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African Continent

PORTFOLIO



May 2021 to Jan 2025 – HSE Supervisor
SASOL Well Delivery – Temane, Mozambique.

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Project Summary and Personal Account

As Well Site HSE Supervisor for Sasol's MERIC drilling campaign in Mozambique, I provided frontline safety leadership across 30+ well sites spanning the challenging terrain of Temane, Inhassoro and Pande blocks. During this complex campaign featuring exploration, workover and P&A operations, I implemented rigorous safety systems that delivered exceptional results - including 7.5 million LTI-free man-hours and 0% Restricted Work Day Cases, while supporting over 1,000 kilometres of high-risk rig moves through remote and environmentally sensitive areas.

My hands-on approach drove measurable safety improvements, reducing First Aid Cases and Medical Treatment Cases by 25% while increasing STOP Card participation by 60% to foster stronger risk awareness among crews. The campaign set new environmental benchmarks with a 75% increase in waste recycling rates, alongside cutting near-miss incidents by 50% compared to previous MERIC baselines.

Operating in this demanding environment required constant adaptation of safety protocols to address unique challenges - from remote logistics to sensitive ecosystems - while maintaining full compliance with Sasol's HSE management system and Mozambique's regulatory requirements. By embedding Sasol SHE Excellence Approach into daily operations and empowering crews with practical safety tools, we established new performance standards for drilling safety in Mozambique that aligned perfectly with the company's Zero Harm vision. The campaign's outstanding results demonstrated how proactive field leadership and engaged workforce participation can deliver world-class HSE performance even in the most challenging operational environments.

Core Responsibilities and Strategic Initiatives:

HSE System Implementation and Regulatory Compliance

I executed Sasol's HSE management system at the well site level, incorporating SHE Excellence Approach, Process Safety Fundamentals, and environmental protocols into daily operations. All procedures were contextualised to suit evolving site conditions, contractor capabilities, and region-specific regulatory requirements. I led the implementation of Permit-to-Work systems, Safe Operating Procedures (SOPs), and Job Hazard Analyses (JHAs), ensuring rig personnel and third-party contractors operated within strict safety parameters.

Contractor Management and Compliance Assurance

I oversaw the HSE performance of drilling and service contractors, conducting pre-mobilisation HSE audits, onboarding sessions, and ongoing competency verifications. I enforced strict adherence to site safety protocols and contractor bridging documentation, ensuring alignment between Sasol's expectations and service provider capabilities.

Risk Management and Proactive Hazard Mitigation

Through continuous site inspections, task observations, and audits, I proactively identified and mitigated hazards such as equipment failure, pressure control risks, and hazardous chemical exposures. I initiated immediate corrective actions and longer-term process optimisations, fostering a proactive risk culture. My approach prioritised behavioural safety reinforcement and operational discipline in high-exposure tasks including well control, lifting, confined space work, and high-pressure testing.

Environmental Management and Sustainability Initiatives

Environmental stewardship was central to my remit. I implemented waste management procedures, spill prevention controls, and site-specific environmental assessments to prevent ecological harm in sensitive regions. I facilitated recycling programs and monitored environmental KPIs as part of the broader environmental initiative.

Emergency Preparedness and Response Leadership

I developed, updated, and tested emergency response plans tailored to well site scenarios ranging from blowouts and fires to medical emergencies and civil unrest. I led weekly drills involving rig personnel, medics, security providers, and emergency services, using post-drill debriefs and performance metrics to refine readiness protocols and drive continual improvement.

Workforce Engagement and Safety Culture Development

I led daily toolbox talks, weekly safety meetings, and situational awareness briefings, promoting open communication and hazard reporting. Through coaching, mentoring, and structured engagement campaigns, I fostered a culture of collective accountability and continuous improvement. My efforts empowered all personnel to actively contribute to safer operations, evidenced by a 60% increase in STOP Card participation.

Incident Investigation and Corrective Action Management

As Lead Investigator for all site-level incidents, I conducted root cause analyses and facilitated corrective/preventive action plans. I led incident review sessions and communicated lessons learned to ensure knowledge transfer across the Well Delivery team. Investigative reports adhered to Sasol's incident classification framework and were integrated into the company's performance dashboard for strategic analysis.

