Beyond the required
OH and WHP management system in MOL Group

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OH medical advisor, SD&HSE, MOL Group
Successful transformation from a state-owned conglomerate to a leading regional private oil company

Market capitalization

- Prepare for privatization
- Stabilization after privatization
- Transformation to a regional leader
- Expansion beyond regional boundaries

Way to inorganic growth

- Acquisition of 36.2% of Slovnaft
- Gain control over Slovnaft (stake 70.0%)
- Acquisition of Shell Romanian Retail Sites
- Acquisition of 25.0% in INA
- Acquisition of 22.5% stake in Kazakh exploration block (Federovsky)
- Increasing stake to 27.5% in Kazakh Federovsky Block
- MOL & INA acquired 67.5% of Energpetroil
- Acquisition of BaiTex, Surgut-7

- Acquisition of 32.9% of TVK
- Gain control over TVK (stake 34.5%)
- ZMB JV signed
- Acquisition of Austrian storage facility
- 98.4% stake in Slovnaft through public offer
- Closing of Shell Romania acquisition
- Sale of Gas Distribution

MOL Group – the leading integrated oil and gas group in Central and Eastern Europe

- One of the most efficient Integrated Oil & Gas players in Europe on a per barrel basis
- Leader in core markets in Hungary, Slovakia and in Croatia via INA
- State of the art asset base serving a high growth downstream region
- Highly successful regional partnerships: Slovnaft, TVK, INA, IES
- Management with outstanding track record in operational integration and efficiency improvement
- Net revenue 2007: USD 14,1 bn
- Market cap EUR 7,24 bn as of 30/09/2008
- 15,058 (5,700)* employees

* MOL Group (MOL p.l.c.)

Shareholding structure (%)
(31.12..2007)
- Foreign investors (mainly institutional)
- MFB Invest Zrt
- OTP Bank Nyrt
- BNP Paribas
- MOL Plc (treasury shares)
- Magnolia
- Domestic investors
- OMV

Our core activities in a snapshot

Exploration & Production
Over 70 years experience in the Upstream business. Our objectives are to maintain the optimum level of Hungarian production and to develop a strong and balanced international portfolio.

Refining & Marketing
We operate three high complexity refineries with outstanding product yields.
The number of our filling stations is close to 1000.

Petrochemicals
The division is one of the largest polymer players in Central Europe, operated in full integration with our Refining & Marketing division. Our products are present in more than 40 countries.

Natural gas
The main focus is transmission via our extensive high pressure gas pipeline. In line with our strategy in 2007 we re-entered into the gas storage and trading segment, which provides further growth opportunities to our company.
We are stepping out of our conventional Downstream region
The basic principles of SD&HSE activity are the following:

- All work related incidents and occupational diseases are preventable
- The HSE is the responsibility of each manager
- HSE is not an option, it is a condition of the employment
Declared management commitment...

It is a MOL Group Health Policy as thematic part of HSE Policy that health protection is an integral part of the management philosophy following the same approach wherever we do business. In order to contribute to sustainable development, we focus on healthy working conditions (OH) to improve the overall health and life conditions of all our employees, with special attention to selected target groups, in addition to the high level basic occupational healthcare (OH), continuously identifying and analyzing the effects of our activity on a risk base.

We are investing in reorientation towards prevention and health promotion (WHP) and in a high quality of health education to create individual competencies and skills. We are supporting the development of the prerequisite for a health-promoting employee behaviour, personal management and commitment to health. We believe that we will create and maintain workplaces which ensure that no employee suffers diseases or injuries as result of work at any MOL Group sites.
The HSE Management System

Following our HSE Policy the revised MOL Group HSE MS 2008 incorporates the critical key HSE requirements (Business Rules) in 15 elements, and the commitment of the management to conduct our business activities in full harmony with the new sets of Global and Local Operative Regulations, …

…where by ELEMENT 8. Occupational Health and Workplace Health Promotion are strongly represented.

Health promotion program should be provided and designed to enhance employees’ well-being and productivity.

Health promotion is defined as „the process of enabling people to increase control over, and to improve, their health”

(Ottawa Charter for Health Promotion, 1986)
……and our safety results

MOL Nyrt. LTI

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<th>Year</th>
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and our safety results

MOL Group LTIF

2000 2001 2002 2003 2004 2005 2006 2007

2.82 2.86 4.23 3.11 2.43 2.31 2.2 1.5
STEP (Take a step for your health) – the MOL WHP program

Launched in 2006 as a “self maintaining”, long term cultural change program – to enhance health awareness by developing an open culture that motivates our employees to initiate their own actions, based on an individual health plan.

