



Maersk Oil North Sea – Safety Culture & Behaviours Programme

Celia Macdonald – HR Director
Ron Beaton – Lead Barge Operator

25 May, 2010



■ Safety to me is:
**Never having to
do the HR task we
all dread; attending
a funeral of a
colleague.**



CONSTANT CARE
WHAT DOES SAFETY
MEAN TO YOU?

Celia MacDonald Learning and Development Specialist, Human Resources

Celia MacDonald
HR Director

Safety Culture and Behaviours
Steering Committee and
Implementation Team Member

Who are we?

- Maersk Oil North Sea are part of the wider A.P. Moller-Maersk group
- The A.P. Moller – Maersk Group is an international company recognised for its activities within shipping, energy, offshore, retail and industry
- Maersk Oil is an international oil and gas company with exploration and production in Denmark, Qatar, UK, Algeria, Kazakhstan, Angola, Gulf of Mexico, Brazil and Norway
- Maersk Oil was established in the UK in 2005



Our Values

The A.P. Moller-Maersk core values have existed for many years and act as our guiding principles

- Constant Care
- Humbleness
- Uprightness
- Our Employees
- Our Name



Our safety performance is not consistent with our core values
There was a very urgent and pressing need for change

Safety Culture & Behaviours - Maersk Oil North Sea

WHY?



- The level of incidents particularly LTIs was not acceptable to Maersk
- Many of our accidents and incidents could be directly attributed to human error and behaviour
- Facility and equipment design may have been a contributory factor but was not the root cause
- We needed to focus on our 'Safety Culture'

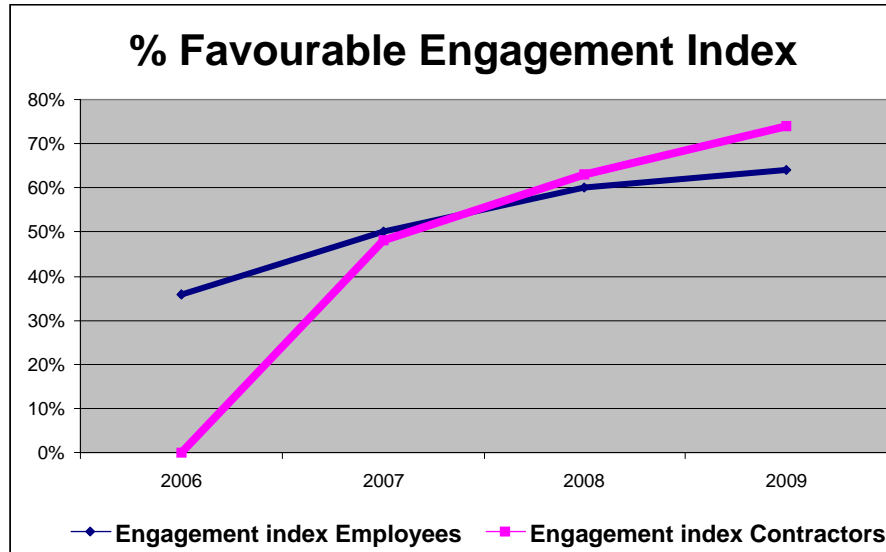
Safety Culture & Behaviours - Maersk Oil North Sea

HOW?