Performance Outcomes and Impact:

- Achieved 7.5 million LTI-free man-hours across the MERIC campaign.
- Maintained 0% Restricted Work Day Cases (RWDCs).
- Reduced First Aid Cases (FACs) and Medical Treatment Cases (MTCs) by 25%.
- Increased STOP Card participation by 60%, driving proactive risk reporting.
- Achieved a 75% increase in on-site waste recycling rates.
- Reduced near-miss incidents by 50% compared to previous MERIC baselines.

Oct 2019 to Jan 2020 – HSE Supervisor
SASOL Well Delivery – Temane, Mozambique.

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Project Summary and Personal Account

As Interim Construction & Civil Works HSE Supervisor for Sasol's Temane MERIC operations, I spearheaded the safety strategy for simultaneous greenfield and brownfield developments in Mozambique's challenging Inhambane Province. Leading the civil works for well pad T14 construction and gas-producing well T9 refurbishment, I implemented robust HSE systems that achieved flawless safety performance - recording 0% Lost Time Injuries, Restricted Work Day Cases, and environmental incidents despite operating in ecologically sensitive terrain.

My approach combined rigorous compliance with Mozambican legislation and Sasol's corporate standards with culturally adaptive workforce engagement, delivering fully compliant civil infrastructure ready for Rig 46 mobilisation. Through visible felt leadership and structured contractor oversight, we reinforced Sasol's Zero Harm commitment while preventing ecological degradation via proactive erosion control and biodiversity preservation measures.

The project's success - completed just before COVID-19 suspended broader operations - demonstrated how frontline HSE leadership can drive sustainable industrial progress in frontier environments. By elevating contractor safety performance and environmental awareness through direct engagement, we established a replicable model for executing complex civil works in remote locations without compromising safety standards or ecological integrity. These achievements were particularly significant given the project's location in a sensitive rural area, showcasing how strategic HSE management can create value beyond compliance while preparing critical infrastructure for future drilling operations.

Core Responsibilities and Strategic Initiatives:

Civil Works HSE Oversight and Compliance Leadership

I held full responsibility for implementing Sasol's HSE Management System throughout the construction and refurbishment lifecycle. This included site-specific risk assessments, permit-to-work oversight, Job Safety analysis (JSA), and contractor bridging documentation to ensure unified standards across civil, mechanical, and electrical scopes. Operational alignment with ISO 45001 and Sasol's Zero Harm policy was rigorously maintained despite the logistical complexity of managing two sites concurrently.

Contractor Oversight and Pre-Mobilisation Compliance

I conducted contractor HSE inductions, worksite readiness inspections, and civil contractor pre-qualification reviews. All subcontractors were subject to weekly safety performance reviews, including KPI tracking (e.g., near misses, observations, inspection findings), ensuring continual improvement across all work fronts.

Environmental Stewardship and Compliance Assurance

Given the projects' proximity to indigenous farmlands and protected natural areas, I embedded daily environmental monitoring protocols across both T14 and T9. These included:

- Erosion control and surface water runoff management
- Vegetation clearance tracking and minimization
- Dust suppression strategies for heavy vehicle routes
- Waste stream segregation and site-based disposal audits
- Real-time biodiversity impact assessments (flora, fauna, habitat preservation)

Audits and inspections validated adherence to the EIA commitments and internal Environmental Management Plans (EMP), with findings integrated into contractor toolboxes and awareness campaigns.

Emergency Preparedness and Drill Coordination

Site-specific Emergency Response Plans were established, with simulation drills covering medical emergencies, fire scenarios, and hazardous materials incidents. Coordination with Sasol's site security and first responders ensured readiness for potential disruptions, including those related to community protest or wildlife encroachment.

Visible Felt Leadership (VFL) and Workforce Engagement

A high priority throughout the assignment was driving frontline safety culture through continuous, direct engagement particularly with locally recruited, indigenous workforce members. I implemented a structured VFL program consisting of:

- Daily site walkdowns with field crews
- Multilingual safety conversations and hazard identification mentoring
- Behavioural coaching focused on ownership, empowerment, and STOP Work Authority
- Recognition of positive safety behaviours to reinforce accountability and awareness

These efforts significantly strengthened workforce alignment with Sasol's HSE expectations and promoted a unified safety culture built on respect, inclusivity, and shared responsibility.

