Working together – in the oil and gas sector
WELCOME TO THE ANNUAL OFFSHORE SAFETY CONFERENCE 2015
Welcoming you to the 9th Offshore Safety Conference gives me great pleasure. For the third time I have the privilege of chairing this conference, a task I undertake with pride and dedication. I will do my utmost to ensure that we all leave the conference more knowledgeable than we arrived after having been gathered around a common purpose: to make sure that all employees in our industry can work safely and return home to their families without injuries.

Throughout the years we have presented a number of different conference themes. This year the Task Force Zero committee has chosen “Working together”. I think many of us, who participated in last year’s conference, were impressed hearing about the safety results achieved by Formula One. Over a period of 44 years they had 47 drivers killed. Then in 1994 they changed the sport profoundly re-engineering it to place Safety First. All the parties involved agreed that safety could not and should not be left up to the individual teams in this highly competitive environment. It should be a shared topic. All the engineers were brought together with the task of commonly improving safety for all the drivers in the Formula One race irrespectively of which team they belonged to. Common standards as well as a common approach to safety were established. Since 1994 no fatalities have occurred.

This is the reason why we this year have chosen “Working together” as our theme. Our industry should be able to do the same as Formula One: work together across operators, contractors and service companies. Many of us have established safety programs and campaigns, which may or may not have been inspired by other companies, industries and/or research. However, I think it is fair to say that our industry does not have a culture of fully joining our resources to the extent possible. My vision is that if we truly, openly and willingly share our ideas, our learnings and resources across our industry, we will be able to walk that extra mile to our common goal: zero incidents. This should be our Task Force Zero!

It is the hope of the Task Force Zero committees that we – given the present program – will stimulate this process of “Working together”. Once again we have done our outmost to create an exciting conference with speakers who have safety on their minds, and as you will learn, we have introduced activities involving yourself, so that you, already during the conference, will get an opportunity to practice “Working together” across our industry.

Finn Primdahl Brodersen
Chairman OGD HSE Committee
# Programme overview

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<td><strong>A leader’s guide to safety culture improvement</strong></td>
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<td>Award ceremony</td>
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Where: Esbjerg Performing Arts Centre, Havnegade 18, 6700 Esbjerg
When: 14th April 2016

Confirmed speakers
— Dr. Sidney Dekker, Professor, Safety Science Innovation Lab, Griffith University
— Dr. Todd Conklin, Human & Organization Performance Consulting
— Mark Gallagher, Formula 1 Coach

Confirmed panellists
— HESS, Anders Nymann, Asset Manager
— DONG E&P, Flemming Horn Nielsen, Country Manager
— Maersk Oil, Martin Rune Petersen, Country Manager
— Wintershall, Robert Frimpong, Country manager

(The 2016 conference programme is subject to change)

Become a sponsor for the largest safety event in Denmark – Task Force ZERO Offshore Safety Conference in Esbjerg April 14, 2016. Get 5 extra free sponsor tickets by signing up for a gold or diamond sponsorship today. Visit the OGD booth for further information.
Information

Exhibition
The exhibition will be open during all breaks.

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Revisit conference proceeding from previous years’ conferences

Shortly after the conference you will be able to review the top moments of the conference and all proceedings on our website. In the conference archive you can watch proceedings, movies and other highlights from the safety conferences from 2009 – 2014.

Menu

Breakfast
Whole grain buns with butter, low fat cheese, cold cut and jam, coffee/tea

Refreshment break
Coffee/tea/Smoothie

Lunch
– Smoked salmon cubes with aioli and crispy rye flakes
– Crab souffle with guacamole and salad
– Semidried dates with pancetta
– Mini sandwich with ham and artichoke
– Meatballs with potato salad
– Small tarts with white cabbage, mango and almonds
– Cheese sticks with candied peach and semi-dried tomatoes
– Mini Muffins with vanilla cream and raspberries
– Homemade bread

Refreshment break
Cake/coffee/tea

Safety Award Dinner (registered participants only)

Starter
Fried walleye, cauliflower, new peas, parsley pesto and North Sea shrimps.

Main Course
Fillet of veal with ratatouille, polenta, new asparagus and Marsala sauce, with new herbal potatoes.

Coffee/tea/petit four

Objective

Working together and improving through collaboration is a game changer that the oil and gas industry should accomplish to make the step change towards zero incidents. Our industry must take on this ambition and understand the powerful impact of collaboration. Working together must be part of how we do our business and this conference will showcase how we can progress this journey.

Traditionally, a Safety Performance has and is still sometimes seen as a competitive factor, and as such the oil and gas industry can improve by openly shared and coordinated learnings on safety matters. Even after the Macondo incident, the Oil & Gas industry has yet to come to terms with the fact that such an incident could still happen in what is believed to be among the safest of industries.

What does it take to overcome boundaries between companies, authorities, nations and cultures to take a common and open approach to safety moving us all toward zero incidents? How can the oil and gas industry create a working environment where this will happen? And what steps does it take for the industry to reach this point of openness and willingness to share?

Moderator

Tim Marsh, Ryder Marsh ltd.

Tim Marsh was one of the team leaders of the original UK research into behavioural safety (in construction) in the early 1990s. Tim is one of only a few Chartered Psychologists who are also Chartered Fellows of IOSH and is considered a world authority on the subject of behavioural safety, safety leadership and organizational culture.

Tim was awarded a “President’s Commendation” in 2008 by the International Institute of Risk and Safety Management and was selected to be their first ever “Specialist Fellow” in 2010.

Tim runs the “Behavioural Safety” and “Pro-Active Safety Culture” courses for IOSH and created the award winning “Affective Safety Management” concept for the IIRSM. The book of the same name is now Europe’s best ever selling safety book. He has chaired more than a two dozen conferences on Behavioural Safety in the UK and has given key note speeches at major conferences in places such as Dubai, South Africa, Malaysia and India. As well as writing dozens of learned articles for such as the ‘Safety and Health Practitioner’ and the ‘Health and Safety at Work’ magazines he has worked with media such as the BBC (radio work and selecting and fronting a box set of their disaster series) and written and produced many safety training videos including “Drive Smarter” and the extensive “Safety Leadership” series with Baker media and “There’s Always a Reason” and “Safety Watch”.

Visit the video archive by scanning the QR code.

www.oilgasdenmark.dk/videos
If you don’t have a QR reader you can download it in your APP store.
Offshore safety award

The offshore safety award sponsored by:

Oil Gas Denmark hosts the Offshore Safety dinner. The event takes place just after the conference and safety award ceremony.

The offshore safety award
The award is divided into two categories. The offshore safety award is being given to a person as well as to a company on the criteria of having worked professionally in achieving lasting changes within safety offshore. Oil Gas Denmark’s HSE committee will announce the winners at the offshore safety award dinner by the principal sponsor SHELL.

The main personal award consists of a bronze sculpture, DKK 10,000 and a safety award diploma. The second award is given to a company that has done something extra to improve safety or likelihood of accidents. The company award consists of a safety award diploma.

The company safety award sponsored by:

Offshore safety award sponsored by:

Programme Offshore safety Award

18.00 – 21.00:
Offshore safety Award Dinner and networking:
– Welcome, Martin Næsby, Oil Gas Denmark
– Dinner, coffee
– Principal Sponsor Speech, Ben Ring, Shell
– Dinner speaker, Alexander Kjerulf
  Title: Joy of work
– Coffee and networking

Offshore safety award and award dinner

Learn why happy workplaces are safer, work better together and make more money – and what you can do to make your organization happy.

The latest research from psychology and brain studies shows that our emotional state has a profound positive effect on our performance. People who are happy are not only more effective and productive, they are also more creative, more aware of their surroundings and more open to learning new information and new ways of working.

Happy employees also work better together. They show more openness towards others, have more empathy and trust, communicate better and solve conflicts faster. Quite simply, a happy team is an effective team.

This means that happy workplaces are safer, more effective and better able to meet changing market demands. Studies also show that happy workplaces are more profitable.

Learn from one of the world’s leading experts what you can do to make your employees happy at work and get specific tools and methods that you can apply in your organization right away.

About Alexander Kjerulf
Alexander is the founder and Chief Happiness Officer of Woohoo inc and one of the world’s leading experts on happiness at work. He is an author and speaker, presenting and conducting workshops on happiness at work at businesses and conferences in over 30 countries. His clients include companies like Hilton, Microsoft, LEGO, IKEA, Shell, HP and IBM.