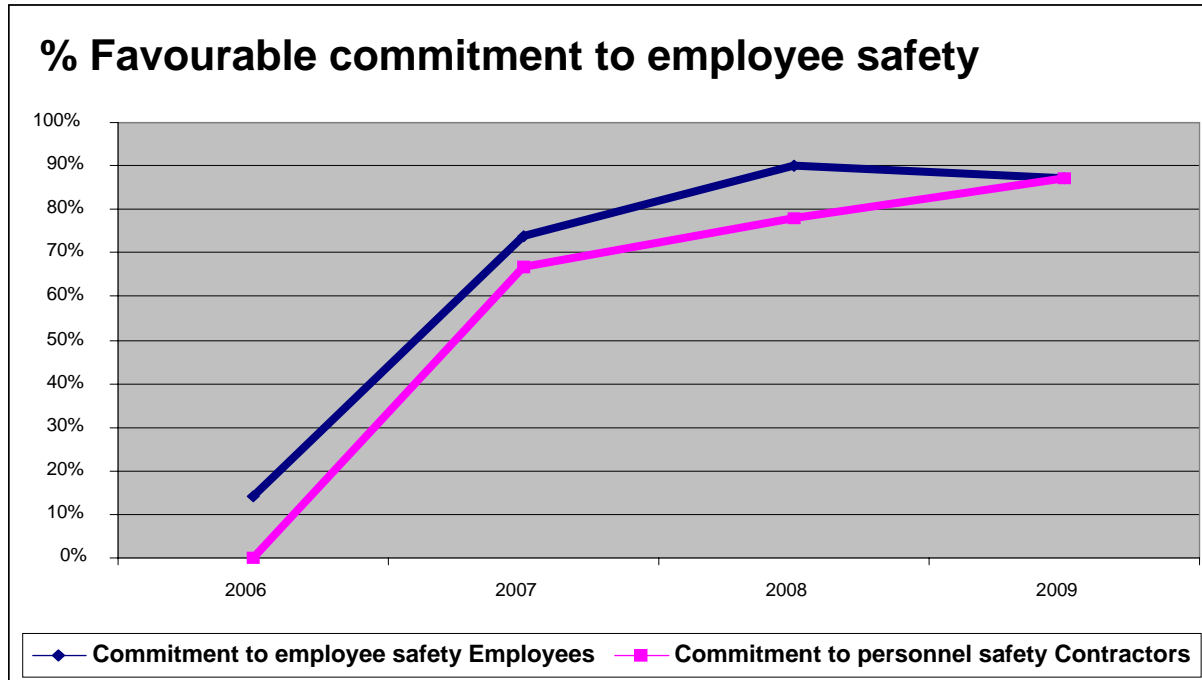
- Senior Management had given their commitment to act
- We consulted with other UK Oil and Gas operators and contractors to identify best practice
- It was essential that our workforce were engaged in the new programme

We knew that we had an engaged workforce



NB: No contractor survey in 2006

We knew that our workforce believed we were committed to their safety



Q: Maersk Oil is committed to the safety of all personnel

Safety Culture & Behaviours - Maersk Oil North Sea

- We had successfully implemented a smaller scale project on hydrocarbon leak reduction involving the workforce
- As an organisation we committed ourselves to developing a programme within 12 months with an £800,000 budget to implement actions to deliver measurable and sustainable reductions in hydrocarbon releases
- This project was a success it comprised awareness and practical training for our onshore and offshore workforce



Gas Explosion



Liquid Pool Fire



Jet Fire



■ Safety to me is:
**Making sure I am
always around to
support my family.**



CONSTANT CARE
WHAT DOES SAFETY
MEAN TO YOU?

Ronald Beaton Lead Barge Operator, Gryphon

Ron Beaton
Lead Barge Operator - Gryphon
Constituency Safety Rep

Engaging our workforce to develop safety culture



This was a small representation of the 65 people who attended the development workshop and why they think safety is important to them

Safety Culture & Behaviours Workshop



What we needed to achieve in the 2 days

- **Brand** – A strong campaign identity
- **Behaviours** – Safe behaviours for managers, supervisors and everyone
- **Training** – Comprehensive training programme for all employees and contractors
- **Card** – A behavioural observation card to support interventions when potentially unsafe acts are observed
- **Communications plan** - to define the how we will communicate with employees to promote continuous engagement and involvement

DESIGNED BY YOU, DELIVERED BY YOU - SAFE WORKING ALL DAY, EVERY DAY

Branding

- A number of options were generated for possible brands, these were:



- The preferred option was 'Safe To Go' as it represented a stamp of endorsement that we have done everything possible to ensure that we are 'Safe To Go'

Source: Add text or delete textbox



Safe Behaviours

Behaviours have been defined by our employees and contractors for managers, supervisors and everyone



CONSTANT CARE - Safety Culture and Behaviours

OUR MANAGERS: A ROLE FOR EACH OF US, A RESPONSIBILITY FOR ALL OF US

HOW WE LEAD	HOW WE PLAN
Positive safety role models	Maintain a good overview
High levels of visibility from regular site visits	Define clear expectations & standards
An appropriate level of involvement	Set a clear vision and stick to it
Empower, enable and defer to expertise	Prioritise safety over other goals
Put safety at the forefront of all decisions	Make time for safety
Always follow the correct procedures	Demonstrate flexibility as long as safety is not compromised
Have the courage to make unpopular decisions	Consider the consequences of our actions

The behaviours will be rolled out at training events

Training

Safety leadership – 2 days

- The importance of the leaders role in shaping Safety Culture
- Communicating expectations and giving a consistent positive safe message
- Understanding and managing risk
- Using behaviour observation cards and promoting safety conversations

Safety Culture & Behaviours Training – 1 day

- To understand why we need to change our behaviour to improve safety culture
- Understanding and managing risk
- To give people the tools to be able to intervene and accept interventions e.g use of language, feedback techniques



Behaviour Observation Card

Designed by employees and contractors for use by employees and contractors



Aims:

To prompt conversations about safety

To recognise positive and safe behaviour

To redirect 'at risk' behaviour

Safe To Go - 'At Risk' Behaviours
Use this space to describe any observed 'at risk' behaviours. Please be specific and concise in your description.

Behaviours observed:

Reactions of People (please tick the statements that apply):

- Stops what they are doing immediately when they realise that they are being observed
- Changes the way that they are working when they realise that they are being observed
- Adjusts or changes PPE without prompting when they realise that they are being observed
- Changes position when they realise that they are being observed

Reason for behaviour:

Substition to prevent recurrence:

Safe To Go - Safe and Excellent Behaviours
Use this section to elaborate on your observation of safe and excellent behaviours.

Behaviours observed:

SAFETY TO ME IS A VALUE; IT'S DOING THE RIGHT THINGS FOR THE RIGHT REASONS, SO NO ONE GETS HURT.

Production/Restart/Shutdown

Observer optional(s):

Was the observation...

- Planned / Unplanned
- Has an intervention been performed? Yes No
- Has a safety conversation taken place? Yes No
- Has the observer received intervention training? Yes No

No. of people observed: 1 2 3 4 5 6

Working Conditions: Wet Slippy Hot Cold

Location: Onsite Offsite On PPE At HSE

Occupation Observed:

- Learning Operational Deck Crew Maintenance
- Drilling Crane Office Operations
- Vendor Other

WHAT DOES SAFETY MEAN TO YOU?

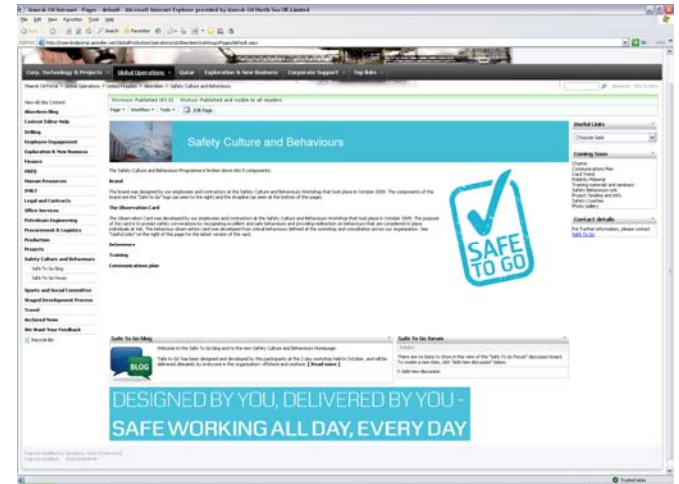
We are all responsible for our own safety and the safety of those working around us. We can improve our safety culture by actively taking time out to observe the behaviour of those around us and intervening where we see people placing themselves at risk.