Performance Outcomes and Impact:

- Achieved 0% Lost Time Injuries (LTI), Restricted Work Day Cases (RWDC), and environmental incidents across both sites
- Delivered fully compliant civil infrastructure in preparation for Rig 46 mobilisation
- Reinforced Sasol's Zero Harm commitment through consistent VFL with indigenous employees and contractors
- Prevented ecological degradation through proactive erosion control and biodiversity preservation
- Enhanced contractor safety performance and environmental awareness through direct engagement and structured oversight

Apr 2018 to Nov 2018 – HSE Consultant
Zarara Oil and Gas – Pate Island, Kenya.



Project Summary and Personal Account

As a HSE Consultant for Zarara Oil & Gas's high-sensitivity drilling project on Kenya's Pate Island, I developed and implemented a robust HSE Management System tailored to the operation's unique geopolitical challenges near the Somalia border. Through remote leadership from the UK, I established rigorous safety protocols that delivered outstanding results - maintaining 0% Lost Time Injuries and Restricted Work Day Cases across 240,000 man-hours while achieving a 20% reduction in First Aid and Medical Treatment Cases.

My virtual oversight approach proved particularly effective in this high-risk environment, combining daily rig operations calls with weekly security coordination to maintain stringent HSE standards despite the remote location. The comprehensive Emergency Response Plan I developed was recognised as a project-critical best practice, while the fully auditable HSE Management System ensured consistent compliance across all contractor operations.

This consultancy demonstrated how strategic remote HSE leadership can successfully mitigate complex risks in sensitive frontier environments. By integrating security considerations with technical safety protocols and maintaining disciplined virtual oversight, I helped establish HSE as a key enabler for safe exploration in one of East Africa's most challenging operational theatres - proving that physical distance need not compromise safety performance when supported by robust systems and engaged leadership.

Core Responsibilities and Strategic Initiatives:

HSE Management System Development (ISO 45001 / OGP Alignment)

I led the design and documentation of a project-specific HSE Management System aligned with ISO 45001, IOGP, and industry best practices. The system was modular in structure, scalable to operational changes, and tailored to the realities of a remote, frontier drilling campaign. System documentation included policies, procedural controls, risk registers, permit-to-work governance, behaviour-based safety (BBS) strategies, and performance monitoring tools.

Remote Oversight and Assurance

I provided real-time HSE oversight through structured digital engagement, including the delivery of statistical reports, compliance audits, and lessons-learned analysis. Weekly and monthly performance reports included leading/lagging indicator metrics, corrective/preventive action (CAPA) status, and incident trend analysis to support informed decision-making at the management level.

Behaviour-Based Safety and Risk Communication

To reduce minor injuries and ensure workforce alignment with safe work practices, I developed and implemented targeted behaviour-based safety (BBS) interventions. This included remote toolbox talk materials, STOP card system enhancements, and safety moment briefings customised for cultural and language variations among field personnel.

Emergency Response Plan (ERP) – Security-Integrated and Location-Specific

A central component of my assignment was the development of a robust, security-aware Emergency Response Plan (ERP). Employing the PDCA (Plan-Do-Check-Act) methodology, I authored an ERP that integrated:

- Emergency response team hierarchy and role allocation
- IMCA-aligned military-coordinated medevac procedures and evacuation plans
- Contingency scenarios (civil unrest, armed incursion, medevac, fire, well control events)
- Site-specific rig quick-reference emergency action guides
- Interfacing procedures with security advisors, government authorities, and external responders
- Regular emergency drills were remotely coordinated and reviewed, with scenario debriefs, performance evaluations, and corrective action tracking embedded into the continuous improvement cycle.

Quarterly Site Audits – Duty of Care and Field Compliance

Each quarter, I travelled to Pate Island to perform comprehensive site-based HSE audits, verifying implementation of the management system, contractor compliance, emergency preparedness, and duty-of-care provisions for remote operations. Audits encompassed documentation reviews, workforce interviews, hazard observations, and security protocol testing.

