International Association of Oil & Gas Producers

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2025 safety performance trends, responses, and leadership perspectives



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Executive Summary

IOGP started collecting and publishing Member Companies' safety data in 1985, using the insights gained to develop industry guidance, share lessons learned, and promote actions to address the leading causes of fatal incidents. Over this period, the Fatal Accident Rate (FAR) has reduced by more than 90%, reflecting the upstream oil and gas industry's commitment and meaningful progress in reducing fatalities. However, the 52 fatalities recorded in 2025 represent a serious signal and a clear reminder that the underlying risk remains, dramatically affecting our people. The same recurring patterns, including continued contractor workforce vulnerability, line-of-fire exposure, inadequate hazard identification, supervision weaknesses, and competency-related challenges, were again evident in 2025.

The ambition of eliminating Fatalities and Permanent Impairment (FPI) injuries from our operations is firmly established across our industry and underpinned the IOGP Safira Project, launched in 2017 to address the leading fatality exposures at the time. Since then, IOGP has expanded its portfolio of Safety Recommended Practices to support improved safety performance, and in 2022, introduced a clearer and more consistent definition of FPI events, broadening industry focus beyond fatalities to include the prevention of permanent impairment injuries.

The findings from 2025 do not point to a lack of knowledge, guidance, or standards. Rather, they highlight a persistent gap between intent and execution. What is needed is not new documents or revised tools, but consistent and effective implementation of existing Safety Recommended Practices verified and validated at the frontline, where work is performed. Three shifts have been identified, requiring commitment and action from IOGP Member Companies and the wider industry to reinforce progress in preventing fatalities and permanent impairment injuries:

- **Apply Life-Saving Rules critical controls consistently**, by ensuring controls are verified and validated at the point of work rather than assumed through procedures or documentation alone.
- **Strengthen contractor capability and supply chain partnerships** to improve the management of complex work environments, high-risk activities, and frontline exposure to hazards.
- **Enhance data insights, leading indicators, and learning**, by transforming safety information from a back-office reporting activity to a decision-making tool that informs actions from the boardroom to the worksite.

While the first two shifts are supported by established IOGP Safety Recommended Practices, the third requires a step-change in how safety data is collected, shared, and acted upon. Building on the successful 2025 pilot, IOGP will expand potential FPI reporting to all IOGP Member Companies as part of the 2026 data collection process. This will provide a stronger leading indicator of actual FPI and enable deeper sharing of incident learning. IOGP will also continue collaborating with industry associations and other stakeholders to align expectations, and promote safety practice harmonization and broader dissemination of learning across the upstream value chain. The set of strategic priorities, implementation focus areas, and enablers proposed in this White Paper are therefore not new concepts. Their effectiveness depends on visible leadership, organizational discipline, and persistent execution. Success requires leaders at every level to demonstrate genuine commitment to safety, allocate adequate resources and capability, ensure consistent implementation of critical controls, and actively verify that safeguards are in place and functioning as intended.

Leadership and stewardship remain the foundation of operational excellence. They are essential for understanding major hazard risks, establishing clear expectations, maintaining organizational capacity, and ensuring that safety-critical barriers are effectively designed, implemented, and sustained throughout the asset lifecycle.

The IOGP Safety Committee, reaffirming its enduring ambition to eliminate fatalities, permanent impairment injuries, and catastrophic process safety events across the upstream oil and gas industry, calls on all IOGP Member Companies and the wider industry to share, discuss, and translate these findings into appropriate and timely action, remaining alert to the effects of changing activity levels, contractor workforce dynamics, geopolitical instability, and other contextual pressures on organizational capacity and operational risk.

The Safety Committee will continue to monitor and consolidate IOGP Member Companies' safety performance data and assess whether the recommendations set out in this White Paper lead to measurable improvement. Attention will be given to reducing fatal incidents, narrowing the contractor-to-company Fatal Accident Rate (FAR) variance, and increasing the quality and use of potential FPI reporting as a proactive indicator of severe harm exposure. The 2026 reporting cycle will provide the first structured assessment of progress and will inform future refinement of priorities as emerging evidence and insights become available.

1. Introduction

In May 2022, the IOGP Safety Committee published a Position Statement defining its strategic objectives and identifying key focus areas.[1] In February 2023, a further statement was issued in response to a worsening trend in safety performance, identifying residual COVID-19 effects, increased activity levels, and geopolitical instability as potential contextual factors at that time.[2]

These two IOGP Safety Committee Position Statements set a clear direction towards severe-harm prevention, effective critical controls, learning from work as done, and coordinated delivery across the industry. The 2025 Safety performance data confirm that this direction remains valid and that renewed leadership commitment and improvements are vitally important.

The 2025 Safety performance data confirm a deeply concerning reversal of the progress achieved in the last decade. With 52 fatalities recorded across 40 separate fatal incidents, the highest number of fatalities since 2016, and a Fatal Accident Rate (FAR) of 1.35 representing a 75% increase over 2024 (0.77) and 62% over the previous five-year average,[3] the Safety Committee considers this a warning signal requiring an urgent, structured, and industry-wide response.

This White Paper presents the principal insights, responses, and leadership perspectives emerging from the review of IOGP's 2025 Safety performance data. Structured as a Questions and Answers format, this White Paper is intended to facilitate clear communication, encourage open dialogue, and stimulate meaningful discussion across IOGP Member Companies and the wider industry.

It is introduced by a Leadership Foreword from the IOGP Safety Committee Board Sponsors, setting the strategic context and reinforcing the leadership expectations arising from the 2025 Safety performance data.

Additional data and analysis are provided in the Appendices to further contextualise the insights, findings, and recommendations presented in this White Paper.

[1] IOGP Position Statement STA026 – *Leading safety practices in our industry*
[2] IOGP Position Statement STA030 – *2022 safety trends and responses*
[3] IOGP Report 2025s – *IOGP Safety performance indicators – 2025 data*

2. Leadership foreword



Ståle Endre Berg

Senior Vice President, Corporate Safety

Given the recent negative development in our industry's ability to safeguard those working for and with us, it is time to act to turn the trend.

I firmly believe this can be done forcefully and most effectively through strengthened implementation, across our industry, of existing IOGP practices.

If we utilize the IOGP tools developed through shared insights over the years we will improve.



Angelo Spingardi

Director, Health, Safety, Environment and Quality

The safety data sends a clear message: the challenge before us is increasingly systemic and cannot be solved by individual organizations acting alone.

We need stronger mechanisms to share learning, greater leadership engagement across operators and contractors, and a relentless focus on serious and fatal risk.

Our responsibility as leaders is not only to improve safety within our own companies, but to contribute to improving safety across the industry.



John Sanclemente

Vice President, Wells

The 2025 IOGP Safety performance data and this White Paper reinforce a simple truth: safety is won or lost at the sharp end, where work is planned, risks are understood, and safeguards are either working or they are not. Operational excellence is not the strength of our systems on paper; it is the quality and consistency of execution in the field. Control of Work must create clarity, not complexity, and give every team confidence that the job is truly ready to proceed.

Our contractors are not separate from this responsibility - they are our partners in the work, and we must operate as one team with one standard and shared accountability.

As leaders, our job is to listen to the people closest to the work, remove the conditions that make success difficult, and verify that the safeguards that matter most are in place. We know what prevents serious harm. The imperative now is disciplined execution, every task, every crew, every time.

3. Questions & Answers

1. What are the key concerns from 2025 IOGP Safety data?

The 2025 results represent a significant deterioration in fatality performance. Fatalities increased from 32 in 2024 to 52 across 40 fatal incidents, and the Fatal Accident Rate (FAR) rose by 75% to 1.35. The increase reflects both a higher number of fatal incidents and five multi-fatality events, which together accounted for 17 fatalities. At the same time, 35 single-fatality events occurred across different Member Companies, operating environments, and geographies. The data therefore indicate a broad and continued industry challenge, rather than a deterioration driven solely by a few exceptional events, and reinforce the need for strengthening the health and effectiveness of the safeguards used to prevent fatal and life-altering consequences. A summary of key safety performance indicators can be found in this IOGP Safety data video.