Alexander has a master degree in computer science from The University of Southern Denmark, and was a co-founder of the Danish IT company Enterprise Systems.

Alexander is the author of 4 books including the international bestseller Happy Hour is 9 to 5 – How to Love Your Job, Love Your Life and Kick Butt at Work. The book has been extremely well received all over the world and is available in English, Spanish, Portuguese, Dutch, Danish, Vietnamese, Farsi, Indonesian and Chinese.

And in case you’re wondering, his last name (Kjerulf) is pronounced a little like care-oolf.
Patrick Hollingworth, Leadership, Teamwork & Safety Consultant

Patrick Hollingworth is an everyday family man from Perth, Western Australia. He’s also a high-altitude mountaineer, a motivational speaker, and a leadership, teamwork and safety business consultant.

He worked towards his own personal goal of an unguided ascent of Mount Everest for ten years, and in 2010, after a lot of hard work and perseverance, he achieved it.

Standing on the summit of the world’s highest mountain reinforced his belief that it is only when we move outside of our comfort zones, and truly stretch ourselves, that we find out who we really are.

Today, Patrick’s goal is to inspire his clients to aim high, to support them in the pursuit of their own professional goals, and to equip them with the tools and resolve they need to succeed.

Alan Palmer was born and grew up in Dublin, Ireland. He joined JMJ Associates in July 2003. His work has included Incident and Injury-Free (IIF), High Performance Team and Alignment, and Executive Coaching.

Alan has filled a number of key roles at JMJ. He was Lead Consultant for our IIF engagement on the Tengizchev oil Second Generation expansion project, a venture that saw extraordinary success in safety after the implementation of IIF. He has worked as a lead and support consultant on the T5 Project at London’s Heathrow airport, at Intel in Ireland, with Laing O’Rourke in the United Kingdom and has been a senior member of the JMJ Middle East team managing a team of consultants and lead several large Qatar-based engagements. One of Alan’s key engagements, the Qatar gas 2 expansion project, has enjoyed excellent performance in safety with a TRIR of 0.20 (down from 0.72) and an LTIR of 0.03 after JMJ joined the project.

Michael Levin was born and grew up in Philadelphia, USA. He now lives in Copenhagen, Denmark with his wife and two boys.

Michael is one of JMJ’s most highly regarded performance and development consultants, experienced at leading engagements for organizations, projects, teams and individuals to achieve breakthrough results.

Since joining JMJ in 2006, Michael has led Incident & Injury Free® and High Performance Team™ engagements on projects and organizations in the Middle East, Denmark, Holland, and the UK. Most notably with Chevron Netherlands, Maersk Oil, Qatargas 2, Qatargas 3&4, Shell Pearl GTL Project, and Shell Upstream International on their journey of bringing about a new era in Safety Leadership across their business. In the time of Michael’s work with these projects and organizations, each reached history-making results for themselves in their safety performance.

Fiona’s career has predominantly focused on working within high-risk operations, with over fifteen years working within the oil and gas industry. She has held positions in Safety (HSSE), Contractor Management and Risk Management and also spent time as Director for Australia, NZ & Pacific Islands for Dupont’s consulting arm helping companies build safer more efficient and reliable operations.

Fiona’s passion around safety, performance and culture change came after a family member – Kevin was killed at work. Kevin was a contractor working on a shutdown at a refinery and the impacts to the family and friends have left a deep impression. As such, being able to influence the improvement of an organization’s performance in a safe and sustainable way holds a deeply personal connection for her.

Fiona has written many articles and papers related to safety, culture and contractor management, most recently as the contributing author to “Contractor safety Management”, the World Safety organization’s Educational Award for 2014.

Biographies

Patrick Hollingworth, Leadership, Teamwork & Safety Consultant

Alan Palmer, Director, JMJ Associates

Michael Levin, Senior Consultant, JMJ Associates

Fiona Murfitt, Group HSSE Manager, Viva Energy
Fons Claessen, Manager Safety, Shell Upstream International Joint Ventures

Fons joined Shell in 1993 as a process engineer with a Masters in Applied Physics from Delft University. In his 21 years in Shell, his experience has spanned the petroleum lifecycle from operations support, exploration & feasibility studies and front-end engineering in UK Central North Sea, through project implementation, commissioning and start-up management in Pearl Gas to Liquids in Qatar to mature asset operations for the Bacton and Den Helder gas plants in Southern North Sea.

In mid-2011 he was appointed Vice President, Safety, Environment and Sustainable Development of the Russia/Caspian region and since January 2013 looks after seven countries where Shell actively participates in Joint Ventures including Denmark & Italy, Kazakhstan, Egypt, Oman, Abu Dhabi, and Brunei. The Shell Upstream Joint Venture portfolio is characterized by variety – in climate (-50ºC to +50ºC), oil and gas, onshore and offshore, cultures, and a mix of mature asset operations and growth through new business, exploration and projects.

Fons Claessen, Manager Safety, Shell Upstream International Joint Ventures

Alex Guild, Technical Safety Team Lead, Chevron

Alex Guild was born and brought up in Paisley, Scotland. He graduated in 1988 with a BEng (Hons) in Electronics and Electrical Engineering and has 25 years of experience in major hazard industries. He spent the first 10 years of his career working with ICL, mainly in high voltage operations and maintenance. In 1998 he joined the UK Health and Safety Executive and worked as a Health and Safety Inspector in the Offshore Safety division based in Aberdeen. In 2001, Alex joined Chevron and has spent most of his time as a Health and Safety Manager on major capital projects – initially on Frade (an FPSO in the Campos Basin) and latterly on Rosebank. He has recently moved back into the UK operations team as the Technical Safety Team Lead.

Alex is a chartered member of the Institute of Engineering & Technology and a chartered member of the Institute of Occupational Safety & Health. In his spare time he is a Flight Instructor and Flight Examiner, working with students on light aircraft.

Alex Guild, Technical Safety Team Lead, Chevron

Mark T Fleming, CN Professor of Safety Culture, Saint Mary’s University

Dr. Mark Fleming is the CN Professor of Safety Culture in the Department of Psychology at Saint Mary’s University. Mark is an applied psychologist with over 20 years of experience in industrial health and safety management in high hazard industries including the offshore oil and gas, nuclear power, petrochemical, power generation and construction. He is dedicated to developing practical and valid tools to assist organizations to prevent harm.

Currently, Dr. Fleming’s research includes investigating methods for measuring and improving safety culture, safety motivation, safety leadership and rail safety. He advises many Canadian and international organizations (e.g. International Atomic Energy Agency) on safety culture assessment and improvement. Through his work, Dr. Fleming hopes to provide best practice guidelines to industry and criteria for successful safety programs. He seeks to translate his work on safety culture into usable practices and guidelines by producing practical tools such as Changing Minds Guide and the Cultural Maturity Model.

Mark T Fleming, CN Professor of Safety Culture, Saint Mary’s University

Rod Gutierrez, Principal Psychologist, DuPont Sustainable Solutions

Dr. Rod Gutierrez is Principal Psychologist for DuPont Sustainable Solutions. He has been the lead designer of a new approach to safety management, the DuPont Integrated Approach (DnA) for Safety. This approach takes a holistic view of safety and is founded in the understanding of both behavioural and cognitive psychology models, as well as social, cultural and environmental elements.

Dr. Gutierrez is one of Australia’s leading authorities in the fields of occupational stress and the management and prevention of psychological injury and has delivered human capital management solutions for clients across financial services, insurance providers, a variety of government departments as well as for rail, engineering industries.
Objectives

09.10 – 10.30
Session 1: Outside inspiration

Patrick Hollingworth, Leadership, Teamwork & Safety Consultant

Title: Staying Alive in a VUCA World: Lessons from High Altitude Mountaineering.
As a pastime that has a tendency of killing its participants with some degree of frequency, high-altitude mountaineering is often portrayed as the domain of only the reckless thrill-seeker. However, not all Himalayan climbers fit that mold.

In this keynote Patrick Hollingworth will be exploring the various elements of safety leadership as tested in the extremes of the Himalayas, and ways in which they can be applied to ensure that all industries, not just mountaineers, can do their work safer.