Performance Outcomes and Impact:

- 0% Lost Time Injuries (LTI) and Restricted Work Day Cases (RWDC) over 240,000 man-hours
- 20% reduction in First Aid Cases (FAC) and Medical Treatment Cases (MTC)
- Fully auditable HSE Management System successfully adopted across all contractors
- ERP recognised by internal audit as a project-critical best practice under high-risk conditions

Jan 2014 to Jan 2016 – HSE Supervisor
Caracal Energy / Glencore – Mondou, Chad.



Project Summary and Personal Account

As Client HSE Supervisor for the Mangara CPF operations in Chad, I spearheaded a comprehensive safety transformation that achieved outstanding results across both Caracal Energy and Glencore operations. My leadership delivered 0% Lost Time Injuries and Restricted Work Day Cases while driving a 20% reduction in First Aid and Medical Treatment Cases - a testament to the effectiveness of our proactive safety culture.

Through targeted workforce engagement, we achieved a 40% increase in STOP Card participation, dramatically improving hazard communication and behavioural safety awareness. This cultural shift contributed to an 80% reduction in near-miss incidents across the CPF, demonstrating the power of frontline safety ownership.

My team's environmental stewardship initiatives yielded equally impressive results, including a 20% reduction in CO₂ emissions and a 90% waste recycling/reuse rate. By developing local HSE talent and implementing robust process safety management systems, we not only safeguarded ongoing production but also ensured the safe execution of critical brownfield upgrades and facility expansions.

This role showcased how technical HSE excellence, when combined with culturally adaptive leadership, can drive measurable performance improvements even in challenging operational environments. The Mangara CPF became a model for how to build sustainable safety capabilities while delivering both operational and environmental excellence in Africa's energy sector.

Core Responsibilities and Strategic Initiatives:

Process Safety and Operational HSE Leadership

I provided direct oversight on the implementation of process safety protocols, risk controls, and occupational HSE systems across the CPF. This included facilitating HAZID/HAZOP reviews, leading Management of Change (MoC) procedures, overseeing permit-to-work (PTW) systems, and ensuring Life-Saving Rules compliance. My focus was to ensure safe continuity of operations while supporting brownfield modifications within a live hydrocarbon-processing environment.

Safety Culture Transformation Program – ‘Hearts and Minds’ Framework

As part of a strategic directive to elevate site-wide safety maturity, I spearheaded the design and execution of a culture transformation program anchored in Shell’s ‘Hearts and Minds’ methodology. This initiative was rolled out through a three-phase model:

- **Culture Diagnosis & Baseline Assessment**
Conducted safety culture ladder surveys, workforce perception interviews, and leadership workshops to assess existing cultural norms and identify behavioural gaps. This diagnostic phase established a reference baseline for measuring cultural improvement over time.
- **Leadership Engagement & Workforce Empowerment**
Delivered high-visibility safety leadership campaigns including visible felt leadership (VFL) walkarounds, “stop the job” empowerment, and red tag exercises. These tools promoted psychological safety and accountability, enabling workers at all levels to actively identify and intervene in unsafe conditions.
- **Behavioural Reinforcement & Continuous Improvement**
Introduced peer-to-peer coaching, modular training on ‘Hearts and Minds’ topics, and visual performance tracking dashboards. Follow-up culture surveys and comprehensive leading/lagging indicator analysis informed strategic decision-making and ensured the program’s sustainability.

Workforce Engagement and National Team Development

I mentored and supervised a team of Chadian HSE professionals, facilitating on-the-job development through structured coaching, competency assessments, and exposure to international HSE standards. This capacity-building initiative strengthened local HSE capability and supported Caracal’s long-term national workforce strategy.

Monitoring, Analysis, and Incident Prevention

I maintained a rigorous monitoring framework based on KPIs, trend analysis, near-miss reporting, and root cause investigations. Daily coordination with site management and HSE leads ensured timely mitigation of emerging risks and fostered a continuous improvement loop driven by data.

Environmental Compliance and Sustainability Measures

I ensured operational and project compliance with environmental regulations and Caracal’s Environmental Management Plan (EMP). Initiatives included monitoring emissions, optimising waste segregation and recycling systems.