2. What key patterns emerge from the 2025 fatality incidents?

The immediate patterns are clear, although a full understanding of the underlying systemic causes requires further analysis. Maintenance, inspection, testing, Land Transport, and Drilling, workover, well operations activities accounted for 33 fatalities, or 63% of the total. The leading fatalities causes Caught in, under or between (excl. dropped objects), Dropped-objects, and Struck-by (excl. dropped objects) are the primary contributors (collectively 48%), while Improper position (in the line of fire), Inadequate hazard identification or risk assessment, and Inadequate work standards/procedures are the top three causal factors assigned to fatal incidents. In addition, 34 of the 40 fatal incidents were associated with one or more of the IOGP Life-Saving Rules (LSR). These findings indicate that the principal challenge is not the emergence of new hazards or the absence of guidance, but the reliable implementation, verification, and sustained effectiveness of known controls at the work-front.

3. Is the increase due to COVID, for example from deferred maintenance?

There is no evidence that the 2025 increase is directly attributable to the COVID period or to maintenance deferred during the pandemic. The broader post-COVID activity ramp-up remains a relevant contextual consideration because workforce expansion, contractor mobilization, and increased operational activity can place pressure on onboarding, supervision, competence, and organizational capability and capacity. However, the 2025 incidents predominantly show recurring weaknesses in known risk areas rather than a distinct COVID effect.

Wider factors, including ageing assets, changing workforce dynamics, production and cost pressures, and geopolitical and energy-security instability, may be influencing the operating environment, but their contribution to the 2025 Safety performance data has not yet been established, and will require future structured analysis. Deepening the understanding of these contextual and operational factors is recognized as essential and will be a priority workstream on the IOGP Safety Committee's forward agenda, with the full sponsorship of the IOGP Board.

4. Is the increase attributable to any company segments, operating environments, or regions?

No. The 52 fatalities were distributed across different Member Companies profiles, regions, and both onshore and offshore operations. Onshore and offshore FAR were almost identical, at 1.34 and 1.37 respectively, indicating that no operating environment was exempt. Regional annual results can also be materially influenced by individual high-consequence events and should therefore be interpreted alongside multi-year trends. The overall pattern supports an industry-wide response rather than an intervention focused on a particular company group or geography.

5. The Total Recordable Injury Rate (TRIR) has gone down by 6% but the FAR has gone up by 75%. Wouldn't we expect the two metrics to move together?

Not necessarily. TRIR measures the frequency of recordable injuries but does not differentiate effectively by severity: a relatively minor recordable injury and a fatality each count as one event in the rate. FAR, by contrast, specifically reflects fatal outcomes. In 2025, TRIR reduced by 6% to 0.76, while Lost Time Injury Rate (LTIR) increased by 4% to 0.25 and FAR rose by 75% to 1.35. This divergence provides further evidence of findings from previous studies showing why aggregate injury-frequency indicators must be complemented by severity-based measures, including IOGP Fatality and Permanent Impairment (FPI), and by meaningful leading indicators that assess FPI prevention controls and barrier effectiveness.

6. Are there specific recurring weaknesses behind these events?

Yes. The 2025 data identify recurring causal factors, including improper positioning (in the line of fire), inadequate hazard identification or risk assessment, inadequate supervision, inadequate training or competence, inadequate work standards and procedures, and equipment or materials not secured. The causal factors were broadly balanced between People (Acts), accounting for 47% and describing actions taken, omitted or performed differently from expectations, and Process (Conditions), accounting for 53% and capturing the physical, operational, and organizational conditions influencing the work. This near-even distribution reinforces that fatal incidents cannot be attributed to individual actions alone but reflect the interaction between human performance and the conditions in which work is planned and executed. Consistent with IOGP Human Performance Principles, actions occur within operational and organizational systems that shape decisions, influence work practices, and determine whether controls can be applied effectively. Further analysis will be undertaken to understand whether structural and contextual changes are increasing the likelihood of these recurring weaknesses, since the most valuable learning is not only from individual events, but from the repeated patterns across causes, activities, and organizational flaws.

7. What needs to improve to reverse this trend?

The principal patterns in the 2025 IOGP Safety data, read alongside longer-term industry trends, point to three overarching and interconnected improvement priorities:

- **Apply Life-Saving Rules Critical Controls consistently**, by ensuring controls are verified and validated at the point of work rather than assumed through procedures or documentation alone.
- **Strengthen contractor capability and supply chain partnerships**, to improve the management of complex work environments, high-risk activities, and frontline exposure to hazards.
- **Enhance data insights, leading indicators and learning,** by transforming safety information from a back-office reporting activity to a decision-making tool that informs actions from the boardroom to the worksite.

These three Strategic Priorities are mutually reinforcing and should be pursued together through an integrated approach. Effective critical control application depends on capable contractors, supervisors, and frontline leaders. Leading indicators provide early visibility of where controls are weakening, while learning converts experience and insights into stronger controls, greater capability, and better decision-making, reducing recurrence and driving continuous improvement.

8. Why is more reliable implementation of critical controls a Strategic Priority?

In 2025, 34 of the 40 fatal incidents (85%) were associated with one or more of the IOGP Life-Saving Rules, with the Line of Fire rule alone relevant to 12 of 40 fatal incidents. The IOGP Process Safety Fundamentals addressed more than 90% of fatal process safety events reported between 2007 and 2025. These figures indicate that sustained improvement will depend on ensuring that critical controls are understood, implemented, verified and validated consistently at the work-front. The new IOGP Report 801 – *Control of Work Framework*, expected in Q4 2026, provides a structured approach and practical guidance for implementing effective Control of Work processes and strengthening Life-Saving Rules and Process Safety Fundamentals application, and critical controls relevant to these risks.

9. Why is contractor safety a Strategic Priority?

Contractors accounted for 44 of the 52 fatalities (85%), and 713 of 916 Lost Work-Day Cases (78%) in 2025. The contractor FAR of 1.49 was 69% higher than the company FAR of 0.88, and a persistent contractor workforce vulnerability has been evident across the past decade. These figures do not by themselves establish a single cause, as they may reflect differences in exposure, work scope, and operating context. They do, however, reinforce the need for stronger operator-contractor partnerships, aligned safety expectations, understanding interfaces and appropriately allocating workplace risks, robust pre-qualification and capability assessment, effective onboarding and supervision, clear allocation of responsibilities, and joint leadership engagement across the supply chain. Periods of rapid activity growth, organizational change, and workforce mobilization should be recognized as potential high-risk periods. In this context, the updated IOGP Report 423 – *HSE management guidelines for working together in a contract environment*, expected in Q4 2026, provides a strengthened framework for Operator–Contractor collaboration, clear accountability, and effective HSE risk management throughout the contract lifecycle.

10. Why is the better use of data and learning a Strategic Priority?

The divergence in the 2025 indicators, with TRIR decreasing by 6% while LTIR increased by 4% and FAR rose by 75%, demonstrates that lagging injury metrics alone do not provide sufficient visibility of serious-incident risk. The recurrence of similar incident types and causal factors over the past decade also indicates a persistent challenge in turning lessons into sustained improvement. Strengthening data insights, leading indicators, and learning is therefore essential to detect weak signals, verify critical-control effectiveness, prevent recurrence, and translate industry experience into impactful risk reductions. This depends on the quality and depth of incident investigation and narratives, which enable meaningful pattern recognition, deeper analysis, and identification of actions with the greatest potential to reduce risk. IOGP will work with Member Companies to improve the depth, consistency, and quality of incident narratives shared. Building on the successful 2025 pilot, the 2026 data collection will also include reporting of potential FPI data. This will expand the FPI dataset, provide a key leading indicator of actual FPI events, and provide the opportunity for deeper sharing and learning.

11. Where should the industry concentrate their implementation efforts to prevent Fatalities and Permanent Impairment (FPI) injuries?

Industry should ensure consistent implementation across all areas, while directing additional attention to those with the greatest potential to reduce Fatality and Permanent Impairment (FPI) injuries. Building on the coordinated adoption and implementation of the IOGP Life-Saving Rules across operators, contractors, and the wider supply chain, companies should direct their efforts towards implementation focus areas deliberately aligned with the Life Saving Rules and targeting the hazards that have accounted for the majority of fatal incidents since 2000:

- **Line of Fire** – Engineering controls (physical barriers, exclusion zones, and dropped object prevention systems) to be the primary risk reduction measure, not procedural controls or Personal Protective Equipment (PPE), following the hierarchy of control. Onsite leadership should focus on verifying and mitigating Line of Fire hazards at the point of work (e.g., red zone management).
- **Safe Mechanical Lifting** – Implementation must prioritize the physical securing of equipment and materials before lifts commence, the integrity of lifting equipment and rigging, and the establishment and enforcement of exclusion zones beneath and around all lifting operations.
- **Energy Isolation** – Rigorous lockout/tagout procedures to be applied for all maintenance activities and verified and validated at the point of work.
- **Driving** – Driver behaviour, effective journey management, 5-star New Car Assessment Programme (NCAP)-rated vehicles, and implementation of new technology such as Active Fatigue and Distraction Detection (AFDD), Advanced Driver Assistance System (ADAS), advanced In-Vehicle Monitoring System (IVMS), are the primary interventions for improving driving risk mitigation controls.
- **Working at Height** – Implementation should focus on the elimination and substitution of work at height wherever practicable, the integrity of fall prevention and arrest systems, and the active verification of controls before any elevated work begins. Pre-job planning and the verification before any task begins are the primary tools for ensuring that height-related controls are confirmed as in place and functioning at the point of work.

