



# Creating Safety Culture in Shell

November 7, 2017

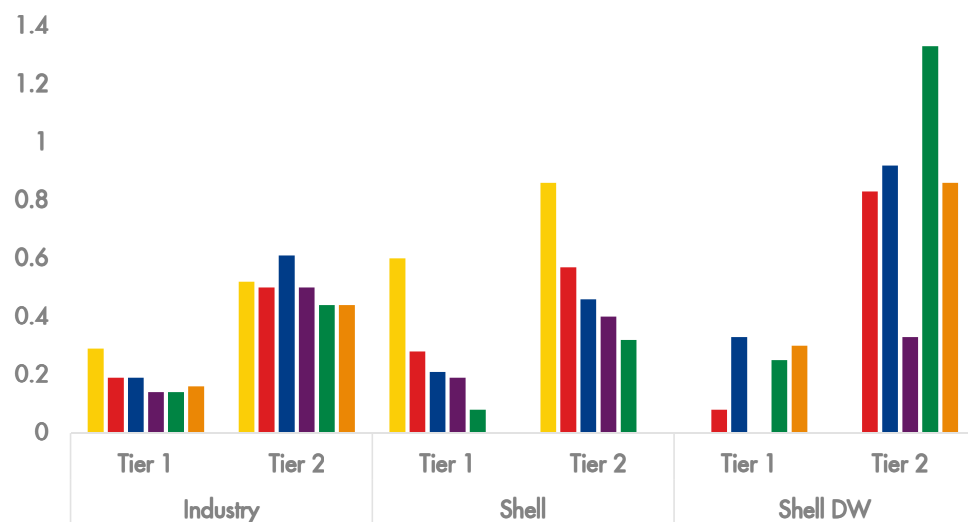
**Lee Stockwell**

General Manager, Deep Water  
Safety & Environment



# HOW ARE WE PERFORMING?

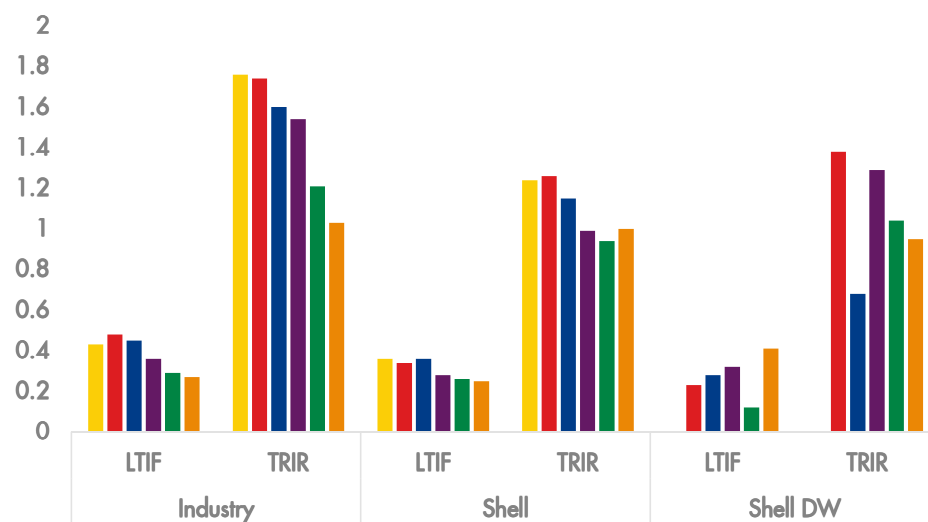
Process Safety Incident Rates



2011 2012 2013 2014 2015 2016

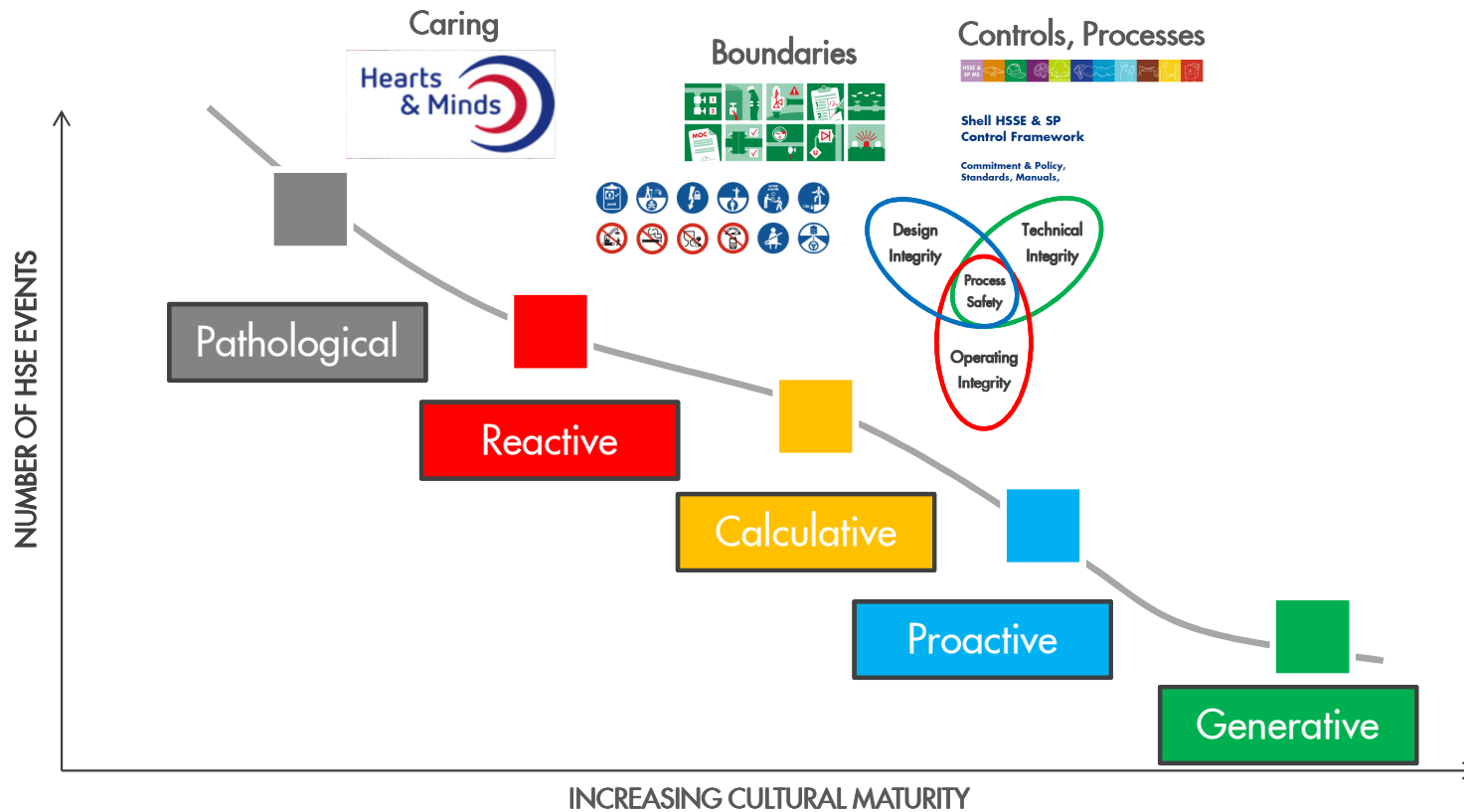
Data Source: IOGP