Performance Outcomes and Impact:

- % Lost Time Injuries (LTI) and Restricted Work Day Cases (RWDC)
- 20% reduction in First Aid Cases (FAC) and Medical Treatment Cases (MTC)
- 40% increase in STOP Card participation, improving hazard communication and behavioural safety
- 80% reduction in near-miss incidents across CPF operations
- 20% reduction in CO₂ emissions from operational activities
- 90% of generated waste successfully recycled or reused on-site

Jan 2013 to Dec 2013 – HSE Supervisor
Wood Group – Mondou, Chad.

wood.



Project Summary and Personal Account

As HSE Construction Supervisor for Wood Group on the Mangara CPF project in Chad, I led the safety transformation of one of the country's most critical energy infrastructure developments, achieving exemplary results across all safety metrics. Through rigorous oversight of 20+ contractors and 200+ local workers in this remote, high-risk environment, we maintained flawless safety performance with 0% Lost Time Injuries, Restricted Work Day Cases, and Medical Treatment Cases throughout the entire construction lifecycle.

My leadership drove measurable improvements in safety culture and performance, achieving a 30% reduction in First Aid Cases and a 50% decrease in near-miss incidents compared to initial baselines. By implementing targeted behavioural safety programs, we increased STOP Card participation by 30%, creating a workforce actively engaged in hazard identification and risk mitigation.

The project's success was particularly notable given its complexity - spanning civil works, mechanical installation, and camp construction across multiple concurrent work fronts. My approach combined technical HSE expertise with culturally adaptive leadership, ensuring international standards were effectively implemented while respecting local contexts. This resulted in not only the safe completion of Chad's strategic processing facility but also the development of sustainable safety capabilities among the local workforce - leaving a lasting legacy of operational excellence in the region.

Core Responsibilities and Strategic Initiatives:

HSE Management System Implementation

I led the application and integration of Wood Group's HSE Management System in alignment with international legislation, Approved Codes of Practice (ACOP), and Caracal Energy's project standards. My focus was to translate complex regulatory requirements into practical, site-specific safety procedures and behaviours that could be readily understood and implemented by multinational crews.

Emergency Response and Environmental Stewardship

I was responsible for validating emergency response protocols, ensuring that fire safety, spill containment, medical evacuation, and environmental controls were fit-for-purpose and tested under simulated conditions. Waste management, emissions control, and local stakeholder engagement were also embedded within the Environmental Management Plan (EMP) to protect surrounding ecosystems.

Risk Management and Operational Controls

I developed and deployed structured risk management tools, including Job Safety Analyses (JSA), Safe Operating Procedures (SOPs), hazard registers, and work-specific safety checklists. These tools formed the operational foundation of our compliance strategy, ensuring that risk mitigation measures were embedded into frontline activities across all construction and commissioning tasks.

Workforce Training and Skills Transfer

To reinforce site-wide safety culture, I designed and delivered hands-on HSE training workshops tailored to local language and literacy levels. Toolbox talks, scenario-based exercises, and hazard hunts were integrated into daily routines, linking regulatory compliance with real-world work activities. This approach significantly improved understanding and buy-in from the workforce.

Contractor Oversight and Interface Management

Given the diverse contractor base, I was instrumental in standardising HSE expectations and ensuring alignment across all subcontractors. I conducted HSE induction and onboarding, facilitated interface meetings, and monitored compliance via weekly audits, worksite walkthroughs, and data-driven performance reviews.

Performance Outcomes and Impact:

- Achieved 0% Lost Time Injuries (LTI) and 0% Restricted Work Day Cases (RWDC) throughout the project lifecycle
- 30% reduction in First Aid Cases (FAC)
- Increased STOP Card participation by 30%, enhancing proactive hazard identification
- Reduced near-miss incidents by 50% compared to Q1 baseline
- Maintained 0% Medical Treatment Cases (MTC) through effective risk prevention strategies

Monitoring, Reporting, and Continuous Improvement

A robust inspection and reporting framework was established, including routine audits, near-miss investigations, and lagging/leading indicator tracking. I facilitated continuous feedback loops between site teams and management to refine procedures and address emerging risks in real time. This dynamic monitoring structure enabled data-informed decision-making and measurable performance improvements.

Oct 2011 to Dec 2012 – HSE Supervisor
SOCO E&P – Pointe Noire, Republic of Congo.



