Welcome to the Annual Offshore Safety Conference 2017

It is a great pleasure to welcome you to the 11th Task Force Zero Offshore Safety Conference. In the Oil Gas Denmark HSE Committee, we have done our utmost to create a conference programme that can inspire us all to develop our leadership further.

During the years, we have presented different conference themes. We have learned from experience from leaders outside our own industry and from within. Last year we introduced the theme ‘Safety Leadership – Greater results because of you’ – a theme which is still highly relevant and to a large degree focuses on you as an individual. The year before, we introduced the theme ‘Working together’ inspiring us to openly and willingly sharing our ideas and learnings across our industry.

Our key note speakers in the later years have covered an executive from Formula 1 talking about taking an unshakeable personal stand as leaders, a mountaineer who conquered Everest, but only because of a deeply committed team, and a submarine commander who moved from worst to best when he gave control to those onboard. With this year’s keynote speaker, we will travel to the ends of the world with the polar explorer Ben Saunders.

As a natural prolonging of the most recent conference themes, the Oil Gas Denmark’s HSE Committee has chosen the theme ‘Safety: A Personal and Collective Commitment’ underlining the fact that we must all do our part and that we cannot do it alone.

During the conference, you will hear from leaders in our industry and other leaders and experts with inspiring stories providing input for personal reflection and realization. We have done our best to present a first-class conference line-up and programme that will hopefully inspire you and leave you open minded.

Jacob Heinricy Jensen
Chairman OGD HSE Committee
## Programme overview

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<td>— Peter Lund Madsen, Doctor of Medicine, Psychiatrist, speaker and author</td>
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Information

Exhibition schedule
The exhibition will be open during all the breaks. Please visit the exhibition.

08.00 – 09.00 Exhibition
10.50 – 11.20 Exhibition
12.50 – 13.50 Exhibition
15.10 – 15.40 Exhibition

Menu

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

Refreshment break
Juice/coffee/tea

Lunch
— Smoked Varde salmon with fennel chilli / garlic marinated shrimp with mango
— Marinated North Sea cod with dill cream and capers
— Fried tiger prawns in tomato, chives and sherry
— Airdried Danish ham with sun-dried tomato and olives
— Small hot dogs with Italian-style sausages, tomato relish and watercress
— Pork tenderloin in mushroom cream with white cabbage
— Smoked brue cheese with pickled peach and crackers
— Homemade bread

Refreshment break
Coffee/tea

Safety Award Dinner
(Registered participants only)
— Starter: Soufflé of cod with smoked dab, air-dried Danish carpaccio of beef and apple-buckthorn chutney served with home baked bread and butter
— Main course: Grilled fillet of beef with salt baked celery and seasonal greens, pommes fendant potato and red wine sauce

TFZ Safety Conference going forward

2018 26 April 2018
2019 2 May 2019
2020 23 April 2020

Alan Palmer, moderator

Alan has a 25 year background in industrial and construction environments, developing senior leaders in creating high performance cultures that both rely on and empower all employees from the boardroom to the workforce. His experience of industry, consulting and executive coaching comes from having worked on several major capital projects in the UK, Qatar, Denmark and globally, as well as having led a multitude of large and complex organizational engagements that result in lasting performance, cultural change, collaboration and coordinated action among senior leaders, in their companies and across their supply chains. Alan’s work has produced extraordinary results in both business and safety.

Alan currently leads JMJ’s Energy Sector in the EMEA region where he leads work with several large global organizations, and is JMJ’s Global Manager for work with Royal Dutch Shell.

Conference objective

For a number of years, oil and gas industry experts and data have shown that Denmark is in the bottom quartile in terms of safety performance in an international oil and gas perspective. Many local views would suggest that we perceive ourselves best in class or top quartile. It is time for this to be addressed.

Is there really a gap? Statistically, yes. What are we doing about this? What about our leadership and our overall approach? Are we more reactive than proactive? What are the right questions and where do we find the answers?