11.00 – 12.00 & 15.15 – 16.15
Workshop

Alan Palmer & Michael Levin, JMJ Associates

Title: New Eyes on Safety, New Eyes on Everything (Part I and II).
MJ Associates is a management consultancy specializing in Transformational Safety Leadership with over 25 years of experience working in the oil and gas industry.

Through two interactive, workshop style, sessions our intention is that you see some of your current challenges with new eyes, leaving you with new accesses and actions to transform (as opposed to ‘improve’ or ‘change’) them.

Much of the time, when facing safety (and other) challenges, we are left with options that are variations of doing a little more, better or different than what we have done in the past. It can often seem as if we invest ever increasing resources (time and money) in safety with less and less return on investment. People are still being hurt and our assets and the environment are being damaged – despite our best efforts and intentions, we, for the most part, are not producing the results that we are committed to.

In the first session we will identify a key challenge you are currently facing and explore some new ways of seeing it. We will present some of the key approaches we use in our consulting and discuss how these apply to your challenge.

“If I had an hour to solve a problem I'd spend 55 minutes thinking about the problem and 5 minutes thinking about solutions.”
Albert Einstein

In the second session, we will present a brief case study demonstrating how bringing new eyes to challenges can produce extraordinary results. We will revisit the challenge you identified in Session 1, and through a series of inquiry-based questions, explore possible new actions and accesses to tackling the challenge.

“Our commitment is that you leave these two workshops with some new actions to take that will allow for a breakthrough in performance. “You never change things by fighting the existing reality. To change something, build a new model that makes the existing model obsolete.”
Buckminster Fuller
13.00 – 14.45
Session 2: Collaboration and working together in the oil and gas industry

Alex Guild, Technical Safety Team Lead, Chevron

Title: Process Safety Through Teamwork.
Top quality process safety and risk management can only be achieved through effective cooperation between people. This presentation will focus on the development of a process safety culture on a major capital project. It will explain how the team was engaged to deliver a strong focus on process safety, together with some of the benefits that this has delivered.

Fons Claessen, Manager Safety, Environment and Social Performance, Shell Upstream International Joint Ventures

Title: From paper to people – working in partnership to deliver outstanding safety performance.
Delivering outstanding safety performance starts and ends with Safety Leadership. The vast majority of the people at risk in our upstream business are contractors – and a strong partnership between the Operator and its Contractors at all levels is critical to driving good safety outcomes – from CEO down to front line supervisors. Real partnerships are founded in true care for all the people who work for us. A strong partnership sets clear expectations on all parties on what is required to work safely. We have much to improve here – spending more time in the field, and simplifying and standardising requirements – but should we standardise at a local industry level or across Shell globally? How do we balance our Shell experience of safe working with becoming over-prescriptive to our contractors? And do we put the right balance between selecting the safest contractor, with actively managing safety performance and driving improvement together? The presentation will be grounded in personal experiences from both his time as operations manager and now as a HSE leader in Shell.

Fiona Murfitt, Group HSSE Manager, Viva Energy Australia

Title: Engaging the contracting workforce to align safety culture.
Guiding a team of professionals to manage safety in a high risk operational environment requires a distinct set of expertise, skills and commitment of any Safety Leader. But the personal experience of a workplace death in the family adds another dimension to the mission to ensure people leave work even better than when they arrived. Fiona Murfitt combines operational experience in the Oil and Gas industry with a strong academic background in Management, Risk Assessment, Compliance and Auditing. Drawing from her experience and skills in planning, resourcing and implementing of programs to improve operations, Fiona will discuss:
• Very personal connection to work safety
• Introducing change in a high risk environment – connecting and aligning between in-house workers and the contracting workforce
• Building and creating value to deliver on time, to budget and safely.

17.00 – 17.30
Session 3: Outside inspiration

Rod Gutierrez, Principal Psychologist, DuPont, Australia

Title: Why don’t people just follow the rules?
At the heart of safety improvement lies human behaviour change. During this presentation Dr Gutierrez will discuss major contributions that psychology is making to the safety management field. We will focus on the influential reward/reinforcement based interventions which have resulted in our modern understanding of behaviour based safety (BBS). We will also look at the role of cognition in our safety management models by discussing values attitudes and beliefs and their important role in safety performance improvement. We will then turn our attention to the social side of safety: the unwritten rules and social norms that guide many of our daily activities as well as those that we undertake at work. Finally a holistic approach which ties all the psychological foundations together will be discussed as the basis for the DuPont Integrated Approach which is currently being implemented across the globe. The practical applications of this approach will be briefly outlined.

Mark T Fleming, CN Professor of Safety Culture, Saint Mary’s University, Canada

Title: A leader’s guide to safety culture improvement.
This presentation aims to provide participants with an understanding of the importance of safety culture, how leaders influence the culture and an overview of safety culture improvement strategies. The presentation is designed for leaders who are interested in learning about practical strategies to improve the safety culture within the organization.
#SYNERGY
#INTERACTION
#LEARNING
#PROCESS
#COOPERATION
#COMBINED
#EFFECT
#HABIT
#PLATFORM
#RESULT
#TFZ2015
#SAFETY
#CONCERTED
#EFFORT
Thank you for your support

Gold sponsors

Silver sponsors

Bronze sponsors

Executive Media partner
This workshop offers insights into and strategies for how team members lead, collaborate and make decisions safely together in a VUCA world. It is a unique and powerful opportunity for participants to reflect and engage in meaningful workplace conversations around the why and how of what they do.
About operation: climb
If you’re already looking forward to hearing high altitude mountaineer Patrick Hollingworth’s conference-opening keynote on Safety Leadership and Lessons from the Himalayas, then you simply must stick around for tomorrow’s post-conference workshop.

The workshop is of course about more than just mountaineering however. Patrick facilitates the simulation to enable you to candidly look at how you think, decide and communicate with fellow team members when faced with the volatility, uncertainty, complexity and ambiguity that is the norm in the Himalayas.

The workshop is an extension of the previous day’s keynote – based on the concept of experiential learning, it takes the safety leadership framework delivered in the keynote and then allows participants to actively use the theory and to explore and embed their learning.

Attendees will then have experience using the framework and a better understanding of how it can be applied in everyday situations, be they in the office, on a platform or on a mountain! The beauty of this workshop is that it provides unique opportunities for learning in a more engaging manner than is the norm for leadership, team building and safety workshops.

More information about the post conference workshop. Watch two short presentation by Patrick Hollingworth.

Use to the QR code to get to the video.
If you don’t have a QR reader you can download it in your APP store.

www.oilgasdenmark.dk/aboutpatrick
www.oilgasdenmark.dk/workshop
A shared vision is important for safety

To me, “Working together,” means sharing a vision that all team members believe in and are dedicated to achieve – and it articulates the commitment to coming home safely.

We have talked to the Australian high-altitude mountaineer Patrick Hollingworth about safety at work and how climbing a mountain can be relevant to working for instance in the oil and gas industry, and as he said: the goal is the same, to make it home safely every time.

What then can the oil and gas industry learn from your experiences as a mountaineer in the area of occupational safety, health and “working together”, we asked?

“The biggest thing that the oil and gas industry can learn from my experiences is the importance of creating a shared vision with the entire team at the very beginning – long before your boots hit the slopes or the rig starts drilling. A clear vision which articulates the commitment to coming home safely, but does so in a way which enables everybody to emotionally connect with it. I like to create a vision, which appeals to both the rational cortex part of the brain and the emotional limbic part of the brain,” says Patrick Hollingworth.

Attitude to risk determines safety

— Given that planning has been excellent down to the smallest detail, that the gear is state of the art etc. – what factors decide in the end whether one returns alive and well from a high mountain climb?

“It’s exactly right that the equipment has come along way since the early days of Himalayan climbing, the weather forecasting has improved immeasurably etc. – but it’s about a lot more than just having the latest equipment and access to weather forecasts, Hollingworth continues.

Ultimately, I think the biggest determinant in whether or not one returns safely off the mountain is attitude to risk. It’s the combination of the climber’s awareness of their situation, their emotional state, and their subconscious. More than anything, I think the climber’s subconscious and the impact that heuristics have on the decisions they make play the biggest role in climbing mountains safely. Mountaineers are by their nature inherently motivated and driven. Yet it is in that state that we can be most at risk from our subconscious biases.”