For more information or if you would like to give feedback on Safe To Go please email alsafetogo@maersk.com

MAERSK OIL Maersk House, Creepeet Road, Aberg, Aberdeen AB12 3JG, www.maersk.com

Communications Plan

- To ensure that Safe To Go is incorporated into all onshore and offshore safety forums
- Safe To Go events – Town Hall, Village Halls and consultation events
- Offshore Town Halls
- Update presentations sent offshore
- Safe To Go website and forum



Safety Culture & Behaviours Programme – Progress to date

Safety Coaches

- Offshore since November engaging with crews, conducting observations, reinforcing the safety message and getting people to talk about safety

Training

- Training commenced in February

Branding

- We are branding all of our assets with the 'Safe To Go' logo as part of the organisation's commitment to safety

Communication

- We are launching 'Safe To Go' to all of our workforce and all of our offshore crews

Safety Performance

- We are getting positive feedback, experiencing less accidents and incidents



Safety to me is:
About making it personal.

Peter Buchan
MSA, Gryphon



CONSTANT CARE
WHAT DOES SAFETY
MEAN TO YOU?



Safety to me is:

Coming home from work unharmed and having not caused harm to anyone else nor the environment.

Alan Docherty

Chief Engineer, Janice Alpha



CONSTANT CARE
WHAT DOES SAFETY
MEAN TO YOU?



Safety to me is:
Safety to me is an every day event and is top of my list.

Jenny Douglas
ESS, GP3



CONSTANT CARE
WHAT DOES SAFETY
MEAN TO YOU?



Safety to me is:
Taking time to do things
properly so no one gets
injured by my actions.

Andy Edwards
Operations Engineer, Janice Alpha



CONSTANT CARE
WHAT DOES SAFETY
MEAN TO YOU?



Safety to me is:

Keeping my family, work
colleagues and me safe at
all times.

Ron Godsman

ESS Operations Manager, Maersk Onshore



CONSTANT CARE
WHAT DOES SAFETY
MEAN TO YOU?



Safety to me is:

Ensuring myself and those around me are returned to our families as they would expect us to be.

Billy Greer

CRO, Janice Alpha



CONSTANT CARE
WHAT DOES SAFETY
MEAN TO YOU?



Safety to me is:

A Value; it's doing the right things for the right reasons, so no one gets hurt.

Peter Hepburn Production Assistant, Gryphon



CONSTANT CARE
WHAT DOES SAFETY
MEAN TO YOU?



Safety to me is:

Understanding the risk and being able to apply the controls to complete the job without incident.

Colin Lawson
MSA, GP3



CONSTANT CARE
WHAT DOES SAFETY
MEAN TO YOU?



**Safety to me is:
Fundamental to everything
I do.**

Graham Lilly

Manager Exploration and Projects, Maersk ExNB



CONSTANT CARE
WHAT DOES SAFETY
MEAN TO YOU?



**Safety to me is:
Essential, because I care!**

Hollie Murdoch
Logistics, Maersk House



CONSTANT CARE
WHAT DOES SAFETY
MEAN TO YOU?



Safety to me is:

Ensuring that my colleagues and I go home unharmed to our families at the end of the day everyday.

Nick Richardson

Exploration and New Business, Maersk House



CONSTANT CARE
WHAT DOES SAFETY
MEAN TO YOU?



Safety to me is:
Keeping my family, work
colleagues and myself safe
and well.

Evelyn Smith
Stewardess, Janice Alpha



CONSTANT CARE
WHAT DOES SAFETY
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