

The 4th Group E&P Online Town Hall

The 4th Group E&P Online Townhall was held on Thursday, 24th September 2020. The Townhall consisted of two parts, in the first part, Mr. Thomas Quigley, Group E&P COO, and Ms. Viktória Márton, Group SD & HSE Vice President, provided a brief overview of the external environment impacting our industry, including the current COVID-19 status and the company's response to it. They also reflected on the focus of the division in the coming years. General rules and SOPs that are applied for everyone's safe health during this pandemic were also discussed and emphasized upon. Dr. Berislav Gaso, Group E&P EVP, provided an extensive insight on the recent changes in the oil and gas industry, including the effects of the COVID-19 pandemic over the last several months and talked about the current situation in MOL Group, specifically within the E&P Division. Moreover, Dr. Gaso explained that the delivery of the company's plans for 2020 and proper planning for the upcoming years are priorities for the rest of the year. He mentioned that the pandemic continues to challenge us and the upcoming period will not be easy, but we shall keep delivering our best work. As always, the employees were provided with the opportunity to post their questions before and during the event via the Sli.do platform. Dr. Gaso addressed all queries in light of the current pandemic situation and its impact on the E&P sector.

KEY TAKEAWAYS



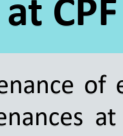
Oil & gas price crisis is still not over, we cannot expect recovery in 2021



The pandemic continues to challenge us: we also must continue to follow HSE rules, taking care of our health and of people around us



Delivery of our plans for 2020 and proper planning for upcoming years are priorities for the rest of this year



Upcoming period will not be easy on us, but let's keep delivering our best work – we will get through this together

ATA at CPF and GFP

Maintenance of equipment is the backbone of any running plant. For this purpose, MOL Pakistan conducted several routine maintenances at the Central Processing Facility. The plant comprises of almost 3000 assets experiencing several stages of maintenances and inspections. In these maintenances, the major contribution is of preventive and predictive maintenance, which constitutes to around 70% of the complete maintenance that the CPF goes through in a year; enabling the assets associated to run at their best efficiency and resolving any prevailing identified faults at an early stage. The major maintenances requiring the equipment shutdown are planned on a yearly basis during the Annual Turn Around which also provides the time frame of upgrading the plant through incorporation of new projects and revision of existing ones with progressing technology for further improvement of its running conditions.

For the year 2020, complete plant shutdown was carried out in September. The plant was shut down and handed over for maintenance on September 13th, 2020 for execution of the ATA jobs. After successful completion of the jobs, the plant was handed back to the process team on September 14th, for pressurization and sales resumption after a thorough review of equipment as per pre-start-up checklists and start-up procedures. All objectives of the ATA were accomplished, safely and timely, with zero LTI. The ATA was planned to carry out primarily the tie-in jobs for upcoming LPG Recovery Project, installation of surge barriers and high priority maintenance jobs that required mandatory plant shutdown.



Q3 Women Leadership Network - Focus on Working Parents

Being a working parent is a huge challenge for those living it day-to-day, but it is also a major challenge for the employers as well. The Women Leadership Network of MOL Group invited all employees across the globe to participate in a special online event focusing on working parents. The session was attended by more than 200 participants from all MOL Group, where the discussion was focused on exploring the most common (un)conscious biases associated with parents, digitalization as enabler of inclusion, and concrete initiatives that support families across the Group.

The panellists of the event came from multiple OpCos, who shared their professional and personal experiences, and their approach towards supporting parents in the organization. Ms. Ilona Barcza, Head of Group Capability Development and a working parent, was the facilitator and introduced the participants as follows: Gábor Horváth - CFO at INA, Branislav Vinter - Logistics Vice President at MOL Group, Anita Csoma - E&P Innovation Lead and Head of Subsurface MOL Hungary at MOL Group and Tünde Haskó - General Counsel at MOL Group.

Due to the pandemic, this year has been a challenge for all, but most of all, to those parents who have proved their resilience both in their work and family care/schooling roles. It was mentioned that MOL group has shown extensive support and commitment to retain working parents and to further motivate them to progress in their career aspirations. The company is helping working parents to successfully pilot their personal and professional lives by facilitating conversations and workshops that allow them to learn from one another by engaging them in discussions about the challenges and opportunities, and tackle work/life integration. People drive performance and they need to feel in control and supported.

The panellists encouraged everyone to incorporate such discussion platforms to facilitate working parents who are struggling with juggling work and parenting duties. The team event format provided participants with the opportunity to post their questions online which were answered in the Q&A session at the end of the event. The panellists were happy to address all queries in light of the current situation and invited everyone to be more open and communicative when it comes to their personal struggles.