Team-building process crucial

— How much do you rely on yourself and how much on your partners, when climbing the world’s highest mountains?

“I think that you rely 100 per cent on both of those factors, in equal measure. You rely on your own skills, knowledge, experience and risk attitude but also those of your partners, which makes the partner and the team-building process so crucial.

There will be times when you’re on your own, it’s very cold and you’re scared, and at such times you will be relying quite heavily on your own motivation, but at other times you rely on your teammates for this. I’m a big fan of a strengths based approach to creating teams – this let’s you build well rounded teams whose members can rely upon each other as the circumstances change.”

Rational elements not enough

— A safe working environment is in everybody’s best interest – and self-interest; why then is it so difficult to create a zero incident workplace?

“I think the biggest difficulty is that much emphasis is put on the procedural side of things, but perhaps not enough on the human elements. As I mentioned earlier, focusing on just the rational elements of human behavior is not enough. Emotional intelligence is crucial, especially when working in stressful situations, but even more so I think that heuristics and the subconscious biases that come into affect have a huge impact on injury rates. That’s why I’m such a fan of taking a slow and measured approach to building a team, selecting the route on the mountain, analyzing the forecasts – because if we are not careful we can make disastrous decisions on the mountain. However, a team of experienced climbers who are situationally, emotionally and subconsciously aware are going to significantly decrease the risks involved.”

— What does it take to create real employee engagement in a safety improvement process?

I believe the key to establishing safe work cultures is all about all members of the community having situational, emotional and subconscious awareness of themselves and their attitude towards risk”

“The key to safe work cultures

— Rules and procedures are inevitable elements in securing a high level of occupational safety and in the quest for zero accidents in the
oil and gas industry. Do we focus too little on individual initiative and self-discipline?

“Yes, I think we do. As I’ve already said, I believe the key to establishing safe work cultures is all about all members of the community having situational, emotional and subconscious awareness of themselves and their attitude towards risk”.

— When working on creating a safe workplace and establishing a safe working culture – how much is leadership and a battle of minds and how much rules, procedures etc.?

“Rules and procedures form the platform for establishing a safe working culture, but I believe that leadership and role modeling, whilst being the hardest thing to do, is also the most important.”

— Speaking of leadership, in your mind, what are the determining factors in successful leadership?

“To me leadership is about enabling your followers, your fellow team members. You are there to enable them to achieve whatever the team’s goal is. You are there to provide guidance and advice, and if you do your job properly, enabling the team members to do their jobs properly, everybody succeeds,” says Patrick Hollingworth.
Interview with Michael Levin
By Ole Brandt

New eyes on safety – new eyes on everything

It’s about altering how we look at things – bringing new eyes and new thinking to what we deal with on a daily basis. **Looking in new ways leaves different accesses to behaviors**, says Michael Levin, Managing Consultant at JMJ Associates.

“Creating real employee engagement is perhaps one of the most challenging and critical aspects of any cultural change or leadership endeavor, such as in safety. Often times, companies create something ‘at the top’ and then attempt to ‘roll it out’ or ‘engage people in it’. In truth, this is management trying to ‘get people to do what they want’. In our experience, most endeavors like this fail,” says Michael Levin who since joining JMJ in 2006 has led Incident & Injury-Free™ and High Performance Team™ engagements on projects and in organizations and large scale capital projects in Europe and the Middle East.

“We always have a choice whether or not to authentically involve ourselves, or commit to something,” he continues. “People are of course far more likely to do this if they are involved from the beginning, if their voice is heard and they experience participating in the creation itself.”

A lot of our effort working with Senior Management is developing them in really listening to what their people and teams say, listening to what their people want, to what will make a difference to them in keeping themselves and another safe. A key is to then use what they hear to form plans and strategies. Real engagement is hearing and giving people an access to express what they truly want. If you roll out what they want and what they already feel involved with and vested in, you will find they are already engaged.

You could say engagement is more a function of listening and responding to what you hear, than of trying to get people to commit to something.”

**Accidents happen to the other guy** — Why is self-interest not enough?

“We all want to go home safely and we want everybody else to go home safely. However, we humans seem to operate from a view that ‘it is not going to happen to me’; ‘accidents happen to the other guy’. In this false sense of security that we all suffer from, self-interest is not enough. We will make mistakes; we will at some point lose focus – we all do this. To create a Mindful culture requires us to move from operating at the level of ‘I’, to operating at the level of ‘we’.”

— What are the main elements in your IIF Safety Approach?

“JMJ’s approach is based on the unwavering belief that the only appropriate commitment in safety is the complete elimination of worker injury (as opposed to just reducing numbers of accidents over time).

Our processes and approach involve creating authentic commitment to the elimination of all incidents and injury, and the training and development of people at all levels of the organization to achieve breakthroughs in safety performance.

IIF is a cohesive series of transformational consulting, training and coaching components which represents today’s best practice for establishing, building and sustaining a workplace in which people do not get hurt, rather, they go home safely every day.

Using an Integral Perspective, we assist clients to replace ‘either/or’ thinking with ‘both/and’ thinking that enables integrated, effective solutions. In other words – moving from “you can have either safety or productivity, to “you can have both productivity and safety”. This fundamental difference in thinking about safety is what sets the IIF safety methodology apart from other approaches.”

**Clients in the driving seat** — You say that your IIF approach results in a breakthrough in performance consistent with an authentic commitment to work without any injuries or incidents. What is it that you do differently?

Three areas stand out:

- **We work in authentic partnership with our clients.** We are not a consultancy who comes in and ‘tells you what to do’. We believe you know your organization and people best. Our best work is accomplished when our clients are in the driving seat creating the organization and culture they want. Our role is bringing our experience, expertise and tools to make what they want a reality.

- **We work both vertically and horizontally across the organization and supply chain.** Our work engages people at all levels. We work with everybody in an aligned and coordinated way.

- **We have four core approaches** – Transformation; High Performance Coaching; Integral Approach and Adaptive Leadership. These combine to enable and empower leadership to emerge in organizations in a unique way.”

— Is it fair to say that you are changing habits and attitudes, but also culture and way of thinking, in order to create safety results?

**Exploring the mindsets**

“Yes. We believe that by accessing and engaging with what is on the inside – our values, beliefs and commitments both at the individual and cultural level, appropriate behaviours follow naturally and sustainably.

We are interested in exploring the mindsets that are driving behaviours versus simply focusing on trying to change behaviour. A lot of our work is about enabling leaders to do this themselves, to operate in a different way.”

In connection with “High Performance Projects”, you state that “new, evolving problems often cannot be solved using old ways of doing things”. What are “the old ways” – examples?
“Much work is focused on fixing or changing behaviours or systems in isolation from the broader picture. In essence, treating human beings like robots that will obey commands and follow orders, and then being surprised when that is not the case and we don’t get the results we were aiming for or that we deserve for all the time and effort.

An example: an accident happens, a root cause analysis is done, a new or revised policy or procedure is written and ‘rolled out’. We then monitor, audit, report on the behaviour and hope this leads to sustainable change. It often does not.”

Unleashing leadership — What then are (your) new ways? “We find ‘behaviour and systems’ to be only half the picture – when you look at things integrally, you see there are many other factors at play and it is by interacting with and understanding the full picture integrally that true sustainable behaviour change becomes possible.

We believe that you create a culture through developing and unleashing leadership at all levels of the organization. Leadership that is able to navigate the complexity of dealing with competing challenges in organizations such as managing both safety and production.”

— On your website, you write: “Teams and partnerships are formed around a commitment to achieving this new reality and skills are developed to achieve a mutually active, supportive culture.” How is it possible to maintain this culture on work sites, where new employees continuously arrive and old ones leave for other jobs?

Partnership is important
“To adapt to a dynamic workforce we train a core group of ‘IIF Orientation Leaders’ to orient new people into the IIF culture. So while the core team and leaders create the culture people are able to quickly get oriented to the new way of working and thinking. Further, when new people arrive at an IIF workplace, they quickly see that there is a new norm and affiliate with the people and the new surroundings, e.g. you don’t drop litter in a workplace that is spotless, you just know not to because that’s not done here.

Our clients have also come up with some great ways of doing this e.g. creating ‘IIF Ambassadors’ that are on site to speak with people and create the required environment. This again is an area where our partnership with the client is important to create things that are relevant and appropriate in the specific context.