The IOGP Process Safety Fundamentals can complement the Life-Saving Rules by reinforcing focus on the prevention of major process safety events and the integrity of critical process safety controls.

Across all implementations focus area, the IOGP Start Work Checks are the most direct and practical support tool, to verify and validate critical controls are in place and functioning at the exact location a task is to be performed, just prior to starting it.

12. What conditions need to be in place to enable delivery of the Strategic Priorities and support Implementation Focus Areas efforts?

Delivering the Strategic Priorities and translating the Implementation Focus Areas into consistent work-front impact requires more than defined operational procedures and prescribed actions. Based on the IOGP Safety Committee's collective experience and lessons shared, the following three Enablers should be in place to sustain priorities delivery and implementation efforts:

- **Implement and sustain Human Performance principles through safety leadership**

Advance a cultural shift across the industry by embedding Human Performance principles at every level of the organization, from Board and executive leadership to frontline supervisors and workers. This means understanding how organizational decisions, resource allocation, production pressures, and management systems shape the conditions in which people work and in which errors become either inevitable or preventable. Visible, credible safety leadership is the cornerstone of this cultural shift.

- **Improve workforce safety competency**

Ensure competency assurance processes go beyond training attendance to assess practical application, operational experience, and readiness. Provide role-specific onboarding for newcomers and leaders from other sectors, ensuring they understand the industry's operating context, critical risks, and IOGP Safety Recommended Practices.

- **Deploy technology and risk-based innovation**

Leverage digital tools, leading indicators, and emerging technologies to move from reactive to proactive risk management, support informed and dynamic risk assessment, and identify and act on weak signals before risks escalate. Recurring permit deviations, degraded barriers, repeated near-misses, temporary overrides, deferred maintenance actions, and critical control weaknesses are all early indicators of deteriorating defences that technology can help identify and surface in real time.

Strategic Priorities define what needs to improve and set the direction, Implementation Focus Areas define where action should be concentrated, and the Enablers define the essential conditions for sustained delivery, with leadership accountability providing the foundation that connects and drives all three.

13. Has IOGP developed the right tools and guidance to help the oil and gas industry manage safety effectively?

IOGP has developed a substantial suite of Safety Recommended Practices informed by collected safety data and by Member Companies experience and learning. Key tools include the Life-Saving Rules and Start Work Checks, Process Safety Fundamentals, Control of Work guidance, contractor HSE management guidance, Human Performance framework, Learning from Normal Work and Learning from Incidents, and leading-indicator guidance for preventing Fatality and Permanent Impairment.

The 2025 results confirm the continued relevance of these tools: Life-Saving Rules are applicable to 85% of fatal incidents, and Process Safety Fundamentals are relevant for all six fatal process safety events. The central challenge is therefore not to create additional guidance, but to extend its reach and ensure effective adoption, field-level application, supervision, and control verification.

IOGP's commitment is to keep these Safety Recommended Practices current, informed by operational experience and emerging evidence.

14. How can I find out more information on the 2025 safety performance?

The IOGP data site https://data.iogp.org/ and the annual IOGP Safety performance indicators reports provide open access to the safety data submitted by participating IOGP Member Companies and historical trend information. Additional information on incidents with the most severe outcomes is available through the annual Fatality and Permanent Impairment reports. All IOGP Safety Recommended Practices are available from the IOGP Publications Library.

15. What is the single most important message from the 2025 data?

The single most important message is that familiar hazards continue to cause fatal and life-changing harm when proven controls are not consistently implemented, verified, and validated where work takes place.

Since IOGP began collecting and publishing Member Company safety data in 1985, the upstream oil and gas industry has demonstrated sustained commitment and achieved meaningful progress in reducing fatalities. However, the 2025 data demand renewed and decisive action to consistently reduce workforce exposure to fatality and permanent-impairment risks.

The required response is stronger leadership attention to the consistent application of Life-Saving Rules and their critical controls, contractor capability, workforce competence, and the effective use of data and learning to prevent recurrence and strengthen safe execution across the full value chain. Equally important is how leaders respond to concerns, weak signals, and human error. Respectful, learning-focused responses strengthen psychological safety, reporting, and trust, enhancing the organization's ability to identify and manage risk before harm occurs.

Appendix A. IOGP Safety performance data review

A.1 Overview

The 2025 data include five multi-fatality events accounting for 17 fatalities, but the picture is dominated by 35 single-fatality events spanning all types of IOGP Member Companies, confirming that this is not a problem confined to any one sector or geography. Onshore and offshore Fatal Accident Rates (FAR) were almost identical, at 1.34 and 1.37 respectively, reinforcing that no operating environment was exempt.

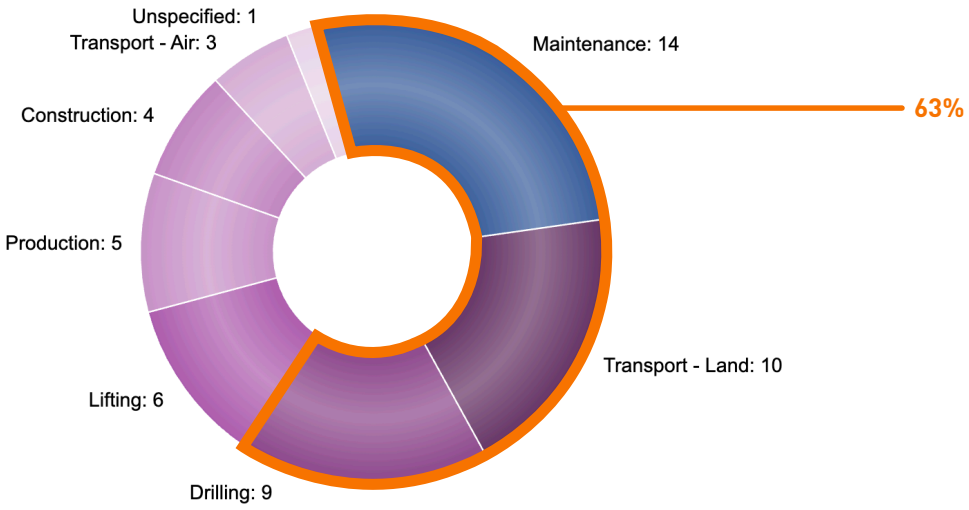


Figure 1 – Number of fatalities by activity (2025)[4]

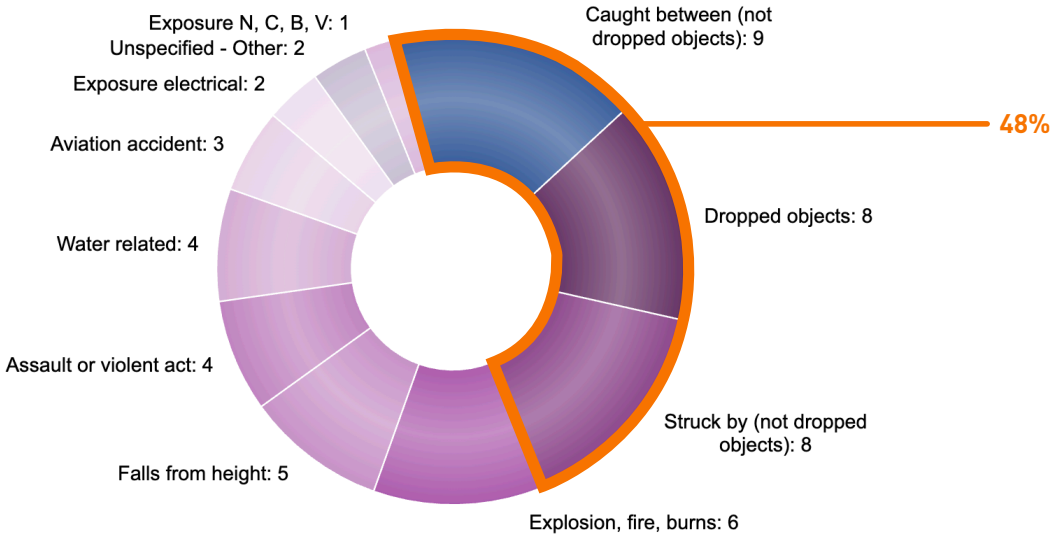


Figure 2 – Number of fatalities by cause (2025)[5]

[4] IOGP Report 2025s – *IOGP Safety performance indicators – 2025 data*

[5] IOGP Report 2025s – *IOGP Safety performance indicators – 2025 data*

Maintenance, Inspection & Testing, Transport-Land, and Drilling activities represent 63% of all 2025 fatalities, while Caught-between (not dropped objects), Struck-by (not dropped objects), and Dropped objects causes collectively account for 48%.