Personal Safety Incidents Rates



2011 2012 2013 2014 2015 2016

# IT TAKES ALL TYPES



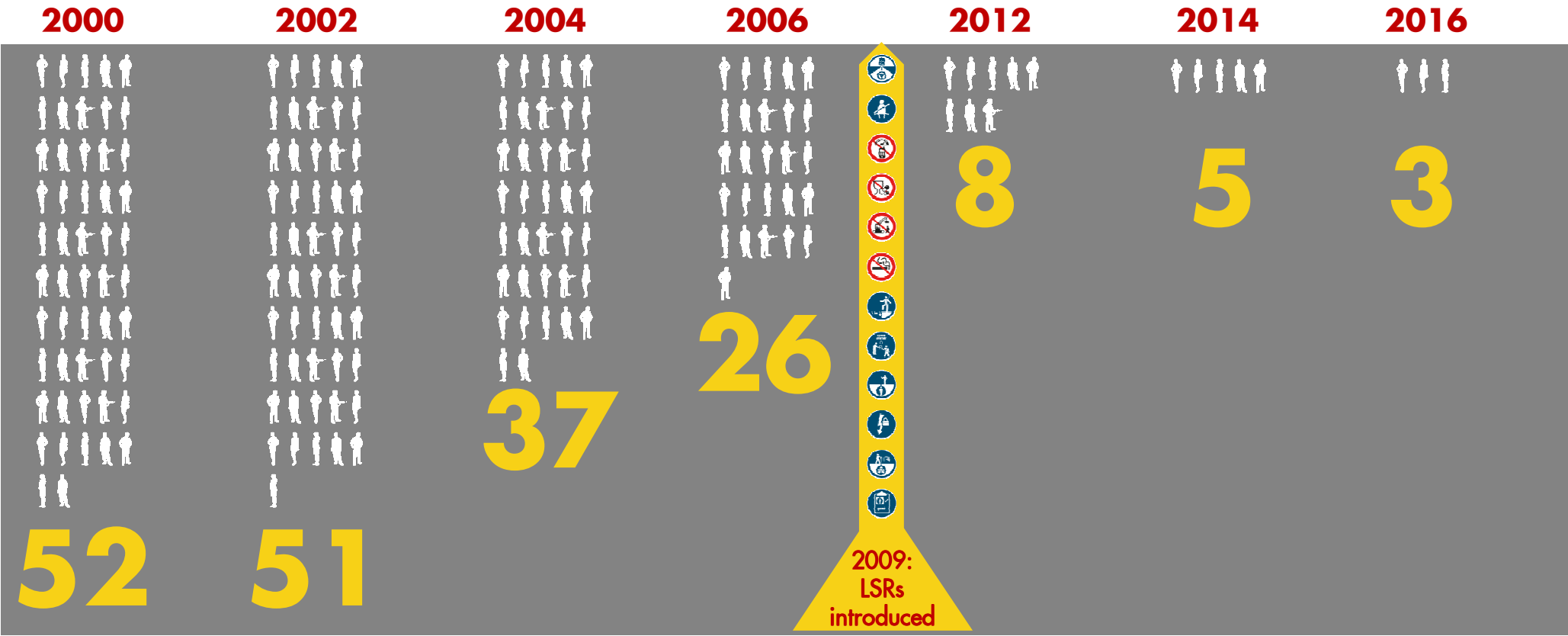
Source Western, Hudson et al.; "The Human Factor in System Reliability - Is Human Performance Predictable? ", held in Siena, Italy, 1-2 December 1999, and published in RIO MP-032.

# THE LIFE SAVING RULES



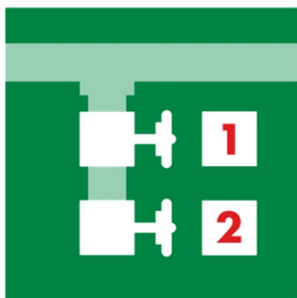
# OUR GOAL IS ZERO

NUMBER OF FATALITIES

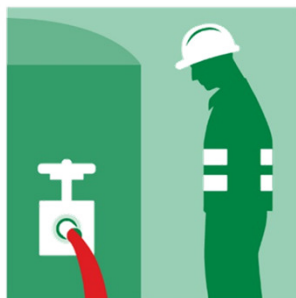


# PROCESS SAFETY FUNDAMENTALS

Always use two barriers for hydrocarbon and chemical drains & vents



Do not leave an open drain or critical transfer unattended



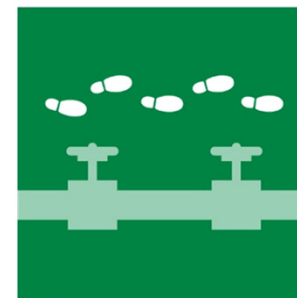
Take interim mitigating measures in case of failure of Safety Critical Equipment