When a working team has created and aligned on their collective commitment, this creates a space for people to operate inside of and join in to; and you have to continually keep this alive; it does not live on its own. With safety, you never get to a point where it is stable; it always has to be created. The default is ‘not safe’; how you do it is to continually create it and keep it present.”

— Given the theme of the conference we finally asked Michael what “Working together,” means to him?

“Working together, truly, is to see the care for humanity beyond the care for profit or company. To have a vision that goes beyond our corporate boundaries, and recognising the huge contribution we can make to our country, company and community by looking out for the successes and learning to share with our colleagues – so that they too can grow on this journey.”
Involve, listen and act

Involve the workforce, listen to them and act on their concerns. People will respond if they feel valued.

The answer from Alex Guild came without any hesitation, when we asked him what it takes to create real employee engagement in a safety improvement process? Alex Guild is HSE Manager at Chevron in Aberdeen with many years of on the job experience from different projects both in the UK and abroad. We went on to ask him:

— Rules and procedures that must be followed are natural and necessary parts of the daily working routine on most worksites. Is it – and if so to what extent – possible to empower individuals to take action without compromising safety?

“Empowerment is essential if we are to motivate our people. The rules and procedures help create a framework where that empowerment can be channelled safely and effectively. As an example, a plant operator may be empowered to propose an engineering change. The management of change process is the means by which that empowerment can be safely channelled and implemented.”

Leadership is crucial
— When working on creating a safe workplace and establishing a safe working culture – how much is a battle of minds and how much rules, procedures etc.

“It’s more a meeting of minds. It needs three things to come together: safe plant, effective procedures and well trained, motivated staff.”

— What role does leadership play, and what are the main requirements of leaders from frontline to top management in creating a strong safety culture?

“Leadership plays a crucial role. Strong safety cultures are created – they don’t just happen. It requires leaders to send a consistent message over a sustained period of time. They also need to walk the talk – any inconsistency will be noticed! Finally, they need to provide sufficient resources to implement improvements where required,” Guild continues.

You have to know
— Generally speaking, where do you see the biggest threats to safety in the offshore oil and gas industry?

“I would see them more as challenges than threats. One key issue is asset life extension: ensuring that we maintain the integrity of our structures as they age and ensuring that we address obsolescence issues, particularly in electrical and instrumentation equipment.

We also need to maintain our focus on hydrocarbon leak reduction. We have made good progress in recent years and we need to keep it up.”

— What about the risk of people cutting corners?

“I think it’s essential to create a mindset where we are focused on the effectiveness and importance of our safeguards. We need – in the words of Chevron’s chairman – to continue to move from “I think our safeguards are in place” to “I know our safeguards are in place”. This approach is key to maintaining our safeguards and to ensuring we create an effective safety culture where people are looking after each other.”

Do it safely or not at all
— What can you do to prevent even the temptation to cut a corner now and again?

“Get people to stop and think – consider the consequences of your actions before you cut a corner. Lessons from previous incidents can help here – particularly if they have occurred close to home.”

— Is mostly a question of leadership and building a good safety culture or what?

“A good safety culture will only be built through good leadership. Setting out clear expectations is essential, starting with a clear statement of values. In Chevron we have the “Chevron Way” which sets out our corporate values. We also have the Tenets of Operation, which explains our golden rules with respect to safety, based on two key principles “Do it safely or not at all” and “There is always time to do it right”.

This is communicated to all staff and contractors. As part of this we explain that every person has stop work authority i.e. the right to stop any task, which they think might be unsafe. Whatever approach you take, leaders must consistently walk the talk – that way your safety culture will take root.”

Very challenging work conditions
— You have worked as HSE lead on the front end of several major capital projects one being Rosebank – A West of Shetland Floating Production, Storage and Offloading (FPSO) vessel. What are the major HSE challenges in such a project?

“The metocean conditions West of Shetland are very challenging. We need to create a balance between good ventilation and provision of a relatively sheltered environment – to reduce the potential for human error caused by cold/wind chill. This involves a balance between competing requirements. We are doing a considerable amount of modelling work in this area.

A second key area is minimising the impact of large waves through careful design of the hull and topsides. Finally, there is the effect of vessel motions on human performance. There are no easy answers on this one. Areas of focus include the layout of the accommodation to minimise impact on sleep patterns and minimising vessel motions through the hull design.”
It’s worth it
— Do you need to take special safety and environment precautions due to the harsh weather conditions when working geographically closer to the North Atlantic than the North Sea?

“Yes, and much of this work centers around trying to minimise the maintenance workload – particularly in the winter months. We are doing this through process design and careful equipment selection: equipment needs to be reliable. We are also laying out equipment to keep as much of it as possible inboard where it can be protected from the weather. Other key design issues include the design of the hull, moorings and risers so that they can withstand the anticipated metocean conditions.”

— The theme of this year’s conference is “Working together,” what does that mean to you?

“In sort: teamwork. Leaders and the workforce working together. Consultation, communication and involvement. It all takes time but it’s worth it!” says Alex Guild.
Interview with Fons Claessen
By Ole Brandt

Leadership defines the safety culture

Leadership is about inspiring people to make the right choice—at every time, says Fons Claessen, Manager SE/SP Joint Ventures at Shell Upstream International.

“From my point of view, it is leadership that defines the safety culture for an organization. The first requirement of a leader is to embrace that responsibility—which then becomes an opportunity. Every person looks to his supervisor or team leader for his example and his inspiration—and that is how senior leader behavior impacts the front line,” Fons Claessen argues.

— What then are the vital main elements in good Safety Leadership, we asked him:

“First – Safety Leadership starts with a deep respect for people and their personal well-being, regardless of level, company or ethnicity.

Second, Safety leadership needs authenticity, which to me means being vulnerable and not always having immediate answers. A leader needs to spend more time listening, looking for weak signals or risks and openly encourage in dialogue with staff at all levels. Safety leadership also means setting clear and simple standards, and then holding people to account against those,” says Claessen.

Keep it simple
— What are the most important factors when implementing Safety Leadership?

“Good Safety leaders are visible at the “Coal Face” on a regular basis. Their strategic direction has to be grounded by keeping personal touch with reality.”

— The majority of the people working in the oil and gas industry are contractors who come and go. How is it possible to build a strong safety partnership with an ever-changing work crew?

“It is about respecting the skills and experience that the contractor brings—making him or her feel welcomed on your site. You identify who from your core crew, be it staff or contractor, acts as host—and they let the visiting contractor know they want to keep them safe: they show a keen interest in their tasks and how they can be performed safely, and share the hazards of the local work environment that can impact them. Hour long inductions or lists of safety rules don’t help here—keeping that part simple and standardized allows the space for the relationship to be established.”

Trust and respect
— How big a part does solid teamwork play in establishing and maintaining a safe working environment?

“In a solid team, you look out for each other. Active intervention in an unsafe act or condition is still one of the hardest things to do. Solid teamwork creates the foundation that enables intervention; the intuitive response is that any remark or suggestion, or even an abrupt halt, is founded in genuine concern or care for the individual. To me working together means establishing relationships of trust and respect between operators, venture partners, contractors and regulators and respect between operators, venture partners, contractors and regulators to serve a common purpose: the safety of all the men and women working in our industry.”

— How does one create a corporate atmosphere or culture where safety is understood to be, and is accepted as the number one priority?

“Leadership is about inspiring people to make the right choice—every time. This means giving people the space to think and act responsibly—for example to stop work or shut in when uncertain. The only way this can be achieved is through doing it—and rewarding those choices.”

Lessons learned
— Rules and procedures are inevitable elements in securing a high level of occupational safety and in the quest for zero accidents in the oil and gas industry. Do we focus too little on individual initiative and self-discipline?

“Rules and procedures are codified ‘lessons learned’ from when people have died or been seriously hurt. We need to consistently communicate on rules and procedures in this way; we should encourage initiative in reporting conflicting or unworkable rules—or on improvements. Self-discipline works when it is founded in both skill and experience. I’d urge us not to underestimate the huge role this still plays in keeping people safe.”

— What does it take to create real employee engagement in a safety

To me working together means establishing relationships of trust and respect between operators, venture partners, contractors and regulators.

I believe that fundamentally people are prepared to take a bigger risk individually, than we could ever allow them to take as a responsible employer. It is our duty to keep our staff safe at work, and let them ski and scuba-dive and motorcycle for their pleasure.”

improvement process? And why is self-interest not enough?