Being in the Line of Fire has remained the leading cause of severe harm over the past decade and continues to demand the highest level of industry attention. Equally concerning, deficiencies in Control of Work (CoW) processes of Inadequate hazard identification and risk assessment, Inadequate supervision, Inadequate Training/competence, and Inadequate work standards/procedures, have been identified as causal factors in 30% of all 2025 fatal incidents reported by participating IOGP Member Companies.

These findings underscore the urgent need to strengthen work planning, risk management, supervision, training, and execution discipline across all operations. The new IOGP Report 801 – *Control of Work Framework,* expected in Q4 2026, provides a practical framework for teams to implement and consistently apply effective Control of Work processes, from planning and risk assessment through execution and verification, while embedding Life-Saving Rules, Process Safety Fundamentals, and critical controls into frontline activities.

Contractors accounted for 44 of 52 fatalities (85%) in 2025, with the contractor FAR of 1.49 being 69% higher than the company FAR of 0.88. This difference has persisted for the last decade, with the contractor FAR typically higher than company FAR.

While the observed differences may reflect a combination of exposure profile, work scope, operating context, and organizational factors, the persistence and scale of this variance indicate a continuing need to strengthen operator-contractor collaboration, oversight, and capability assessment.

The data also reinforce the importance of maintaining focus on process safety. In 2025, six process safety events resulted in nine workforce fatalities and Tier 1 process safety events were at the same levels as 2024. While occupational safety hazards remain the dominant source of fatal injuries, process safety events continue to present the potential for high-consequence outcomes and require sustained leadership attention.

Given the inherent volatility of annual fatality data, five-year rolling averages have been used to assess Fatal Accident Rate (FAR) trends across the main work functions (Exploration, Drilling, Construction, Production, Unspecified). This approach helps smooth annual fluctuations and provides a clearer indication of medium/longer-term performance. Although *Drilling* remains the work function with the highest FAR over the period, the trend has generally improved; the other work functions show a slight upward trend.

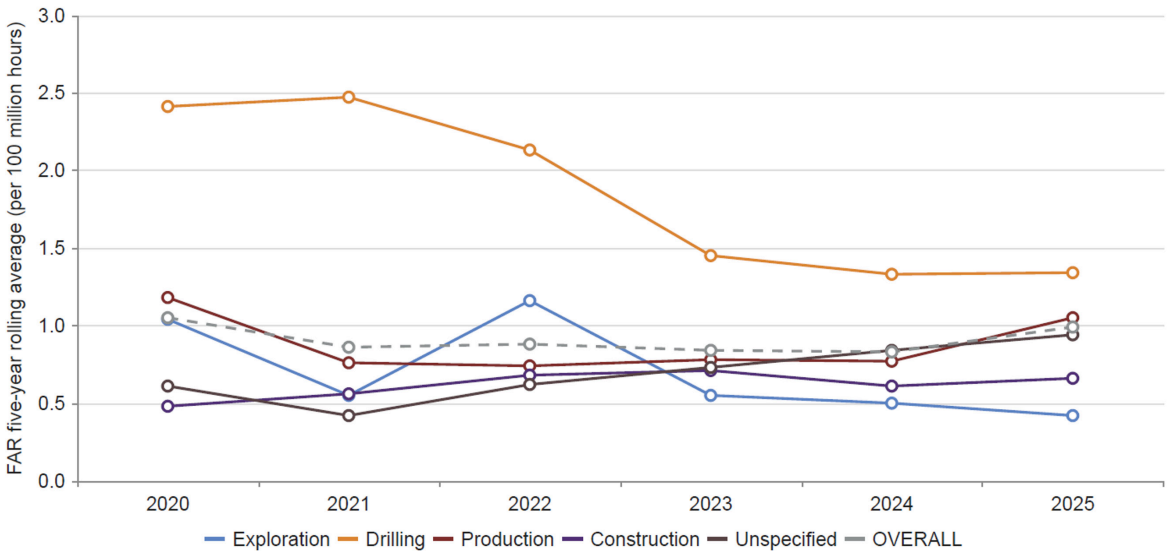


Figure 3 – FAR five-year rolling average by function (2020-2025)[6]

Despite broad industry adoption of the IOGP Life-Saving Rules, challenges remain in their consistent implementation, particularly in energy isolation, safe driving, and safe mechanical lifting. Each year from 2021 to 2025, between 76% and 93% of fatal incidents reported were associated with one or more Life-Saving Rules.

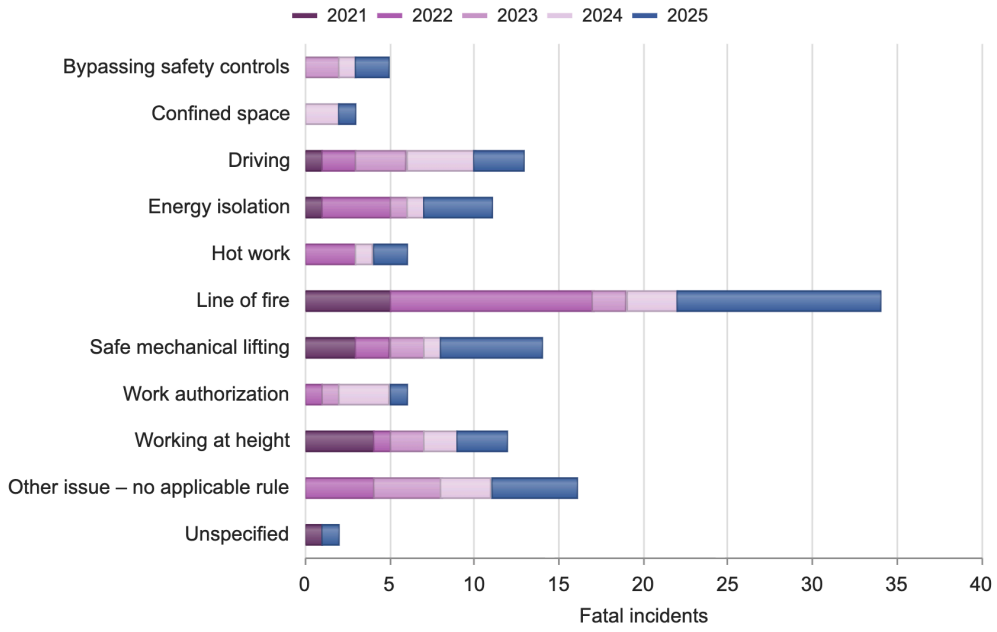


Figure 4 – IOGP Life-Saving Rules allocated to fatal incidents (2021-2025)[7]

[6] IOGP Report 2025s – *IOGP Safety performance indicators – 2025 data*
[7] IOGP Report 2025s – *IOGP Safety performance indicators – 2025 data*

The risks are well known, and effective preventive measures already exist. The priority is to ensure these critical risk controls are reliably implemented at the work-front and to better understand the organizational, operational, and human performance factors that determine their effectiveness in practice.

The IOGP safety database is the largest repository of safety performance data in the upstream oil and gas industry, and all incident data submitted by Member Companies are subject to rigorous validation. The 2025 data clearly identify what happened and where, however, a full understanding of the underlying causes remains an open and important question.

The available data identify recurring immediate and contributing factors, including weaknesses in hazard identification, supervision, competence and control implementation.