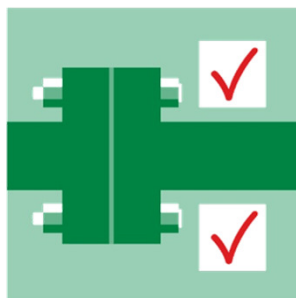
For all defined high risk activities, follow the procedures and sign off after each step



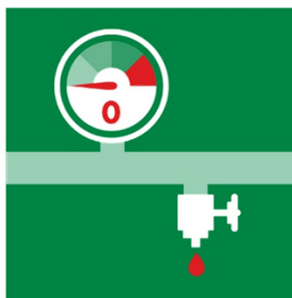
Walk the Line – Verify and validate any line up change



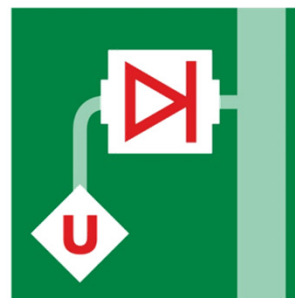
Do not make a change without a proper MOC



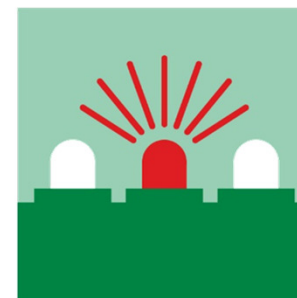
Verify for complete tightness after maintenance work



Always check that equipment is pressure free and drained, and provides safe isolation before starting maintenance work