- In harmony with the HSE Policy and OHM.
- Standardized methods.
- Identical professional/organizational structure for all sites, but taking in consideration the specific regional traditions and culture.
- Go as more as possible to the shift workers and target groups.

To ensure compliance with laws – Occupational Health Management
STEP Program – phases and timeline

- **Phase 1**
  - Individual health plan
  - Extra screenings
  - Movement based Health development (STEP Active)
  - Stress management
  - Healthy food at work
  - Stop smoking

- **Phase 2**
  - Rate of participants

- **Phase 3**
  - The goal to involve 75% of our employees

The STEP – take a step for your health program was structured in accordance with the PDCA cycle both for individual employees and on company level.
STEP Program – Complexity of the elements

- Personal family anamnesis, Lifestyle, risk factors (smoking, alcohol etc.)
- Results of the fitness for duty tests
- Other optional tests (blood lipid, cholesterol, blood sugar)
- Screenings recommended by public Health Institute
- Step extra screenings
- Lifestyle Advise

The big MOL STEP 10 – Step 10 for your health

1. Smoking: 0
2. Move at least ½ hour/day
3. HDL chol. above 1
4. Blood pressure below 135/85
5. LDL chol. below 3.5
6. Triglyceride below 2
7. T. chol. below 4.5
8. Alcohol below 19 gr. max. 5 times/week
9. BMI below 22
10. Blood sugar below 6

STEP Active – the most efficient in primary prevention

EfH management Conference

STEP Active – Magazin

Company sport competitions

Outdoor weekends

Healthy walking

Trainin

Camps

Outdoor weekends

Healthy walking

Trainin

Camps
STEP communication, promotion

- **STEP Active Newsletter** - a weekly electronic newsletter (e-mail) on company intranet, automatically sent to the employees’ and registered family members’ mailbox

- **Panorama** - a company monthly newsletter with dedicated STEP pages and regular special issues (with articles and interviews)

- **STEP Client Service** (call center and e-mailbox) for registrations, information and coordination of booking for the STEP screening programs, games, events

- For fragmented remote territories with limited accessibility: by using the private e-mails of the employees, upon their consent

- **Network of volunteer employees** („STEP engines”) for facilitating the flow of information and supporting the local initiatives

- **Posters, brochures, leaflets** for dedicated events

- **Road shows, regular client surveys**

- **Participants in STEP program** can collect points event by event. The points can be converted to STEP gift items or financing programs where employees have to contribute for participation
### STEP Program targets - results reached so far

<table>
<thead>
<tr>
<th>WHP Results</th>
<th>Interest, participating, positive attitude</th>
<th>Attitude change, commitment, decreasing absence</th>
<th>Decrease in health factors</th>
<th>Changes and improvements in the corporate culture</th>
<th>Decreasing risk of chronic illnesses</th>
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<tbody>
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<td>II.</td>
<td>III.</td>
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<td>STEP Indicators</td>
<td>• Participation Rate 20%</td>
<td>• Participation rate 60% (40% at the end of 2008)</td>
<td>• Participation rate 60%</td>
<td>• Participation Rate 75%</td>
<td>• Participation Rate</td>
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<td></td>
<td>• Absence rate (3,3%-5% at the end of 2009)</td>
<td>• Absence Rate</td>
<td>• Absence Rate</td>
<td>• Absence Rate</td>
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<tr>
<td></td>
<td>• Health Indicators: BMI</td>
<td>Diagnosed hypertension</td>
<td>Blood Total Cholesterol level</td>
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<td></td>
<td>• Blood pressure</td>
<td>Fit index</td>
<td>Treated diabetes mellitus</td>
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<tr>
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<td>• Treated diabetes mellitus</td>
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Learning points

► Once you launched it, you hardly can (or better) can not stop it!
► Team up with highly motivated service providers
► Be clear at the very beginning: you provide your employees with opportunities but they must take their STEPs and initiate the next STEPs in their own interest!
► Success must be a mutual target, their feedback must have a high importance!
► Additional voluntary health screenings are not for finding reasons to fire somebody!
► Invite and get involved family members (incl. children), friends and other colleagues!
► Focus on properly selected target groups with tailor made actions
► Take special attention to the most exposed „hard core“: the middle age and older blue collar workers in three shifts and/or at remote sites
► Find and promote champions, volunteers („STEP engines“), encourage local initiatives
► Communicate, communicate, communicate….and reward by personal results!
Thank you for the attention!

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EfH management Conference,