However, the extent to which structural shifts in the operating environment, including ageing assets, changing workforce dynamics, intensifying production and cost pressures, and heightened geopolitical and energy-security instability, are contributing to the deterioration in safety performance has not yet been established and requires further analysis.

The Safety Committee recognizes that deepening the understanding of the root causes behind the 2025 performance decline, through a structured analysis of systemic, contextual, and operational factors, is essential. This will be a priority workstream on the IOGP Safety Committee's forward agenda, with the full sponsorship of the IOGP Board.

A.2 Contractor vs. Company

Based on annually published IOGP safety data, there is a persistent gap between contractor and company safety performance in terms of fatalities recorded and FAR. Contractors consistently bear an unequal share of fatalities and injuries relative to their worked hours.

Table 1 – Contractor vs. Company FAR (2016-2025)[8]

Year	Contractor FAR	Company FAR
2016	1.97	0.90
2017	1.13	1.02
2018	1.20	0.31
2019	0.92	0.46
2020	0.54	0.56
2021	0.90	0.29
2022	1.62	0.30
2023	0.87	0.68
2024	0.84	0.57
2025	1.49	0.88

[8] IOGP Report 2025s – *IOGP Safety performance indicators – 2025 data*

In 2025, contractors accounted for 44 of 52 fatalities (85%) and 713 of 916 Lost Work-Day Cases (78%). The contractor FAR of 1.49 was 69% higher than the company FAR of 0.88. Across most years of the past decade, contractor FAR has been higher than company FAR, although the magnitude of the difference has varied and contractor FAR was marginally lower in 2020.

The observed difference in contractor safety performance may reflect a combination of factors, including greater exposure to hazardous activities, variations in operating context, workforce mobilization patterns, competency and supervision arrangements, organizational interfaces, and the integration of contractor personnel into company safety systems.

The updated IOGP Report 423 – *HSE management guidelines for working together in a contract environment*, expected in Q4 2026, provides a strengthened framework for effective Operator–Contractor collaboration, clear accountability, and consistent HSE risk-based management throughout the contract lifecycle.

A.3 Line of Fire

Line of Fire (LoF) is the primary LSR allocated to fatal incidents reported to IOGP between 2000 and 2024, as well as the primary LSR assigned to permanent impairment (PI) incidents. The 2025 data confirmed this trend, with LoF as the Life-Saving Rule most frequently associated with fatal incidents (12 of 40).

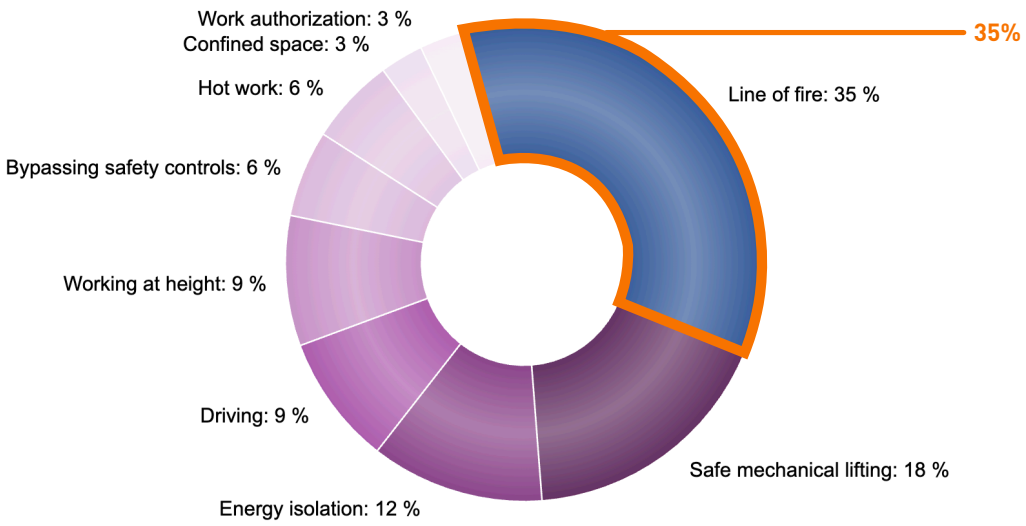


Figure 5 – Percentage of Life-Saving Rules allocated to fatal incidents where a rule was allocated (2025)[9]

As per IOGP Line of Fire data analysis, among the ten LoF hazard categories, Moving vehicles/mobile equipment, Working at height (*falls and dropped objects*), and *Objects with uncontrolled roll, slide, or fall potential*, represent more than half of LoF fatalities.

[9] IOGP Report 2025s – *IOGP Safety performance indicators – 2025 data*

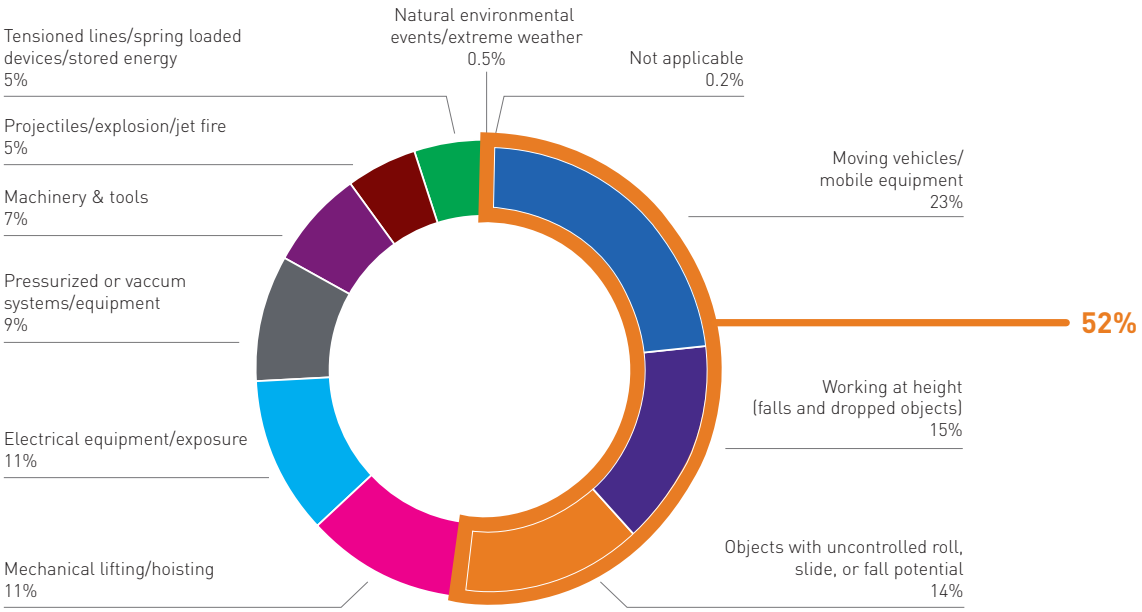


Figure 6 – Line of Fire fatalities by hazard category (2000-2024)[10]

A.4 Process Safety Events

Regarding Process Safety Events (PSE), in 2025, 65% of the reported Tier 1 PSE were assigned a Process Safety Fundamental, where roughly 30% had a design-related aspect. It should be noted that PSE associated with mechanical integrity are not typically assigned a Process Safety Fundamental (PSF).

An analysis of PSE involving fatalities shows that 175 people lost their lives in 86 PSEs over the 18-year period 2007-2024. IOGP Member Companies provided sufficient detail in 72 of the 86 incident reports to allow a reasonable assessment linking each event to one or more specific PSF. Of these fatal PSE, 94% (68 out of 72 incidents) could be associated with one or more of the ten IOGP PSF.

