Creating Safety Culture in Shell

November 7, 2017

Lee Stockwell
General Manger, Deep Water Safety & Environment
HOW ARE WE PERFORMING?

**Process Safety Incident Rates**

- Tier 1: Industry, Shell, Shell DW
- Tier 2: Industry, Shell, Shell DW

**Personal Safety Incidents Rates**

- LTIF: Industry, Shell, Shell DW
- TRIR: Industry, Shell, Shell DW

Data Source: IOGP
IT TAKES ALL TYPES

THE LIFE SAVING RULES

- Work with a valid work permit when required
- Conduct gas tests when required
- Verify isolation before work begins and use the specified life protecting equipment
- Obtain authorisation before entering a confined space
- Obtain authorisation before overriding or disabling safety critical equipment
- Protect yourself against a fall when working at height
- Do not walk under a suspended load
- Do not smoke outside designated smoking areas
- No alcohol or drugs while working or driving
- While driving, do not use your phone and do not exceed speed limits
- Wear your seat belt
- Follow prescribed Journey Management Plan
OUR GOAL IS ZERO

NUMBER OF FATALITIES

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Fatalities</td>
<td>52</td>
<td>51</td>
<td>37</td>
<td>26</td>
<td>8</td>
<td>5</td>
<td>3</td>
</tr>
</tbody>
</table>

2009: LSRs introduced
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

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...

- We do what we’ve done and get what we got
- We aspire to something different, which informs our present

Behaviours that enable change
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.