“You have to be able to demonstrate that suggestions are listened to and acted on. Examples are rewarding the “idea of the month”, maintaining an active dialogue with your safety reps—celebrating an after-action review with a beer at the end (and company provided transport home!).

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Interview with Fiona Murfitt
By Ole Brandt

Enhanced safety and improved business performance

Effective collaboration is about embracing diversity in thinking, using validated data and working together with committed people to achieve an outcome, says Fiona Murfitt, Group HSSE Manager at Viva Energy Australia.

“On the whole there has been a significant and continued improvement in safety over the decades. However, we are starting to see a plateau effect for safety, particularly for the more high performing organizations. One of the next challenges for us is to have a paradigm shift. To break through this plateau. A potential mechanism to support this is increased collaboration,” says Fiona Murfitt. Her career has predominantly been focused on working within high-risk operations, including over fifteen years in the oil and gas industry.

“In a more pragmatic sense, increased collaboration through measures such as learning from incidents can help prevent repeat recurrence. Increased collaboration can also generate a stronger universal language that helps improve standards, processes and general beliefs around the importance of safety being integrated into respected and commercially viable operations.”

Considerable gain — Who stands to gain?

“For the improved results that can be achieved through better collaboration and learning, the gain is considerable. When the bar is raised in safety, there is a correlation with improvement in business performance. The improvements are seen at an individual level with workers going home better than they arrived, with the corporation as resources are invested in improvement rather than litigation, reputational damage and with regulators who can allocate less time to compliance based regulatory activity,” Murfitt continues.

— What’s to be gained and what’s to be lost – if anything?

“Within the competitive business environment any improvement can reflect a competitive edge. We are seeing today that companies include safety as a part of their customer value proposition and are using this as a differentiator.

Some of the core elements for successful safety such as safety leadership, improved planning, discipline, strong systems, and engaged workforce are also fully integrated into successful business performance. Thus, there is an argument that sharing these recipes for success could diminish this competitive edge.

Further, there has been a reluctance to expose learning more widely due to perceived or actual legal implications that could result in adverse impacts on and with information being used of a litigious nature. However, there is a great deal to be gained. When we raise the bar for safety we are able to have a more engaged workforce, we prevent recurrence and learn from incidents, injuries are decreased; time and resources are more effectively focused on improvement measures as opposed to recovery measures.”

Critical factors repeat themselves — Could collaboration help to reveal vulnerabilities and show opportunities for improvement of safety and if so where do you see the greatest benefits to be gained?

“Collaboration in itself is not enough to drive improved outcomes for safety. It is the quality of data, the competency of the participants and clarity of the required outcomes and framework that creates trust in this exchange. This can foster a knowledge and learning environment to enable industry to more quickly identify where improvements need to be made and gaps need to be closed or indeed develop a new paradigm in the management of safety.”

— Could collaboration further help prevent catastrophic accidents through improved safety systems and environmental protection?

“In 2005 I completed my thesis looking to understand if there was commonality in the casual factors of catastrophes in industry. Some 10 years later we ponder a similar question. One of the findings of this research was to identify the needs for greater sharing from incidents and collaboration across industries. If we look at learnings from catastrophes such as Bhopal, Longford, Texas City, Buncefield and DuPont LaPorte we see critical factors repeating themselves over again. We must take the learning that each near miss and incident presents to prevent more significant events.”

Concrete examples — We also asked Fiona Murfitt what kind of information it would be useful to share to a much greater extend through collaboration in industry, and if she could give us a few concrete examples of benefits from her own world – Viva Energy. She readily came up with the following examples:

- Specialty forums such as road users group that includes key contractors, community groups and operational staff discussing core safety, environmental and health matters related to heavy good vehicle transport of fuels.
- Frontline Leader Safety program which includes facilitated
courses based on module, 1:1 coaching, senior leadership driven collaboration (work shopping problems across leaders in the business in scheduled sessions), skills building to enable discussion and sharing across the work group that includes all workers including contractors.

- Weekly Incident reviews across the leadership team and at different groups across the business: incidents are communicated, reviewed in teams and also flagged for discussion on a weekly basis. More critical incidents are agreed to be reviewed in greater depth and brought back for review under a tiered approach. The weekly meetings are also an opportunity to challenge leaders about incidents and share for learning, prevention and improvement. It also allows for the identification of early trends (called weak signals) in a practical and time effective way.

- A week ahead quick review by the key leaders (two regional managers, engineering manager, group HSSE) to review key medium and high-risk projects, identify controls and resourcing. This introduces improved planning, controls, ownership, communication and also brings a collaborative approach recognizing different specialties may bring a different view to get the most effective and safe operational outcome.

The art of effective collaboration — Dr. Mark Fleming, the CN professor of safety culture at St. Mary’s University in Halifax argues: “Management usually has a fairly clouded perception of the actual safety situation.” If we look at the greater picture, could this also be said of the industry as a whole and if so, would industry collaboration help make a clearer perception of the safety situation both generally and for the individual company?

“Industry could benefit from reaching broader than its own sector as learning can have applications in an across industry context. Just as it is critical for management to be present in the field, understand intimately the operations and be willing to engage in challenging discussion from all levels of the organization to prevent ‘clouded perception’, so should industry be willing to learn from other sectors to reflect new ways of thinking. The art of effective collaboration is to embrace diversity in thinking, create robust discussion and challenge and build learning and knowledge from multiple industries.”

Working together — Given the theme of the conference we finally asked Fiona Murfitt what “Working together,” means to her?

“Working together in the context of business means sharing ideas and knowledge with an understanding of what the end game is – that is, why are we together and what outcomes we are seeking.

It should reflect a common goal recognising that the output from working together is greater than the separate input of the individual, “the whole is greater than the sum of its parts”.

It means actively seeking diversity and different approaches and being able to have robust discussions to challenge points of view and data points. It also means learning from others, not repeating past mistakes and is focused on delivering the best outcome in the allocated timeframe.”
#EFFORT
#IMPROVEMENT
#TOGETHER
#SAFETY  #HUMAN
#FOCUSED
#SHARING
#IMPROVING
#CULTURE
#ENVIRONMENT
#HABIT
#RESPONSIBLE
#FUTURE
#PEOPLE
Good safety is good business

Safety is one of our core values at DuPont, and even after over 200 years it is still the first thing we think about. It is well entrenched within our culture. At the same time we have come to understand that good safety also means good business. The relationship between these two outcomes has been well established in DuPont, so that they are not seen as mutually exclusive competitors but a way of running a sustainable and successful business.

We have talked to Dr Rod Gutierrez who is Global Leader Culture and Change Management at DuPont Sustainable Solutions and we began by asking him, what “Working Together” means to him?

“It means understanding the importance of what at DuPont we call “Interdependence”. Simply put it means that I watch out for myself and my co-workers and my co-workers watch out for themselves and for me. When everyone does this, it’s the most powerful injury prevention methodology – a web of caring for one another is formed, a web that becomes the fabric that keeps us all safe in the end.”

— DuPont has for many years – because of its performance – been standing as a beacon when it comes to safety. What are the main reasons for this safety success?

“There are a number of reasons that come to mind but the first is our core values. At DuPont, our culture is built upon four Core Values: Safety and Health, Environmental Stewardship, Respect for People and Highest Ethical Behaviour. They have been the cornerstones of who we are and what we stand for, for more than 200 years. As a dynamic science company, DuPont has undergone much transformation, including product portfolio re-alignments, acquisitions and divestments. Despite these changes, DuPont’s core values remain strong, and everyone across different businesses ensures that changes do not materially affect the established culture,” says Rod Gutierrez.

Felt Leadership — What does management do to articulate a clear vision of where it wants the organization to go and promulgate that vision rapidly?

“The challenge in driving a cultural transformation is instilling felt leadership. It involves a way of interacting with employees and a model for leading them. Felt leadership focuses on people making a commitment to think and behave in ways that are consistent with what is important for the business. This approach however, is only successful if leaders feel and believe in what they do.

The primary component of felt leadership is visible engagement. This requires senior leaders to regularly interact and engage with employees through actions such as structured field interactions and discussions about facing and overcoming everyday challenges. The goal is to create a level of intrinsic motivation and operational discipline where people choose to follow the rules because they want to, rather than because they have to,” Gutierrez continues.