The primary PSF linked to both the largest number of fatal PSE incidents and the highest number of fatalities are:

- We maintain safe isolation
- We control ignition sources
- We apply procedures
- We respect hazards
- We recognise change

[10] IOGP Life Saving Rules, *Line of Fire: Introduction & background*

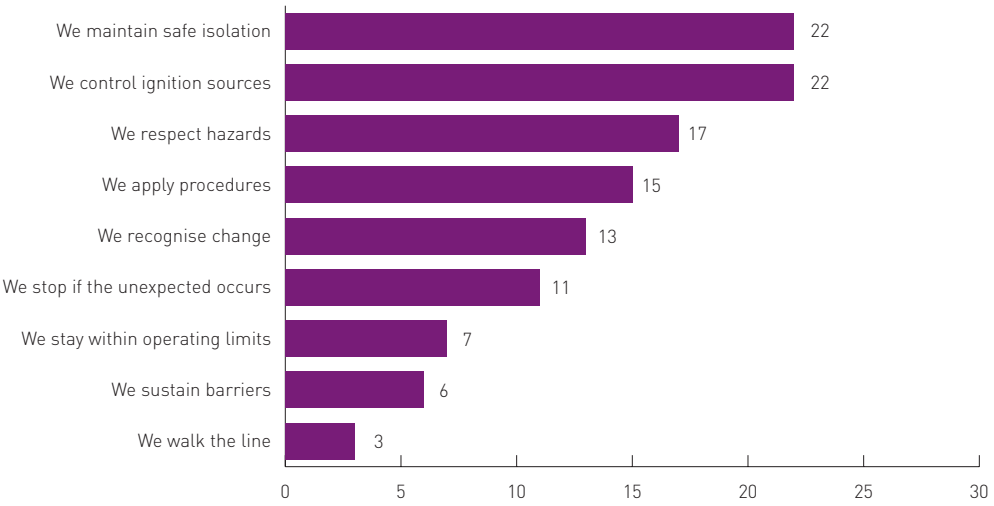


Figure 7 – Number of fatalities and related primary PSF (2007-2024)[11]

A.5 Causal factors

Causal factors assigned to 2025 fatal incidents were broadly distributed between People (Acts), at 47%, and Process (Conditions), at 53%. People (Acts) generally describe actions taken, omitted, or performed differently from expectations, while Process (Conditions) capture physical, operational, and organizational conditions influencing the work.

These categories should not be interpreted as attributing causation solely to individuals. Consistent with Human Performance principles, actions occur within systems that shape decisions, influence work practices, and determine whether controls can be applied effectively.

Table 2 – Leading Causal Factors assigned to fatal incidents (2025)[12]

Causal Factor	Category
Improper position (in the line of fire) (*)	People/Acts
Inadequate hazard identification or risk assessment (*)	Process/Conditions
Inadequate work standards/procedures	Process/Conditions
Inadequate maintenance/inspection/testing	Process/Conditions
Equipment or materials not secured	People/Acts
Inadequate supervision (*)	Process/Conditions
Improper decision making or lack of judgment	People/Acts
Inadequate training/competence	Process/Conditions
Inadequate design/specification/management of change	Process/Conditions
Failure to warn of hazard	People/Acts
Improper lifting or loading	People/Acts
(*) Three of the 2025 causal factors (Improper Position (*in the line of fire*), Inadequate hazard identification or risk assessment, Inadequate supervision) were in the top ten for the last 10 years.	

[11] IOGP Report 638 – *Process Safety Fundamentals*
[12] IOGP Report 2025s – *IOGP Safety performance indicators – 2025 data*

A.6 2025 Highest risk activities

A review of the 2025 fatal incident narratives associated with *Maintenance, inspection and testing, Land transport, and Drilling, workover and well operations*, which together recorded 33 fatalities (63% of the 2025 total) across 23 fatal incidents, reveals a consistent alignment between primary causes, relevant Life-Saving Rule, and causal factors.

Critically, none of the three activity clusters presents a single dominant cause: the distribution of causes, Life-Saving Rules, and causal factors across each activity confirms that these are multi-causal failure patterns rather than isolated or predictable event types.

Maintenance, inspection and testing — 14 fatalities in 11 fatal incidents

The 11 *Maintenance*, inspection and testing fatal incidents, including one event that alone claimed 4 lives, produced the broadest and most diverse cause and LSR profile of any activity in 2025. No single cause or LSR dominates, reflecting the inherent complexity and variety of maintenance tasks across the industry:

Table 3 – Maintenance, inspection and testing fatalities cause and LSR profile[13]

Life-Saving Rules	**Line of Fire** (4), **Work at Height** (2), **Hot Work** (2), **Energy Isolation** (1), **Work Authorisation** (1), **Unspecified** (1)
Causes	Explosion/fire or burns (2), Falls from height (2), Caught in/under/between (2), Dropped object (1), Exposure electrical (1), Exposure noise, chemical, biological, vibration (1), Water related (1), Unspecified (1)
Top 3 causal factors	1. Inadequate hazard identification or risk assessment (Process/Conditions) 2. Improper position in the line of fire (People/Acts) 3. Inadequate design/specification/management of change (Process/Conditions)

The breadth of this profile, spanning six different LSR and eight different causes, underscores that *Maintenance, inspection and testing* is not a single risk but a risk environment: a context in which workers are routinely exposed to multiple, simultaneous hazards that require comprehensive pre-job hazard identification, rigorous energy isolation, and active verification of controls at the point of work. The prominence of Management of Change as a top causal factor is particularly significant, pointing to equipment modifications and deviations from original design specifications as an underappreciated contributor to maintenance fatalities.

Land transport — 10 fatalities in 4 fatal incidents

The 4 Land transport fatal incidents, two involving rollovers, two resulting in 4 fatalities each, one of which was security-related, present the clearest and most concentrated LSR and causal factor profile of any activity in 2025. The Driving Life-Saving Rule is implicated in 3 of the 4 incidents, and the causal factors point unambiguously to speed, inadequate safety system use, and insufficient work standards as the primary failure modes:

[13] IOGP Report 2025sf – *Safety performance indicators – 2025 data – Fatal incident reports*

Table 4 – Land transport fatalities cause and LSR profile[14]

Life-Saving Rules	**Driving** (3), **Not Applicable** (1)
Causes	Caught in/under/between (2), Struck by (1), Assault or violent act (1)
Top 3 causal factors	1. Work or motion at improper speed (People/Acts) 2. Inadequate use of safety systems (People/Acts) 3. Inadequate work standards/procedures (Process/Conditions)

The concentration of causal factors in the People/Acts category, two of the top three, distinguishes *Land Transport* from the other high-risk activities and points to the interaction between driver decision-making, journey management, vehicle safeguards, supervision, and organizational expectations as the principal areas for intervention.

The security-related incident, resulting in 4 fatalities from an assault or violent act, reinforces the need for dedicated risk management frameworks that address the intersection of transport safety and security risk, which falls outside the scope of conventional HSE controls.

Drilling, workover, well operations — 9 fatalities in 8 fatal incidents

The 8 *Drilling*, workover, well operations fatal incidents, including one event with 2 fatalities, present a causal profile dominated by line-of-fire and mechanical lifting exposures, with no single LSR or cause accounting for more than 3 incidents. The distribution across multiple LSRs and causes again confirms a multi-causal pattern:

Table 5 – Drilling, workover, well operations fatalities case and LSR profile[15]

Life-Saving Rules	**Line of Fire** (3), **Safe Mechanical Lifting** (2), **Work at Height** (1), **Bypassing Safety Controls** (1), **Energy Isolation** (1)
Causes	Struck by (3), Falls from height (2), Dropped objects (2), Caught in/under/between (1)
Top 3 causal factors	1. Improper position in the line of fire (People/Acts) 2. Inadequate hazard identification or risk assessment (Process/Conditions) 3. Equipment or materials not secured (People/Acts)

The prominence of Struck by (3 fatalities) and Dropped objects (2 fatalities) in the *Drilling, workover, well operations* context, combined with Safe Mechanical Lifting as the second most frequently associated with fatal incidents Life-Saving Rule, confirms the direct link between lifting and rigging operations within drilling activities and the LoF fatality surge observed across the 2025 dataset. Equipment or materials not secured appearing as a top causal factor points to pre-task verification failures: the controls exist, but they are not being confirmed as in place and functioning before work begins.

[14] IOGP Report 2025sf – *Safety performance indicators – 2025 data – Fatal incident reports*
[15] IOGP Report 2025sf – *Safety performance indicators – 2025 data – Fatal incident reports*

A.7 Key insights

The decline in 2025 safety performance does not point to a fundamentally new set of hazards. Rather, the fatality data show renewed exposure to well-established fatal mechanisms that have persisted throughout the past decade. In most cases, the hazards were known, but critical barriers were ineffective, bypassed, degraded, or not implemented as intended.

The analysis highlights several notable patterns: the increased prominence of stored-energy events, persistent Line of Fire exposure, weaknesses in supervision and work planning, and the continued vulnerability of contractor workforces. Transportation safety has improved significantly over time, although fatalities continue to occur. In contrast, operational execution risk remains persistent, particularly in drilling, lifting, maintenance, and energy isolation activities.