Leading the Charge – Opening of the Islamabad Office

Mr. Naseem Qamar

Head SD & HSE

Question 1: What role did you and your department play to protect the employees coming back to work?

The SD & HSE team remains on the forefront to ensure proactive decision making and strategy implementation even in routine operations, which is clearly reflected in the HSE performance across the organization. We did the same for the COVID-19 situation, by keeping 'people' as our core value, we devised a comprehensive strategy to deal with the evolving situation quickly. It is not easy to keep all our people safe against an unseen enemy in an unprecedented situation. Ensuring staff safety along with business continuity was the main challenge especially at the field that remained operational even when the pandemic was at its peak in the country.

Ensuring the 'safe return' of employees to office was another daunting task, especially when we are operating from a public building. However, a lot of background working was done, especially development of decision metrics and data analysis to find what would be the most effective strategy for ensuring the safety of our employees. A focus was also given to our expats to return safely to Pakistan and join the office.

Based on staggering approach in this COVID situation, three phases of employees return and additional exits, return phases were formulated that enabled us to know the maximum manpower that we can accommodate at office in a given time slot. Additionally, rapid tests (PCR too in some cases) had to be carried out for all the returning employees along with provision of personal protective kits. COVID-19 hot spots were identified in the country to help managers decide which employees shall be called to office in initial phases.

Thorough disinfection of the office floors was ensured before office opening and the same is also being carried out at regular intervals. Health conditions of all the personnel were evaluated by a doctor before they resumed office duties. Data was analysed, reviewed, and discussed within EMT members followed by alignment with the HQ, and decisions were taken accordingly.

Question 2: How did you and your team feel by coming in earlier than the rest of the staff to ensure everyone's safety?

It is our obligation to provide safe working conditions to our staff and we take pride in doing so very effectively. The entire HSE team is passionate about their role and that is the key to effective delivery. The HSE team were still spending, on average, 12 to 16 hours working from home each day and when one trusts in the safety measures that are put in place, it did not affect us to report early. Rather I would say, it was good for us to come in earlier to see the effectiveness of developed protocols and see how they could be improved. A lot of back-end working was done by our team in the strategy and planning phase, so roll out of the plan became easy for us. We also received full support from Administration and Security teams to seamlessly implement the best possible working conditions for our people.

Question 3: How can the staff support you in maintaining the safety and security for all?

We have a team of champions who know their responsibilities. It goes without saying that the protocols that have been set are for everyone's safety, so keep on following them and if you find that anything is not in order; speak up, we are listening to your suggestions. Also, report your observations and non-compliances to the task force teams established to work on the continuous improvement model.

Question 4: What were the challenges that you faced and what are the challenges now that the office has resumed?

COVID-19 was, and still is bringing new challenges for us. However, ensuring business continuity while keeping our people safe was highly cumbersome especially when the pandemic was on the rise in Pakistan. Procurement of COVID-19 related PPEs, disinfectants, and hand sanitizers itself was a daunting task given the demand surge of these items in the country. Managing PCR testing and rapid testing was also quite challenging as we were among the pioneers in the E&P industry to introduce rapid antibody testing at our production and drilling facilities.

Through the cooperation of the employees and their understanding of the situation, we successfully made our way out of that difficult time. Challenge was intense as we had to apply all the set protocols and to our contractors who were working in the drilling project and at operating sites especially during the ATA.

Although data says that Pakistan is out of the peak pandemic, but we cannot let go of the safety measures we have taken against COVID-19. Most challenging as of now is to ensure that employees coming from different parts of the country are safe and there is no infection outbreak among the employees at the field or at the office.

I would request all the employees to follow the set safety protocols for your own safety and safety of your colleagues and families. It is important because we have to live with this pandemic till there is an effective vaccine available in the market or herd immunity is achieved naturally.

Question 5: What are the lessons learnt through this whole exercise?

Although we are still not completely out of this pandemic but the demonstration of effective implementation of our core values "People, Ownership, Customer and Agility" were quite visible from MOL HSE team during the fight against the pandemic.

The most important learning from this is that it does not matter how difficult the situation is or how challenging the external conditions become, you can still work out the best possible strategies. We also learnt that agility is very important as timely implementation of protocols was necessary. We also learnt to adopt to ever changing situation and quickly change your plans. A lot of people were seen in stress and fear during this pandemic crisis at various situations especially during virus outbreak in the drilling site, we tried our best to keep people calm and give them the best of possible solutions.