Integrated Structure — Are there organizational structures in place, which would draw upon the full capabilities of the staff?

“An integrated structure engages employees and attempts to align them with the organization’s core values. The structure allows effective internal communications to permeate effectively in the organization, resulting in a unified understanding of what is expected of the employees. This kind of structure improves adherence and commitment to the core values.

An integrated structure has capabilities to capture data, allowing the organization to measure both past performance (lagging indicators) and future performance (leading indicators). The structure develops strategies, is open to new ideas and takes corrective and proactive actions. To ensure this, it needs an integrated approach where structure is managed to ensure data is interpreted and used to drive change and that actions are agreed upon, assigned and completed.”

Processes and actions — What are the processes and actions that support and reinforce the vision of leadership?

The goal is to create a level of intrinsic motivation and operational discipline where people choose to follow the rules because they want to rather than because they have to.

“Even with strong leadership and an enabling structure in place, organizations need to act in order to achieve their goals. World-class organization culture has certain action-oriented practices, these are:

- Effective communications programs – placing the organization’s core values at front of mind for all employees.
- Continuous development programs that transfer knowledge and skills, helping employees recognize challenging situations, thus empowering them to take corrective actions.
• Comprehensive audit programs, supported by second and third parties. The process allows an organization to proactively identify gaps in their processes to help ensure that the culture remains strong and is embraced by everyone.

• Proactive processes to analyse and prevent incidents."

— Why do people continue to be injured in the workplace despite the large amount of effort time and resources being invested for years in order to make the environment safer?

“We have spent the last 30 years trying to make the workplace as safe as we possibly can by deploying a range of technological and engineering methods that have helped to reduce the incidence of injuries yet we are still some way from the goal many companies have set, the goal of Zero. This is because it takes more than environmental measures to prevent injuries. It takes more than environmental measures to prevent injuries”

Safety as a value

— What does it take to create a corporate culture where everyone accepts safety as the number one priority?

“Firstly, I think it’s really important to separate priorities from values. As long as we manage safety as a priority it will be managed like all other business priorities. Values on the other hand are more than priorities they are things we believe to be important. Values are beliefs we hold to be true even in the absence of evidence. And so when organizations espouse a value for safety, this becomes like a compass, a way of determining direction, making decisions and most of all align the mindset of people.

Since the late 1970’s organizations have been moving towards a values based leadership approach not only because it seems like the right thing to do but also because values based leadership provides certainty in uncertain situations. Values guide behavior and so if both production and safety are priorities often in organizations we work with production is the clear higher priority. This is because priorities are set not by simply verbalizing “the number one priority”, but by the often unintended communication that is conveyed. When leadership speaks to the organization, what do they speak most about? Where do they spend most of their time during meetings and calls? Often organizations say safety is their number one priority yet they often demonstrate a much higher interest in production by devoting most of our time to this single topic, thus there is frequently a large gap between what is said and what is done. People see this and can determine for themselves which is perhaps more important to the organization. When a value for safety is what guides organizations; they are no longer bound to the same scale of priorities. When organizations move to a value based approach they do things according to a set of values, which are enduring and firm, not according to the number of competing priorities; which tend to change with the economic landscape.”

The BBS plateau

— Why is it that behavior-based safety has shown to have only a limited long-term effect?

“Behavior-based safety (BBS) do provide an effective and powerful solution to shaping employee behaviour and encouraging safety in the workplace. However, notwithstanding the significant initial successes of BBS, it has been observed that such entirely behavioural interventions have limited effectiveness over the longer term and have not sustained a continued reduction in safety incidents; this is commonly known as the BBS plateau. A number of explanations for the limitations of BBS have been proposed. The first limitation is directly related to what makes us human; an inbuilt ability to adjust to our environment following prolonged expo-
surve to it. Commonly referred to as habituation, this is the tendency of living organisms to cease responding to stimuli in the environment that are repetitive and iterative. Habituation is the reason why people who live under a flight path are seldom troubled by aircraft noise, and the reason why they notice when this noise stops rather than when it begins. Habituation is partly the process in play that allows us to not have to think about sensing the clothes we wear or the variations in light intensity or the pressure of our shoes against out toes. In essence, all this external information is both repetitive and, in the scheme of things unimportant. Thus we tend to habituate to our environment and the stimuli around us, as well as to any applied consequences. Over time we tend to habituate to BBS systems, safety signs and regulations found in our workplaces. Another issue of contention with the BBS approach relates to the psychological mechanism that drives the ability to generate behavioural change. BBS relies on the external application and internal expectation of potential consequences as the main driving mechanism for behaviour change and these consequences are delivered by an external mechanism, a supervisor a peer or a safety officer. This purely behavioural approach is driven externally to the individual largely bypassing the complexities of personal decision-making and choice selection involved in the cognitive processing. In many ways under a BBS approach individuals are motivated to act safety by fear of repercussion and consequence rather than by a true commitment to safety as an internal value.

Another criticism of the BBS process was its focus on employee behaviour, rather than that of their managers. This impediment led to the development of cultural approaches in the 1990s, which aimed at affecting positive change at all levels of an organization. “Understanding the way people think is critical to achieving higher safety standards and requires a basic understanding of cognitive psychology. Put simply, the premise of cognitive psychology is that much of what influences our behaviour occurs ‘below the surface’ in our mental processing. Although behaviours and emotions can be readily observed, there are a number of unobservable mechanisms that interact to give rise to them. These unobservable mechanisms include:

- Learning, directly related to the principles of BBS, which develops learnt behaviour through conditioning, as discussed above.
- Social influence, or the social context in which employees operate, including components such as leadership, organizational culture and organizational climate.
- Thoughts, values and beliefs, the cognitive processes that directly influence behaviour. Although impacted upon by both the ‘learning’ and the ‘social influence’ components, cognitions are also influenced by individual factors such as limited capacity to attend to information.”

— How do you influence the beliefs, attitude and values of people in order to change behavior and thus create a safer work place?

“Every moment of our lives we are presented with a vast quantity of information. Processing the entirety of it would be mentally exhausting so we focus our attention only on what is most relevant. The brain uses a number of processes to make effective use of all the information it is exposed to. A key attention mechanism is our Reticular Activating System (RAS), which controls what information is attended to and what is ignored. Understanding the RAS is very important to safety management as it suggests individuals may not always consciously act in an unsafe manner, particularly if their RAS is not engaged or ‘switched off’ due to conditions of stress, fatigue or similar.

If the RAS is not processing relevant safety information, an individual may not be aware of any risk in their behaviour. If safety is instilled as an important component of workplace culture and is a firm personal belief, however, the RAS may be more likely to identify it as ‘important and relevant’ and the individual will be able to maintain more conscious safety.”

Safety as part of company culture — You have said that most behavior in a workplace takes place according to social norming rather than according to rules, processes and procedures of the organization. But I take it that creating a social norm that strengthens safety in the workplace is something that takes years building up and requires constant effort — thus, it is long term?

“Many organizations want to build an organizational culture for the future — a culture of safety. What they often miss is that they already have a culture. Without any investment of time or effort there is an existing culture in every workplace. You see, cultures are naturally generated when people come together to work towards a common goal. And so each and every day is an opportunity to influence that culture for the better. Each day is a chance to align people on what is truly important and to encourage them to behave accordingly.

When an organization includes safety as a part of its culture, it becomes an entrenched value that is important at an individual and group level. “Safety culture” is the value and priority placed on safety across all levels within an organization. It refers to the extent to which individuals commit to their personal safety (independence) and to safeguarding others (interdependence). Indeed, the presence of a safety culture is a meaningful predictor of safety performance behaviours, safety knowledge and safety motivation.”

— There is no quick fix?

“No. But it doesn’t have to take many years either!”

A zero accident culture — Is the conclusion that a zero accident workplace awaits the creation of a social norm?

“Social influences have the propensity to change an employee’s thoughts, beliefs and values, which in turn, shape their behaviour. An example of social influence is the organizational culture of a workplace and the style of leadership that governs it.

Organizational culture refers to the set of values, beliefs and accepted behaviours that employees share through symbolic means such as myths, stories, rituals and specialized language. Culture conveys a sense of identity for employees, and is believed to facilitate a sense of commitment that acts as a mechanism to guide and shape behaviour.