The strongest learning from the dataset is that fatal incidents rarely result from a single failure. They typically resulted from a combination and interaction of:

- known hazards
- inadequate hazard identification or risk assessment
- exposure to the Line of Fire
- ineffective or degraded critical controls
- weak supervision and verification at the work front
- failure to stop, reassess, and adapt when conditions change

These recurring patterns reinforce the importance of Line of Fire management, dynamic risk assessment, effective exclusion zones, visible supervisory presence, and the consistent application of Stop Work Authority. They also highlight the need to ensure that critical controls remain effective not only during planning, but at the point where work is executed.

The 2025 results therefore reinforce a familiar industry challenge: the priority is not simply to identify additional controls, but to ensure that existing critical controls are consistently implemented, verified, and sustained at the work-front. Overcoming this execution challenge through effective planning, competent supervision, strong risk awareness, and robust verification remains fundamental to achieving sustained reductions in fatalities and life-altering incidents.

Appendix B. Strategic Priorities, Implementation Focus Areas, and Enablers

The IOGP Safety Committee's enduring ambition to eliminate Fatalities and Permanent Impairment injuries and catastrophic process safety events across the entire upstream oil and gas industry is acting as the North Star for the following set of Strategic Priorities, Implementation Focus Areas, and Enablers, which form an integrated, evidence-based framework derived from the principal patterns identified in the IOGP 2025 safety data and longer-term industry trends. The analysis identified three overarching improvement needs: more reliable implementation of critical controls, stronger contractor and supply chain capability, and better use of data and learning to anticipate and manage risk.

These needs are reflected in the *Strategic Priorities*, which define the industry-level outcomes to be achieved. They provide a shared direction for IOGP, its Member Companies, and the wider industry, where IOGP supports industry alignment, collaboration, and shared learning, while Member Companies are responsible for translating the priorities into risk-based actions within their organizations and operations.

The *Implementation Focus Areas* translate the strategic direction into practical areas of implementation at company, operational, and work-front levels. Informed by safety data insights, they focus attention on areas where consistent execution is expected to have the most significant impact on preventing severe incidents.

The Enablers establish the cross-cutting leadership, cultural, collaborative, and technological conditions required to deliver those outcomes. They are based on the IOGP Safety Committee's collective experience and lessons shared based on the conditions required to sustain safety improvement.

In this framework, the Strategic Priorities define what needs to be improved, the Implementation Focus Areas identify where focused and consistent execution is recommended, and the Enablers describe what should be in place to deliver improvements and successful implementation.

The three levels are mutually reinforcing rather than standalone or strictly sequential. Effective safety leadership, Human Performance principles, workforce competency, and risk-based innovation support stronger implementation of the Life-Saving Rules and Process Safety Fundamentals at the work-front. Applied collectively, this framework is intended to drive improvement by aligning industry attention and resources around the risks with the greatest potential for Fatality and Permanent Impairment (FPI) injuries, while providing sufficient flexibility for companies to adapt implementation to their operating context.

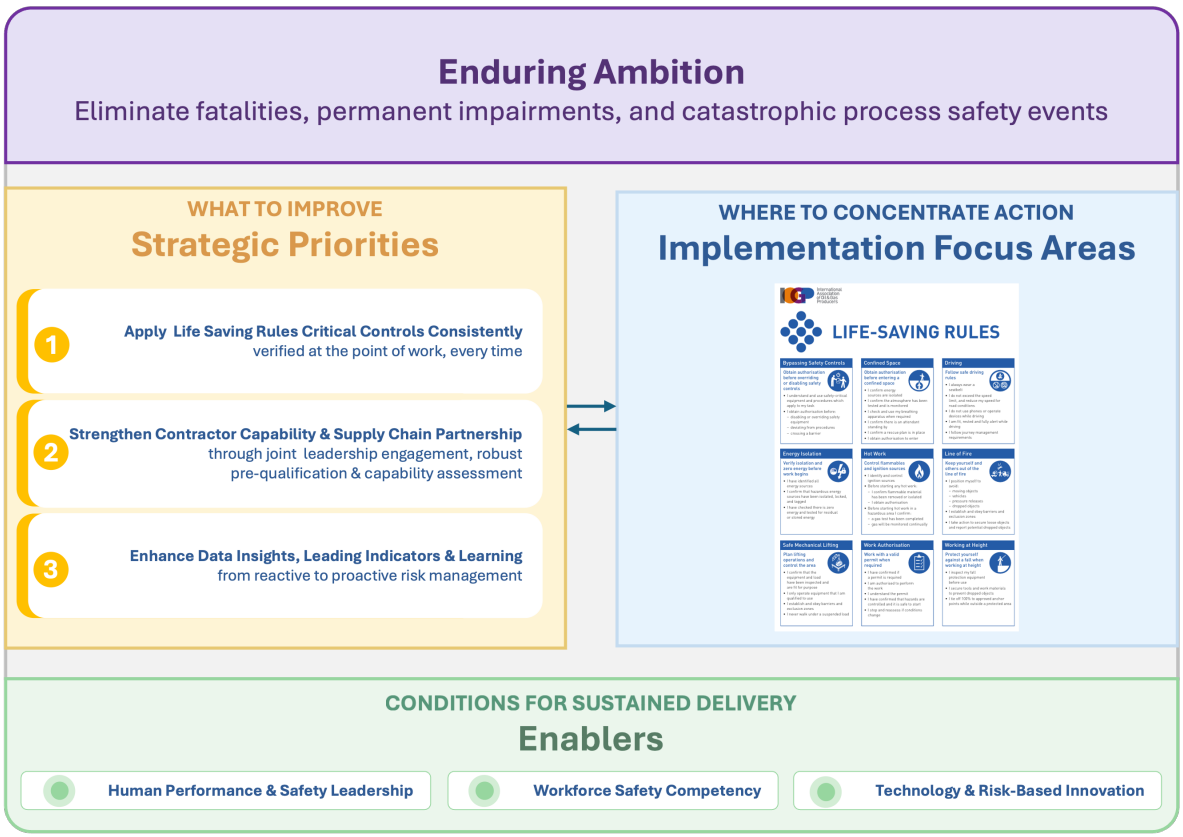


Figure 8 – Strategic Priorities, Implementation Focus Areas, and Enablers

B.1 Strategic Priorities

Apply Life-Saving Rules Critical Controls consistently

Drive the consistent application, verification, and validation of critical controls through the adoption and frontline implementation of key IOGP recommendations. The Life-Saving Rules (IOGP Report 459) are applicable in 85% of 2025 fatal incidents, with the Line of Fire LSR relevant to 12 of 40 fatal incidents; the Process Safety Fundamentals (IOGP Report 638) were associated with 94% of fatal process safety events reported between 2007 and 2024.

Implement a Control of Work (CoW) system which effectively manages and reduces risk at the work-front, beyond procedural compliance, in line with the new IOGP Control of Work Framework (Report 801, expected in Q4 2026). Strengthen the quality and fit-for-purpose of CoW processes to ensure they reflect actual work conditions, hazards, and required controls, which need to be practical, understood, and consistently implemented in the field, through effective supervision, verification, and validation.

Ensuring that proven safety controls, including the Start Work Checks (IOGP Report 459-1), are actively verified and validated at the point of work, not assumed from procedures and documentation, is one of the most impactful actions available to the industry. This requires bringing IOGP Guidelines and Recommended Practices closer to safety leaders, frontline teams, and contractors worldwide, ensuring they reach the people and places where risk is highest.

Strengthen contractor capability and supply chain partnerships

Develop strong, collaborative partnerships across the supply chain to drive sustained safety performance improvement. With contractors accounting for 85% of 2025 fatalities, focused intervention is required. This means moving beyond compliance to genuine business partnering, collaborating, and sharing learnings, standardizing safety expectations, understanding interfaces and appropriately allocating workplace risks, and actively supporting frontline workers and contractor-led operations through joint leadership engagement, robust qualification, capability assessment, and rigorous safety competency assurance, including consideration of the essentials outlined in the updated IOGP Report 423 – *HSE management for working together in a contract environment*, expected in Q4 2026. Ensure HSE risks associated with contracted services are effectively managed through capable organizations, clear responsibilities, effective assurance, and leadership engagement.

Recognize periods of rapid activity growth, organizational change, and workforce mobilization as potential high-risk windows, with proactive measures to ensure contractor HSE management arrangements remain proportionate to the risk and complexity of the contracted services, keeping pace with operational expansion. This should include close attention to supervision effectiveness, onboarding quality, workforce experience, competency assurance, and workload management.

