

José Sérgio Gabrielli de Azevedo

Professor José Sérgio Gabrielli de Azevedo is a principal on leave from the Federal University of Bahia (UFBA). He was Financial Director and Investor Relations Director of PETROBRAS from 1 February 2003 to 22 July 2005, when he assumed the company Presidency. During that period PETROBRAS achieved, among other awards, the Transparency Trophy 2004, as the most transparent company in Brazil, conferred by the National Association of Finance, Administration and Accounting Executives (Anefac) and the International Stevie Business Awards 2005, as “Best Company in Latin America”.

Gabrielli is a graduate in Economics from UFBA and obtained his PhD in Economics from Boston University. In UFBA, he was Acting-Director of Research and Post Graduation, Director of the Economic Science Faculty and Coordinator of the Masters in Economics. He is the author of several articles and books on productive restructuring, the employment market, macroeconomics and regional development.

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ISO Focus: Your predecessor recently attended the Forbes seminar in Sao Paulo, Brazil, on “Gaining a competitive edge in a changing world” where he spoke on how Brazil can successfully compete for markets and investors. Can you explain how PETROBRAS contributes toward the development of the country – of Latin America – and of the global economy?

José Sérgio Gabrielli de Azevedo: PETROBRAS has been breaking oil production records, having reached 1 755 million barrels per day. The great-

er part of this production is offshore, with a good part coming from deep and ultra-deep waters, to 3 000 m.

Another important focus of the undertakings has been the network of oil and gas pipelines, which extend throughout Brazil and other countries in Latin America.

To implement these projects PETROBRAS has developed new technologies and management methodologies that contribute to the technical and economic development of Brazil and other countries in Latin America, in addition to that of international suppliers of goods and services.

The emphasis we have given to the fabrication of equipment within Brazil has led to a series of partnerships between Brazilian industry and important international manufacturers.

ISO Focus: PETROBRAS celebrated its 50th anniversary not only as one of the world’s largest oil companies, but also as a company known for its concern for the environment. Could you describe your policy and, in particular, the use made of ISO 14001:2004 and what concrete benefits it has brought your company?

José Sérgio Gabrielli de Azevedo: PETROBRAS has demonstrated a responsible environmental performance, through control of the impact of its activities, products and services on the environment, in line with its corporate goals and policies. PETROBRAS acts within a context of increasingly demanding legislation, of developing economic policies, other measures with a view to adopting protection of the environment and growing concern expressed by interested parties in relation to questions of environment, social responsibility and sustainable development.

PETROBRAS is one of the largest oil companies in the world and the only one in Brazil to have all of its business units within the country, and some abroad, certified to ISO 14001 (environment) and BS 8800/OHSAS 18001 (health and safety at work).

In its Health, Safety and Environment (HSE) policy, PETROBRAS has confirmed its commitment to education, training and the commitment of the *employees* to questions of HSE; the recording and treatment of HSE questions; operations to promote health, and the protection of people and the environment, making process safety equal to the best world practices; the sustainability of projects, undertakings and products throughout their useful lives, considering the impacts and benefits in economic, environmental and social senses; and the eco-efficiency of operations and products minimizing the negative impacts inherent in the industry's activities.



Drilling-ship NS24 operating in the Marlim Sul field in the Campos Basin.

In developing its HSE Policy, PETROBRAS established 15 corporate directives, from leadership and responsibility, through change management, to a continuous improvement process. Taken together, these directives represent a significant advance in the consolidation of a new management model in PETROBRAS, which has the mis-



Testing a riser-sustaining buoy in the test tank in the oceanic technology laboratory.

sion of operating safely and profitably, with social and environmental responsibility, in the oil, gas and energy industry activities in domestic and international markets, supplying products and services to meet customers' necessities while contributing to the development of Brazil and the countries where it operates.

PETROBRAS is also pledged to reach safety standards that place it level with the best oil and gas companies in the world. To guarantee these standards, the Programme for Excellence in Environmental and Operational Safety Management (PEGASO) has been implemented since April 2000. This programme has redirected the company's management of HSE by investing around eight billion Brazilian Real up to December 2004 - the largest amount invested in this area by any oil company in the world. It is an authentic revolution, never attempted before by a Brazilian company. This revolution is permanent, to continue strengthening the relationship of the company with society and its concern with safety and defence of the environment.

Within this scenario, adherence to technical standards in PETROBRAS is carried on as part of the company's corporate strategy. It is fundamental for technological development and competitive success in all our markets, meeting quality, safety, environmental and health requirements.

On celebrating 50 years, PETROBRAS reconfirmed its commitment to all of its direct and sub-contracted employees, when the search for excellence in HSE was incorporated into the corporate strategy.

ISO Focus: *At what point did you realize that the ISO technical specification for implementing ISO 9001-based quality management systems (ISO/TS 29001) could be used to meet your corporate objectives? To what extent is ISO/TS 29001 being used by the Brazilian oil and gas industry and its subcontractors?*

José Sérgio Gabrielli de Azevedo: The oil, petrochemical and natural gas area is one of the sectors with the highest exposure to risk. The suppliers of products and services are extremely diverse, coming from all around the world and having differing cultures. The installations handle highly dangerous fluids in a wide variety of processes with different volumes, temperatures and pressures. Failures in these installations could bring catastrophic consequences in terms of human life, material loss, loss of production and extensive environmental damage. Such failures would be considered unacceptable. For this reason, PETROBRAS has demanded a high degree of personal safety standards, environmental protection and operational continuity. The technical specification ISO/TS 29001 satisfies these necessities by contributing to the implementation of a quality management system that maintains continuous improvement, emphasizing the prevention of defects and a reduction in variability and costs in the supply chain of goods and services. Thus, it should prove of great help to PETROBRAS in



Merluza 1 platform operating in the Santos Basin.