We also learnt that working from home with digital tools can be very effective. However, this all can work only if you have a well bonded team and committed leadership which, fortunately, goes in our favour.

Question 6: What personal message would you like to convey to all staff?

First, I would like to thank everyone in the organization for their support during this pandemic especially my colleagues at the field. I understand that spending 35 days at the field was not an easy task and getting PCR test done before travelling is quite frustrating, but all of the decisions were taken while considering "People" as our highest priority and maintaining business continuity as our important.

Secondly, I would reiterate that pandemic is not over, so you should continue following all safety precautions to keep you and your families safe.

I would like to take this opportunity to thank our leadership for their support without which it was not possible to implement multifaceted safety policies, as well as the staff for their cooperation. I firmly believe that HSE considerations have now taken over our organizational decision-making processes more than ever and the organizational decisions are being taken while considering HSE as our top priority. I am happy and proud to see this continuous improvement in our HSE culture journey.

Mr. Mobeen Ur Rehman

Head Security

Question 1: What role did you and your department play to protect the employees coming back to work?

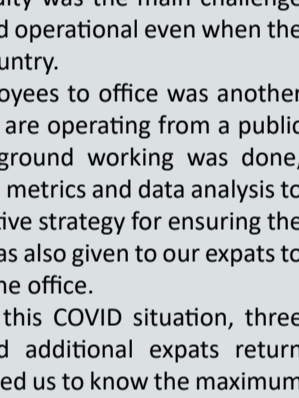
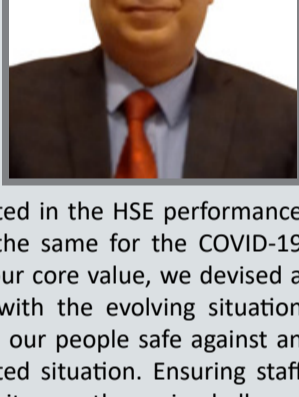
As to the first duty of security is to guard the gates, thus, we are the first to encounter the incoming staff. We educated our staff about HSE's joining protocols and accordingly ensured that the colleagues entering for the first time were well informed and thoroughly complying with the safety protocols.

Question 2: How did you and your team feel by coming in earlier than the rest of the staff to ensure everyone's safety and security?

Security personnel were very aware of the fact that 'we arrive first and leave the last'. After months of staying at home under constrained environment, that feeling of openness was exceedingly refreshing. The entire team was very happy and is ready to welcome all others joining in.

Question 3: How can the staff support you in maintaining the safety and security for all?

Security personnel are aware that safety and security of the staff is beyond any other aspect and we strive to ensure that. However, we highly admire when colleagues comply with all safety and security protocols without being told. Cooperation of the staff with security personnel is most welcoming, therefore we urge all colleagues to cooperate with us so that their own safety is ensured.



Question 4: What were the challenges that you faced and what are the challenges now that the office has resumed in Islamabad?

The biggest challenge was to ensure that our security personnel guarding the Islamabad Office remain COVID free. Compliance with COVID-19 preventive protocols during the peak time was the biggest challenge but, by the grace of God, we were successful. The staff stayed in Islamabad and did not avail leave for more than four months. Here, I would also appreciate the support of the management and the Administration department who ensured that our staff were provided with food when the capital city was under complete lockdown. As for now, our challenge is to ensure that COVID protocols are implemented by the visitors, new joiners and colleagues joining in phase three so that our Islamabad Office fully resumes all functions effortlessly.

Question 5: What are the lessons learnt by this whole exercise?

I believe the biggest lesson learnt is 'compliance of the rules and regulations'. Those who remained disciplined and complied with all COVID protocols – may it be before or after getting infected – remained safe.

Question 6: What personal message would you like to convey to all staff?

My personal message to all is also about discipline. 'Trust in God and be disciplined in life and no harm will come to you'.

Mr. Shaheen Tirmizi

Head Administration

Question 1: What role did you and your department play to protect the employees coming back to work?

Prioritizing safety of mental and physical health of our employees were most important during this transition period after a long office closure. The Administration Department played a pivotal role to ensure all employees protection.

