation needs, and identify work that requires additional approval or supervision.

Risk ranking shall not be used to justify unsafe work. If residual risk remains unacceptable, work shall be delayed, redesigned, escalated, or stopped until controls are improved.

Risk Ranking Matrix

Likelihood / Severity	Minor	Moderate	Serious	Critical
Unlikely	Low	Low	Medium	High
Possible	Low	Medium	High	High
Likely	Medium	High	High	Critical
Expected	High	High	Critical	Critical

11. RISK MITIGATION AND CONTROL EXPECTATIONS

Risk mitigation shall follow the hierarchy of controls whenever feasible. Elimination, substitution, engineering controls, and administrative controls shall be considered before reliance on PPE alone. Controls shall be specific enough for employees to understand what must be done, who is responsible, and how completion will be verified.

Supervisors shall verify controls before work begins and reassess controls when conditions change.

- Eliminate the hazard when practical
- Substitute lower-risk methods or materials
- Use engineering controls, barricades, guards, isolation, or mechanical controls
- Use administrative controls such as permits, procedures, scheduling, or supervision
- Use PPE as required based on remaining exposure
- Use Stop Work Authority when controls are inadequate

12. ENVIRONMENTAL AND OPERATIONAL EXPOSURE CONSIDERATIONS

Environmental conditions and operational complexity can significantly affect risk level. Weather, terrain, lighting, visibility, noise, fatigue, remote locations, traffic, environmental sensitivity, and emergency response access shall be reviewed as part of the risk assessment process.

Operational exposures shall include equipment movement, simultaneous operations, changing scope, contractor activities, customer site expectations, and public exposure.

13. WORKSITE HAZARD ASSESSMENT

Before work begins, supervisors and employees shall evaluate worksite conditions, environmental exposure, equipment hazards, communication methods, operational complexity, and emergency response readiness. Worksite hazard assessments shall be practical, field-focused, and based on the actual conditions employees will face.

A worksite hazard assessment shall be updated whenever conditions change or new hazards are identified.

- Access and egress conditions
- Line-of-fire and mobile equipment exposure
- Weather, lighting, wind, and visibility
- Chemical, atmospheric, or environmental exposure
- Emergency response access and communication
- Public, contractor, or simultaneous operation exposure

14. COMMUNICATION AND EMPLOYEE PARTICIPATION EXPECTATIONS

Employees shall participate actively in risk assessment discussions, communicate concerns, identify hazards, review controls, and confirm understanding of operational expectations before work begins. Supervisors shall create an environment where employees are expected to speak up and are supported when they raise concerns.

Risk assessment discussions shall be conducted in a manner that encourages practical field input rather than simple signature collection.

15. CONTRACTOR AND THIRD-PARTY EXPECTATIONS

Contractors working on company-controlled sites are expected to comply with risk assessment expectations, participate in hazard reviews, communicate operational concerns, and follow identified controls. Contractor activities that may affect company personnel shall be included in worksite risk assessments.

Where contractor risk assessments or JSAs are used, Estvold supervision shall verify that hazards, controls, communication, and emergency expectations are understood by affected personnel.

16. DOCUMENTATION AND RECORDKEEPING

The company shall maintain risk assessments, corrective action records, audit documentation, risk ranking records, management reviews, employee participation documentation, and training records. Documentation shall be complete, legible, and sufficient to demonstrate hazards were evaluated and controls were selected.

Records shall be reviewed periodically to identify recurring hazards, incomplete controls, repeat corrective actions, and trends requiring management attention.

17. INCIDENT REPORTING AND INVESTIGATION

Incidents, near misses, uncontrolled hazards, operational deficiencies, communication failures, or unsafe exposure conditions shall be reported immediately. Incident reviews shall evaluate whether risk assessments were completed, whether hazards were identified accurately, whether controls were effective, and whether conditions changed after work began.

Investigation findings shall be used to improve future risk assessments, training, controls, and supervision.

18. STOP WORK AUTHORITY

All employees and contractors have the authority and responsibility to stop work when hazards cannot be controlled, unsafe conditions exist, risk controls are unclear, or serious injury exposure exists. Stop Work Authority shall be supported by supervisors and management without retaliation.

Work shall not resume until hazards are reassessed, controls are implemented, and affected personnel understand the revised plan.

19. TRAINING REQUIREMENTS

Training may include hazard recognition, risk evaluation methods, mitigation planning, communication expectations, employee participation expectations, environmental exposure review, contractor coordination, risk ranking, and stop work authority.

Employees shall be trained to understand that risk assessments are living tools that must be updated when conditions change.

20. TREND ANALYSIS, KPIS, AND DATA REVIEW

Risk assessment data shall be reviewed periodically to evaluate program effectiveness, identify recurring hazards, determine whether controls are being implemented, and identify opportunities for improvement. Trend review shall focus on learning, prevention, and system improvement.

Risk Assessment KPI Matrix

Metric	Purpose	Review Frequency
Completed Risk Assessments	Verifies work planning and hazard review activities are being performed	Monthly
High-Risk Tasks Reviewed	Tracks elevated exposure requiring additional planning or supervision	Monthly
Corrective Action Closure	Verifies controls and mitigation actions are completed	Monthly
Repeat Hazard Trends	Identifies recurring hazards requiring system-level correction	Quarterly
Employee Participation Quality	Evaluates crew involvement and field input	Quarterly
Incident / Near Miss Linkage	Determines whether risk assessment gaps contributed to events	After events

21. LEADERSHIP AND SUPERVISOR ACCOUNTABILITY

Leadership personnel shall participate visibly in the Risk Assessment Program through field interaction, review of high-risk work, barrier removal, corrective action support, and communication of lessons learned. Supervisors are accountable for ensuring risk assessments are meaningful, employees participate, and controls are verified before work begins.