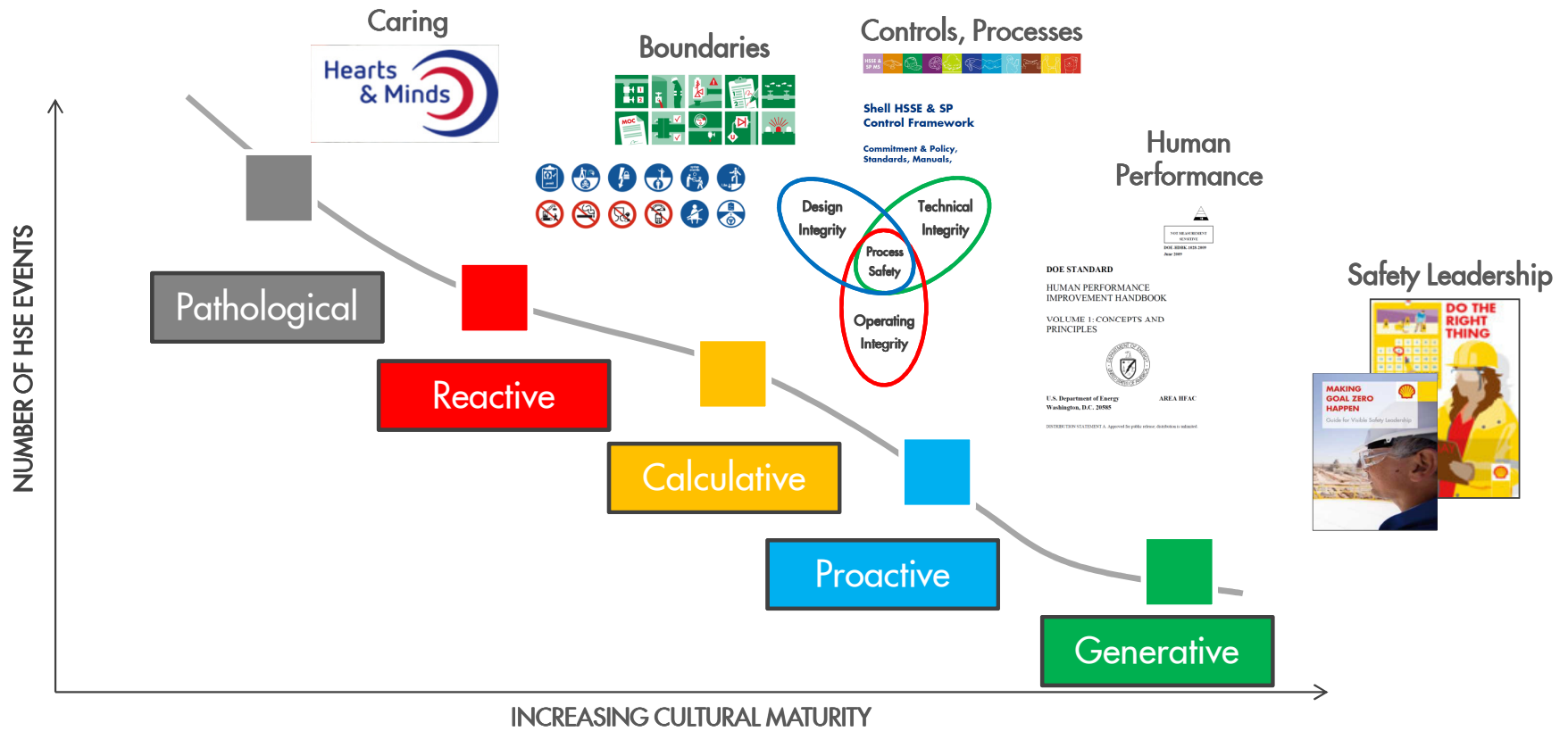


Perform MOC and install backflow protection when connecting utilities to process



Respond to critical alarms

# IT TAKES ALL TYPES



Source Western, Hudson et al.; "The Human Factor in System Reliability - Is Human Performance Predictable? ", held in Siena, Italy, 1-2 December 1999, and published in RIO MP-032.

# HUMAN PERFORMANCE

## *Principles of Human Performance:*

- People make mistakes and violations are rarely malicious
- Behaviours of individual are influenced by the organization
- Error prone situations are predictable (and therefore manageable and preventable)
- Learning from incidents (why and how errors occur) can reduce future mistakes and incidents
- How leaders respond to failure matters!