Preparations were made to reconfigure the physical workplace, the way employees would work, eat, socially interact and adapt to the new practices that were in place, including their commute. The Administration department being a line function played a major role to protect employees joining back, after almost 5 months as follows:

- A department meeting was held one week before opening of the office to delegate responsibilities for the preparations.
- Pre-office opening meetings were held with all stake holders in the building to ensure HSE protocols were fully implemented, not just by MOL Pakistan, rather by all entering the building.
- Office entering protocols were explained in detail to the ISE Management, no one was allowed to enter the building without a mask/thermal scanning.
- One day prior to the office opening, fogging of complete office was done to disinfect the premises.
- Thermal scanning was arranged in basements 1-2, and lobby to ensure no one enters the office without having their temperature checked.
- A dedicated team of Admin staff were arranged to guide employees from basement 1-2 to the 17th floor to the Rapid Test Area. Employees waiting, were seated with the appropriate social distance.
- Cafeteria was managed and arranged in a manner that there was no rush and seating capacity was arranged to maintain safe distance. A dedicated lunch time was allocated to all floors to avoid rush in the cafeteria.
- The HVAC system was initially not allowed to function by the management, but later when the management decided to make it operational, all filters and related equipment was checked by the facility team. The system was brought into operation the very next day.
- A protocol enforcement team was formed to ensure that all employees in the office were wearing mask and were maintaining social distance.
- Physical, one-to-one or collective meetings were discontinued.
- Objects and surfaces that are touched regularly, including all shared rooms, surfaces, floors and bathrooms were cleaned and disinfected twice a day. All activities where physical distancing of at least one meter cannot be implemented, were suspended.
- Dedicated lift no. 4 was marked for basement 1-2 and 16-19 floors only with set maximum limit of six passengers.
- A safety equipment pack consisting of 50 surgical masks, 2 N-95 masks, 1 pair of goggles, 5 pairs of gloves and a bottle of hand sanitizer was handed over to all employees after their RAPID tests.
- A car with driver was deputed to send back immediately the staff, if the RAPID test was positive of any employee.
- All metal parts, hand railings and washrooms were wiped /cleaned on an hourly basis.
- Hand sanitizers were kept at all floors for easy access for all employees.

Question 2: How did you and your team feel by coming in earlier than the rest of the staff to ensure everyone's safety?

Our team was very happy to come back to the office before all, as they felt pride to be given the responsibility to make safe arrangements for their colleagues. Moreover, it was a pleasant change to finally shift back from a home desk to an office work station.

Question 3: How can the staff support you in maintaining the safety and security for all?

Navigating the COVID-19 pandemic and its aftermath will be one of the biggest business challenges of our time, however the Administration team, feels pride in providing a workplace instilled with safety changes i.e. social distancing, employee gatherings and hygiene practices.

The staff can support us as under:

- Everyone must follow the safety protocols, to be successful for all of us.
- Ensure no one violates the protocol like not wearing masks and respecting social distancing.
- Ensure proper cleaning of all working desks before and after office hours.
- Keep the kitchen clean and tidy.

Question 4: What were the challenges that you faced and what are the challenges now that the office has resumed?

■ Pre-office Opening Challenges:

- Convincing ISE authorities to implement MOL Pakistan safety protocol as this building is visited by 2000 people daily.
- Acquiring a dedicated lift to keep MOL Pakistan employees safe from infection.
- Disinfecting of huge areas, of more than one hundred thousand square feet.
- Ensuring that the third party contractor staff i.e. catering, etc. is medically fit and corona free.

■ After Resumption:

- At times employees ignore social distancing which is then implemented forcefully.
- Some of the employees sit late in the office that affects the disinfection procedure.
- One-to-one meetings are held at times which need to be discontinued.
- Enforced lift discipline and safety protocols should be routinely enforced.
- Managing cafeteria to avoid large gatherings of employees.

Question 5: What are the lessons learnt in this process?

Following are the lessons learnt:

- We need to change our lifestyle by discontinuing social practices for safety reasons.
- We can get full cooperation from employees if briefed well before time.
- Thorough planning, comprehensive homework, collective input and detailed planning always pays dividends in achieving the desired results.
- No alternative to detailed planning and strict enforcement.
- Always keep ourselves current about latest developments to take appropriate preventive measures.

Question 6: What personal message would you like to convey to the staff?

Taking care of yourself in the face of uncertainty. COVID19 is an invisible enemy which must not be taken lightly. We must remain on guard with the assumption that each area is infected with the virus, thus full precautions must be taken and to never lower our guard, lest we are caught with a surprise. Fight COVID with care and confidence and we can defeat this virus by implementing safety protocols as our habit. Please look after yourself and all SOPs should be adhered to, in letter and spirit. Stay Safe and healthy and we must change our lifestyle to attain a happy and healthy life by doing the following:

- Social distancing and avoiding the interaction with those who are sick.
- Refrain from touching your face more than is necessary.
- Practice proper coughing and sneezing etiquettes.
- Avoid crowded events and large gatherings.
- Avoid non-essential travel.
- Enjoy work as before.