If words like ‘symbolism’, ‘myth’ and ‘ritual’ sound overly exotic for the average workplace, consider the idiosyncrasies of your own work community; the symbolism of a corporate logo, the myth of how big the first computer hard drive was and the drama of the financial year end.

When an organization includes safety as a part of its culture, it becomes an entrenched value that is important at an individual and group level.

The adaptation of organizational culture to incorporate safety as a core component can foster in employees a personal belief in its importance. The adoption of safety in an organizational culture is heavily reliant on visible, felt leadership. The viability of this approach relies on safety being a line-management responsibility. Leaders need to set the safety vision with clear policies and apply it through continuous development activities and two-way communication.

A zero accident workplace is likely to have a zero accident culture, a set of social norms that is well understood and valued by the wider work group,” says Rod Gutierrez who holds a PhD in psychology.
Interview with Mark Fleming
By Ole Brandt

Working together requires an openness to change

And safety improvement involves being willing to change your own behavior first, says professor of Safety Culture at Saint Mary’s University in Halifax, Nova Scotia, Mark Fleming.

“For me, ‘working together’ means a collaborative approach to safety improvement. This involves all parties treating each other with respect, actively participating in safety improvement and accepting responsibility for their role in ensuring the highest safety standards possible,” says Mark Fleming.

“It is important that everyone recognizes that safety improvement involves them being willing to change their own behavior first. Identifying how others should change is easy, but if we only do this nothing will improve. So “working together” requires an openness to change and this change must start with you,” Dr. Fleming says.

Increased risk of complacency

The goal of all companies in the oil and gas industry is zero accidents. Is it possible to reach this goal in real life, we asked Dr. Fleming, and he answered without hesitation:

“The goal of not injuring people at work is the only acceptable safety goal, as the alternative is having a goal of injuring a certain number of people.

However, I think there is a risk that the goal of zero incidents may increase risk of fatalities and major events. This can occur when companies make the goal of zero injuries the focus of their safety efforts and dedicate virtually all their safety effort to preventing occupational injuries in pursuit of the zero injuries goal. This can result in a lack of focus on major hazard risks and on systematically evaluating hazard control systems.

There is also an increased risk of complacency. As organizations become effective at preventing occupational injury, everyone can start to believe that they are safer than they are because the primary indicator has improved dramatically or is much better than others. So I am not sure if a culture of zero incidents would be a good thing, but a positive safety culture where everybody is working together to improve safety is consistent with the goal of not injuring people at work.

Sometimes when organizations pursue the goal of zero injuries, they view injury incidents, as a failure to achieve the goal. In this situation, the focus can be on who was responsible for the failure. I think we should see every injury incident, not as a failure, but rather as a learning opportunity.

The extent to which the goal of zero injuries is achievable depends on the timeframe. If the goal of zero injuries means never injuring a person at work again, then it is unachievable, as how will you know that you have achieved zero, as someone could be injured tomorrow. So organizations need to specify a time horizon, to create an achievable goal, and the shorter the timeframe the more achievable the goal,” he continues.

“Instead of thinking of forever or over the next year, we should present the goal as ‘today no one will be injured at work’. Organizations that have a sign indicating the number of days since the last recordable injury, could change them to the number or percentage of injury-free days within a specified timeframe (year, month, trip). This could be a rolling count, updated every day.”

Get external reviews

— You mention complacency and have often said that complacency may be the biggest threat to safety — how then do we deal with and try to eliminate complacency?

“The threat of complacency is always going to be present, so elimination is not an option, but organizations can manage this threat by redesigning safety indicators to focus less on outcomes and more on the status of safety systems.

Outcome based indicators (process and occupational) tend to focus attention on lower potential frequent events rather than high potential events that require multiple barrier failures to occur. Therefore, safety indicators need to be broad based and provide information about the status and direction of the management system. These indicators should capture the health of the safety management system, by assessing the extent to which it is performing as intended. Deficiencies or failures (including injuries) should be weighted based on the implications for system health rather than outcome.

Let me give you an example: if an audit identifies deficiencies in the control of work process, it should be given more weight than an incident where an employee injured a thumb by hitting it with a hammer.

In addition, organizations should partner with other companies to undertake peer review processes. These external reviews can identify the threats that internal staff has become blind to. It’s a strength if the ‘outsiders’ come from another industry (e.g. aviation or nuclear) as they will ask different questions. Likewise it is important to
have multiple redundant systems for employees to be able to report safety threats and concerns.”

**Deep Water Horizon**

— Where do the potentially greatest safety hazards in the oil and gas industry lie?

“One installation and location has its own specific hazard profile so the greatest hazards will vary depending on the specific installation. Often major events (e.g. Deep Water Horizon) are the result of hazards that the industry believed were effectively controlled. So the greatest hazard is the one with high potential (fire, explosion, blowout etc.) – and the one that we think we have under control. Thus, the greatest safety hazard is the one you do not know about.”

— You have mentioned improving the safety culture as a way to counter safety threats. What characterizes a company with a strong and viable safety culture?

“Since the safety culture of an organization determines the extent to which its actually lives it safety management systems, it is critical to effectively manage safety. There is no one ideal or desired safety culture, but numerous models. However, leadership commitment to safety, reporting and learning, accountability and resilience are key dimensions of a positive safety culture.”

**Make your vision a reality**

— How do you go about creating and then improving a viable “safety culture”?

“In my presentation I will describe a six-step process (vision, responsibilities, plans and actions, assessment, audit and review) in creating a positive safety culture. This process is based on the elements of a safety management system. And is a continuous improvement process as safety culture improvement is a never-ending journey. Oil and gas companies already have a safety culture so the issue is continuously working to improve the culture by understanding the current culture (strengths and weaknesses) and work to improve.”

— What does it take to create a corporate atmosphere or culture whereby safety is understood to be, and is accepted as, the number one priority by everyone?

“The simple answer is a lot of effort over a long period of time. More specifically it involves having a clear vision for the culture that the organization is striving to create and then specifying the responsibilities of the key groups (e.g. managers) to make that vision a reality, to do the right things in order to reach that vision, to assess the culture and use this information to improve the culture.

**Leadership is the key**

— What role does leadership play, and what are the main requirements of leaders from frontline to top management in creating a strong safety culture?

“Leadership is key to creating a positive safety culture; they set the tone for the culture and demonstrate the true priorities of the organization. They need to be role models for the culture they are trying to create.

The greatest issue for leadership is consistency. Sadly, leaders are often judged by their one failure rather than all the excellent work they have done to promote a positive safety culture. How organizations deal with this failure can have a profound and lasting effect on the culture. If a leader shows a lack of commitment to safety, the organization should acknowledge this failure rather than just pretending that it did not happen.”

Self-interest is unlikely to reduce the risk of injury

No one wants to get hurt. Thus, in our own self-interest, a safe workplace should be a first priority for everyone. Why then is it so difficult to reach the goal of zero accidents?

“This question seems to imply that people only get hurt on purpose or due to a lack of concern, which is not the case.

In reality injuries occur because the hazard was not controlled adequately. It can appear that this was due to a lack of motivation of the injured person, as often they did not comply with a procedure designed to manage that hazard. Sometimes the procedure requires significant effort with limited reduction in risk at the individual level, although at organization or industry level the risk reduction is apparent.

Let me give you a simple example: holding the handrail while ascending the stairs provides an imperceptible level of risk reduction at the individual level (i.e. you can go up and down a stairs for years without holding the handrail without incident), but at a corporate or industry level we can see the number of injuries that occur each year because people do not hold the handrail and the reduction of injuries following an intervention to get everyone to use the handrail. So what I am saying is that the self-interest approach to injury prevention is unlikely to reduce the risk of injury further.”

**Employees' view of safety is declining**

“Everyone needs to see the bigger picture – we are in this together – and while the risk at an individual level is low the risk that someone could be harmed is too high. And only by working together are we going to reduce the risk further.

In addition, organizations need to rely less on administrative controls as these place a significant burden on employees. Organizations often can see administrative controls as ‘free’ as there is no capital expenditure, but employee effort is not free, as it is limited. The cost of administrative controls in terms of employee effort should be considered when selecting them as a risk reduction strategy. In the last 20 years I have observed a decline in employees’ view of safety. In the past it was viewed as something employees wanted more of, while now it is often viewed negatively,” says professor Fleming.
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