Accountability Expectation	Evidence of Completion
Field Presence	Documented field risk discussions and observations
Barrier Removal	Resources provided to reduce or eliminate risk
High-Risk Review	Management review of elevated-risk work
Corrective Action Follow-Up	Actions assigned, tracked, and verified
Employee Support	Concerns addressed without retaliation

22. AUDITING AND PROGRAM REVIEW

The company shall periodically review risk assessment quality, mitigation effectiveness, corrective action completion, incident trends, documentation quality, employee feedback, and program consistency. Audits shall determine whether assessments are being used to plan safe work, not merely completed as paperwork.

Audit Area	Audit Question	Expected Evidence
Quality	Are hazards specific to the task and worksite?	Completed assessment with task-specific hazards
Controls	Are controls clear and verified?	Control owner and verification notes
Participation	Did affected workers participate?	Crew signoff or discussion record
Escalation	Was high risk escalated appropriately?	Management review or approval
Learning	Were trends used for improvement?	KPI/trend review records

23. SUPERVISOR QUICK RESPONSE GUIDE

Situation	Immediate Action	Key Documentation / Control
Hazard identified during work	Stop work and reassess controls	Risk assessment form
Environmental conditions change	Review risk ranking and update controls	Hazard evaluation
Risk level unacceptable	Implement additional controls or escalate	Mitigation review
Communication concern identified	Review operational plan with crew	Field-level risk review
Incident or near miss occurs	Initiate investigation and reassessment	Incident review form

24. 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 - RISK ASSESSMENT FORM

Item	Details / Comments
Hazard	
Potential Consequence	
Risk Level	
Controls	
Responsible Person	
Verification / Completion Notes	

FORM B - TASK-SPECIFIC HAZARD EVALUATION FORM

Item	Details / Comments
Date	
Jobsite / Location	
Supervisor	
Task Description	
Environmental Conditions	
Equipment Exposure	
Communication Requirements	
Emergency Access Verified	
Additional Controls Required	

FORM C - RISK RANKING WORKSHEET

Item	Details / Comments
Environmental Exposure	
Equipment Movement	
Line-of-Fire Exposure	
Communication Complexity	
Operational Complexity	
Emergency Response Access	

FORM D - RISK MITIGATION REVIEW FORM

Item	Details / Comments
Hazard Identified	
Initial Risk Level	
Control Selected	
Control Owner	
Residual Risk Level	
Management Review Required	
Completion Verification	

FORM E - ENVIRONMENTAL AND OPERATIONAL EXPOSURE CHECKLIST

Item	Details / Comments
Weather / Lighting Reviewed	
Terrain / Access Reviewed	
SIMOPS Reviewed	
Mobile Equipment Exposure Reviewed	
Emergency Response Access Reviewed	
Public / Contractor Exposure Reviewed	

FORM F - FIELD-LEVEL RISK REVIEW CHECKLIST

Item	Details / Comments
Crew Participated	
Task Steps Reviewed	
Hazards Discussed	
Controls Confirmed	
Stop Work Expectations Reviewed	
Changes Communicated	

FORM G - MANAGEMENT REVIEW AND ESCALATION FORM

Item	Details / Comments
High-Risk Activity	
Reason for Escalation	
Additional Controls Required	
Management Decision	
Approval / Rejection	
Follow-Up Requirements	

FORM H - CORRECTIVE ACTION TRACKING FORM

Item	Details / Comments
Action Item	
Source / Finding	
Responsible Person	
Due Date	
Completion Date	
Verification Method	

FORM I - SUPERVISOR AUDIT AND OBSERVATION FORM

Item	Details / Comments
Risk Assessment Available	
Hazards Task-Specific	
Controls Implemented	
Employees Participated	
Work Conditions Match Assessment	
Corrective Actions Required	

FORM J - RISK ASSESSMENT TRAINING ACKNOWLEDGMENT

Item	Details / Comments
Employee Name	
Training Date	
Topics Reviewed	
Instructor / Supervisor	
Employee Signature	
Follow-Up Needed	

25. APPENDICES
APPENDIX A - RISK ASSESSMENT REFERENCE SUMMARY

This program is intended to support hazard recognition expectations, risk evaluation principles, mitigation planning practices, operational exposure management, employee involvement, and continuous improvement requirements.

APPENDIX B - RISK MITIGATION EXPECTATIONS

- Use engineering controls when feasible before relying on administrative controls or PPE.
- Verify controls before work begins and again when conditions change.
- Assign owners and due dates for corrective actions.
- Escalate high residual risk to supervision or management.
- Stop work when risk cannot be controlled.

APPENDIX C - EMPLOYEE PARTICIPATION EXPECTATIONS

Employee participation activities should include hazard communication, operational concern review, mitigation discussion, emergency response awareness, environmental exposure review, and documented understanding of controls and expectations. Employee input shall be treated as a required part of risk assessment quality, not an optional signature step.