Project Summary and Personal Account

As Africa Region HSE Supervisor for SOCO Exploration and Production (now Pharos Energy), I spearheaded safety excellence across some of the continent's most challenging oil and gas frontiers, including offshore exploration drilling (Marine Block XI and XIV, Congo Basin, Republic of Congo), onshore drilling (BYU-1 Drilling Exploration Campaign, Nganzi Block, DRC), and geophysical surveys (2D Land seismic survey, Nganzi Block, DRC - Aerial, Gravity, and Magnetic Survey, & 3D Marine, Seismic Survey, Lake Edward, Uganda). My hands-on leadership delivered flawless safety performance, achieving 0% Lost Time Injuries and Restricted Work Day Cases across diverse high-risk operations including exploration drilling, seismic surveys, and geophysical campaigns.

Through culturally adaptive strategies, we drove a 30% reduction in First Aid Cases and 20% decrease in Medical Treatment Cases, while boosting STOP Card participation by 40% - transforming safety from a compliance exercise to a shared responsibility. Our focus on operational hazard awareness cut near-miss incidents by half, demonstrating the power of engaged workforces in high-risk environments.

Beyond personnel safety, we set new environmental benchmarks with a 10% reduction in CO₂ emissions and 40% improvement in waste recycling through innovative process optimisation and rigorous contractor audits. These achievements were particularly significant given the projects' frontier nature, proving that world-class HSE performance is achievable even in remote operations through structured systems, adaptive leadership, and relentless focus on continuous improvement. My work established a safety legacy that continues to guide Pharos Energy's operations across Africa's challenging energy landscapes.

Core Responsibilities and Strategic Initiatives:

Multi-Sector HSE Oversight and Regulatory Adaptation

I provided comprehensive HSE guidance across exploration drilling, survey operations, and logistics. This included aligning project activities with local environmental regulations, maritime and aviation authority requirements, and global HSE standards such as ISO 14001, ISO 45001, and IOGP guidelines. I ensured HSE frameworks were effectively implemented and adapted to the challenges of remote and environmentally sensitive areas, including protected terrestrial and aquatic ecosystems.

Environmental Protection and Compliance

I led the development and implementation of environmental management plans tailored to operational risk profiles and local biodiversity sensitivities. This included baseline impact assessments, spill prevention and response planning, emissions tracking, and contractor-specific waste management audits. In Uganda, special consideration was given to cross-border aquatic ecosystem protection in coordination with regional conservation bodies.

Audit-Driven Safety Management

A core element of my role was the development and execution of robust, risk-based audit and inspection programs to verify compliance and drive performance. These frameworks included:

- Process safety audits (e.g., well control readiness, SIMOPS assessments)
- IADC-aligned rig inspections and contractor HSE evaluations
- Behavioural safety observations and intervention tracking
- Leadership engagement audits to verify top-down accountability

Audit findings were systematically captured, analysed, and fed into project-level continuous improvement plans, ensuring corrective actions were not only implemented but institutionalised into daily operations.

Cross-Project HSE Coordination and Assurance

I acted as the key HSE interface between project teams, drilling contractors, survey operators, and local authorities. Through daily site calls, weekly performance briefings, and periodic leadership reviews, I ensured HSE remained a core pillar of operational planning and execution. My work enabled seamless cross-functional coordination across complex exploration logistics, including equipment mobilisations, aerial operations, and maritime support services.

Incident Prevention and Safety Culture Enhancement

By embedding structured behavioural safety programs, I supported frontline teams in developing hazard recognition skills and proactive intervention behaviours. This included facilitating STOP Card programs, leading behavioural workshops, and conducting peer-based coaching sessions. These initiatives significantly elevated situational awareness, reduced complacency, and fostered shared ownership of HSE responsibilities.

Performance Outcomes and Impact:

- Achieved 0% Lost Time Injuries (LTI) and Restricted Work Day Cases (RWDC) across all campaigns
- Realised a 30% reduction in First Aid Cases (FAC) and a 20% reduction in Medical Treatment Cases (MTC)
- STOP Card participation increased by 40%, reinforcing proactive intervention behaviour
- Near-miss incidents reduced by 50% through improved hazard recognition and communication
- CO₂ emissions reduced by 10% via process optimisation and operational efficiency measures
- On-site waste recycling improved by 40%, enabled by targeted contractor audits and enhanced segregation practices