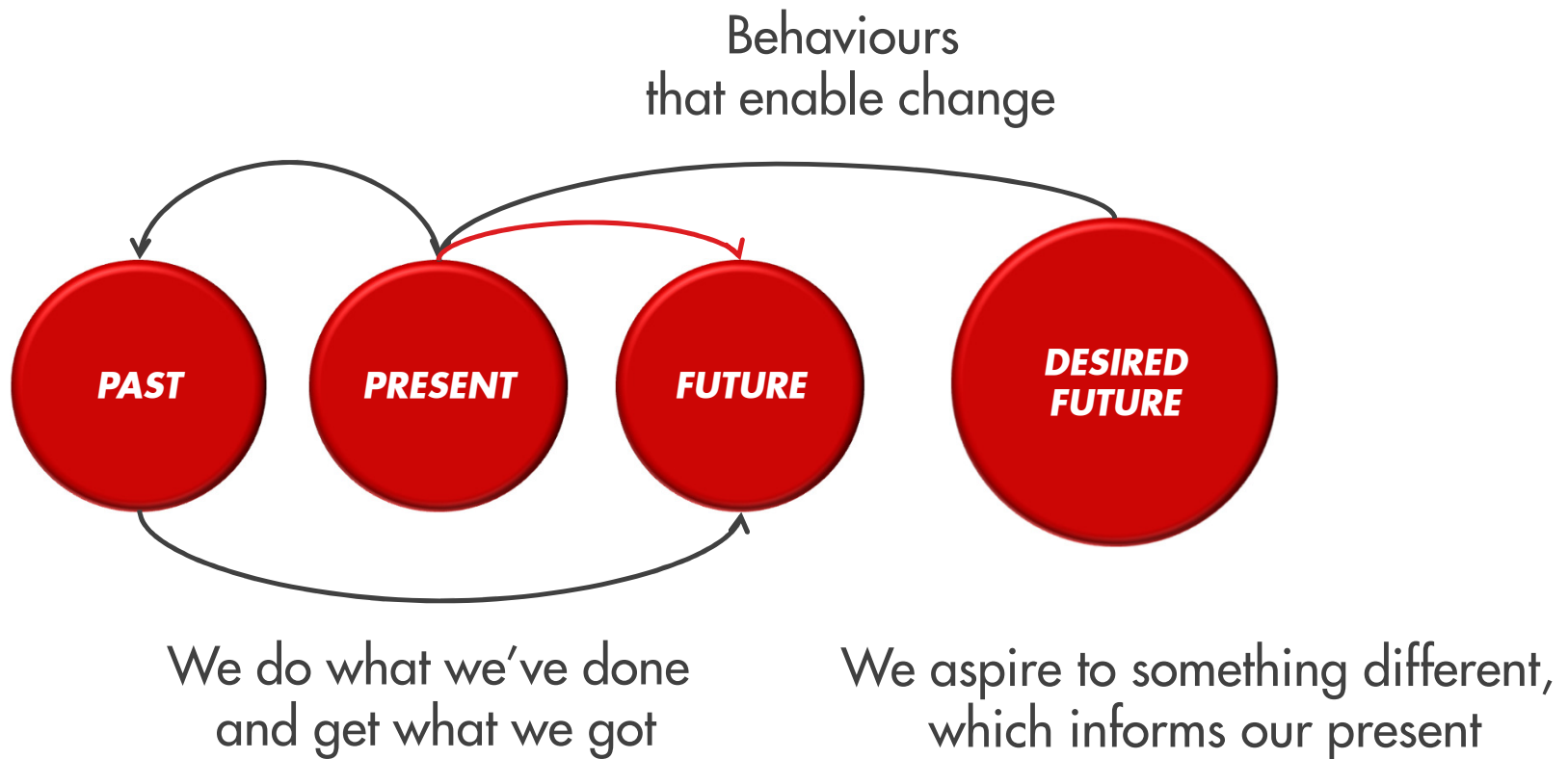
***What has to change to make it easier to do the right thing and harder to get it wrong?***

- ***Leadership Engagement***
- ***Design and Engineering***
- ***Risk Management***
- ***Manage Safe Work***
- ***Physical and Psychological Wellbeing***
- ***Incident Investigation and Learning***

\*Paraphrased from DOE Human Performance Handbook (DOE-HDBK-1028-2009 )



## LEADERSHIP BEHAVIOURS DRIVE THE OUTCOME...



# SAFETY MANAGEMENT IS NOT SAFETY LEADERSHIP

## DECLARED FUTURE

Wherever you go in the organisation we are confident that you will find people with a common purpose, who are motivated to achieve Goal Zero:

- Because they feel **supported to openly address their challenges and dilemmas**.
- By the **pride in the condition of the assets** they operate, the **projects** they are building and the **organisation** in which they work.
- Through demonstrating **discipline, never compromising on standards and being fully transparent**.
- Because they feel **empowered and cared for**.
- Because we (including contractors) **do as we say and relentlessly pursue improvement**.
- Because we all **share a sense of unease that leads to curiosity and learning**.
- Because we know we **will all go home** to our families **safely** by making Shell the safest business on earth.

## ARE YOUR ACTIONS ALIGNED?

### The personal characteristics of a great safety leader

- I always demonstrate **respect and care** for our people including our contractors.
- I demonstrate **vulnerability**, acknowledging I do not always have the answers, and am **genuinely curious**.
- I am an active **partner to our contractors**, creating a strong **leadership coalition and a common language** for safety and collaboration.
- I open up **honest dialogue**, surfacing (rather than glossing over) operational issues, **dilemmas, and weak signals**.
- I am meticulous about **doing what I say** and **insist** on our standards being met.
- I actively seek and welcome **feedback and coaching from others**, while also **offering coaching** myself.
- I actively **find, acknowledge and reward** good safety behaviour **at all levels** and champion **positive role models**.
- I am **visible** from the office to the front line, **listening, engaging** and committing to take personal action, including with people in **out-of-sight locations**.

October 2017

10