Enhance Data Insights, Leading Indicators, and learning

Improve the quality, depth, and use of industry and company safety data, including actual and potential Fatality and Permanent Impairment (FPI) metrics, to sharpen risk understanding, track the full range of severe harm outcomes, and enable evidence-based decision-making. Several causal factors associated with the 2025 fatal incidents appearing in the top ten for every one of the last ten years, reveals a persistent recurrence of the same weaknesses, relatively evenly distributed between People (Acts) and Process (Conditions). That requires a step-change in how safety data are used: moving from retrospective reporting to proactive risk management.

Complement conventional lagging indicators with meaningful leading indicators (IOGP Report 815 – *Preventing fatalities and permanent impairment injuries: Developing meaningful leading indicators* and IOGP Report 456 – *Process safety – recommended practice on key performance indicators*) to identify areas of weak control effectiveness or safety barriers degradation and enable targeted interventions before incidents occur. Verifying and validating that critical controls are in place and functioning at the exact location where work is to be performed, just before it begins, is one of the most direct and actionable leading indicators to support FPI prevention.

Maximise learning from actual FPI incidents and Tier 1 Process Safety Events and move toward expanding learning to include potential FPI through the freely accessible IOGP safety database (data.iogp.org) and continue to enhance the quality of incident investigations and narratives to enable effective internal learning and broader industry knowledge sharing. Implement the principles of IOGP Report 642 – *Learning from normal work to extract actionable safety lessons from everyday operations*, identifying the organizational factors, constraints, and adaptations that influence safety performance both positively and negatively. Apply the organizational IOGP Report 552 – *Components of Organizational Learning from Events* to strengthen the systematic capture, analysis, and implementation of lessons from incidents, near-misses, and successful work execution.

B.2 Implementation Focus Areas

IOGP Life-Saving Rules

Implementation should be targeted where it can have the greatest impact on preventing FPI injuries.

Embed IOGP Life-Saving Rules (IOGP Report 459) into core work processes including contractor HSE requirements, site inductions and training, and control of work activities such as Hazard Identification, Control of Work, safety conversations (e.g., Toolbox Talks). Use LSR pocket cards as prompts, and IOGP information and Rule in a Minute and reflective learning videos to raise awareness. Incorporate LSR into safety observation processes, incident reporting, incident investigation processes, and learning materials so we learn from past events to prevent similar incidents in the future.

Building on the coordinated adoption and implementation of the IOGP Life-Saving Rules across operators, contractors, and the wider supply chain, companies should direct their efforts towards implementation focus areas deliberately aligned with the Life Saving Rules and targeting the hazards that have accounted for the majority of fatal incidents consistently since 2000:

- Line of Fire
- Safe Mechanical Lifting
- Energy Isolation
- Driving
- Working at Height

Onsite leadership should focus safety conversations and communications on why LSR are important (historically, data indicates approximately 80% of personal safety related fatalities relate to these rules, so they are the rules that can save lives) and the importance of verifying and validating alignment with IOGP LSR via Start Work Checks at the point of work, not only in procedures and guidelines, an important leading indicator of the health of LSR controls. Implement LSR engineering controls, physical barriers, exclusion zones, dropped object prevention systems, as the primary risk reduction measures higher in the hierarchy of controls, reducing reliance on procedural controls and PPE alone.

The IOGP Process Safety Fundamentals (IOGP Report 638) can complement the Life-Saving Rules by extending the focus from preventing personal harm to preventing major process safety events and maintaining the integrity of critical process safety controls. They provide a practical set of basics to reinforce asset safety barriers for maintaining safe isolation, controlling ignition sources, applying safety procedures, respecting hazards, and recognizing change.

Deploy the Start Work Checks (IOGP Report 459-1) as a practical, field-ready complement to the Life-Saving Rules. They confirm that controls and safeguards are in place and functioning at the exact location a task is to be performed, just prior to starting it.

In 2025, 34 of the 40 fatal incidents were associated with one or more Life-Saving Rules, reinforcing the importance of their effective implementation and verification at the work-front.

B.3 Enablers

Implement and sustain Human Performance principles through safety leadership

Advance a cultural shift across the industry by integrating Human Performance thinking, understanding human-system interactions, building resilient defences, and fostering psychologically safe workplaces where workers can raise concerns and stop unsafe work. Visible, credible safety leadership sustaining Human Performance principles is the cornerstone for open reporting, effective learning, and proactive risk management.

Apply the principles of IOGP Report 810 – *Human performance*, to integrate the study of how people interact with work environments, systems, and processes into safety management.

In 2024, IOGP, SPE, and CEDEP launched the Safety Leadership Academy, a professional development programme designed to develop leadership capabilities needed to challenge established approaches, strengthen safety culture, and embed safety as an integral part of how work is performed.

Improve workforce safety competency

Ensure competency assurance processes go beyond training attendance and consider practical application, experience, and operational readiness.

For Well Operations personnel, who have historically been among the workforces most exposed to FPI incidents, consider the competency and training requirements set out in the IOGP Report 476 – *Recommendations for well control training*.

Effectively onboard newcomers and leaders from other sectors into the oil and gas industry's ways of working, including the IOGP Life-Saving Rules, the IOGP Process Safety Fundamentals, and the IOGP HSE risk management in a contracting environment.

In 2025, inadequate training/competence was identified as a causal factor in seven fatal incidents (44 in the last decade), highlighting the importance of implementation of factual competency assurance processes.

Deploy technology and risk-based innovation

Harness digital tools, leading indicators, and emerging technologies, including Vision-AI and advanced analytics, to support informed and dynamic risk assessment, and move from reactive to proactive safety management by detecting and acting on weak signals, such as recurring permit deviations, degraded barriers, repeated near misses, temporary overrides, deferred actions, and critical control weaknesses, before risks escalate.

Evaluate the implementation of Vision-AI technologies for HSSE applications, guided by IOGP Report 816 – *Vision-AI guidelines for HSSE applications*. This Report provides guidance on automated detection of Life-Saving Rules compliance, real-time hazard identification, and worker safety monitoring. Line of Fire has been the leading cause of fatal and permanent impairment injuries for over two decades and accounted for 12 of 40 fatal incidents in 2025, making it the priority area where Vision-AI can deliver the most direct and scalable impact. Vision-AI systems capable of detecting at-risk positions, exclusion zone breaches, and unsafe proximity in real time can function as an engineering control to prevent Line of Fire FPIs at the work front.

Ensure that any AI deployment follows IOGP Report 817-1 – *IOGP's Principles for Responsible use of AI* with guidelines for implementation, addressing decision-making transparency, regulatory compliance, operational safety, and governance structures essential for responsible AI adoption in the sector.

Implement Active Fatigue and Distraction Detection (AFDD) technology (IOGP Report 365-21). AFDD uses AI to monitor driver eye closure, gaze and head position in real-time, triggering alerts to prevent road incidents. Integrate with In-Vehicle Monitoring System (IVMS) (IOGP Report 365-12) and Advanced Driver Assistance System (ADAS) and use event data to support driver coaching and safety culture improvement.

Technology can strengthen risk management by helping apply the right controls to the right risks, while avoiding unnecessary complexity or overloading people or systems. Its role is to augment, not replace, human judgement and decision-making. Competence, leadership, and sound judgement remain fundamental to safe operation.

References

- IOGP Life Saving Rules, Line of Fire: Introduction & background
- IOGP Report 365 – *Land transportation safety practice*
- IOGP Report 365-12 – *Implementing and sustaining an in-vehicle monitoring system programme*
- IOGP Report 365-21 – *Guidelines for Implementation of Active Fatigue and Distraction Detection (AFDD)*
- IOGP Report 423 – *HSE management guidelines for working together in a contract environment* – Updated version expected in Q4 2026
- IOGP Report 456 – *Process safety – recommended practice on key performance indicators*
- IOGP Report 459 – *Life-Saving Rules*
- IOGP Report 459-1 – *Life-Saving Rules – Start Work Checks*
- IOGP Report 476 – *Recommendations for well control training*
- IOGP Report 552 – *Components of Organizational Learning from Events*
- IOGP Report 638 – *Process Safety Fundamentals*
- IOGP Report 642 – *Learning from normal work*
- IOGP Report 801 – *Control of Work Framework*– New publication expected in Q4 2026
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- IOGP Report 2023f – *Safety performance indicators – Fatality and permanent impairment injuries (FPI) – 2022-2023 data*
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