At our most recent conferences we have learned from the stories and experiences of leaders from outside our own industry as well as from within. Formula 1 safety was transformed when its leaders took an unshakeable personal stand; one man conquered Everest and could not have done it without a deeply committed team; the performance of a nuclear submarine moved from worst to best when its commander gave control to those on board and created many leaders. These and other lessons tell us that safety is both a personal and collective commitment. To move our industry and to close that gap between perception and reality, we all must do our part and we cannot do it alone.

At this year’s TFZ Conference we will hear from leaders in our industry and other leaders and experts with compelling stories, we will inquire into the areas of personal responsibility and leadership and create openings for action that we can take, personally and collectively, to make a positive and lasting difference in our industry.
Video Archive:
What do a Mountaineer, a former Formula One Executive and a retired Submarine Commander have in common?

They have all been keynote speakers at the Task Force Zero Offshore Safety Conferences in the last couple of years and given their perspectives on safety and the importance of advancing the culture around safety.

But, did you know that you can access the videos and watch some of the top moments from the previous conferences from 2009 and up until now? There is an entire archive full of interesting stories, debates, and other highlights just waiting to be explored.

You can access it on Oil Gas Denmark’s website: www.oilgasdenmark.dk/videoarchive

Programme
Offshore Safety Award

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Criteria for nomination

Oil Gas Denmark hosts the Offshore Safety Award and the award dinner. The award ceremony will take place from 09.05–09.20 AM and the award dinner will take place from 18.00–22.00 PM.

The purpose of the Offshore Safety Award is to support and underpin good examples of safety vision and/or behaviour. The annual ‘Danish Offshore Safety Award’ will be presented to a person or an organization / company who has:

- Intervened in an unsafe condition
- By observation improved a safety issue
- Inspired/motivated colleagues to increased safety focus
- Improved safety collaboration by sharing knowledge and lessons learned

Peter Lund Madsen,
dinner speaker at the Offshore Safety Award

Peter Lund Madsen is a Doctor in Medicine specialized in psychiatry. He has a scientific career in neurophysiology, and he wrote his doctoral dissertation on cerebral metabolism during sleep and wakefulness. He was educated at the National Hospital in Copenhagen, Denmark and National Institutes of Health in Bethesda, Maryland, USA. During the last 10 years, Madsen has had numerous appearances on TV in programs focusing on popular science. He has been a radio host on the programme ‘Hjemekassen på P1’ and he has written the novel: ‘Dr. Zukaroffs Testament.’ Peter Lund Madsen has over the years given numerous public presentations on topics related to the human brain and how it functions.

About the dinner speech

We humans can send a man to the moon and we have invented the internet. Since the stone age we have dramatically changed our opportunities in life. We are the smartest of animals to ever exist. But in spite of all this we continue to do stupid things. We behave in unsafe manners and although we know our behaviour is unwise it is very difficult for us to change our dangerous habits. The reason for this irrationality lies in the brain. In this presentation, I will explain how and why.
Biographies

Emma Currie, CEO, Acting Up

Emma Currie is a story teller and story gatherer. She uses story telling techniques to engage people in observing and shaping their culture. She set up her company Acting Up in 1997 following a chance request to provide corporate after dinner theatre for an oil company in Aberdeen; this led to her writing and producing a series of pieces on topics such as Supply Chain Management, Reputation, Leadership, Change, Safety Behaviour and Mental Wellbeing.

Ben Saunders, Polar Explorer

Ben Saunders is a pioneer in one of the most demanding fields on earth: a record-breaking polar explorer who has covered more than 6,000 km on foot in the Polar Regions. His accomplishments include leading The Scott Expedition, the longest human-powered polar journey in history, and the first completion of the expedition that defeated Captain Scott and Sir Ernest Shackleton, a 105-day, 2,900 km round-trip from Ross Island on the coast of Antarctica to the South Pole and back again.

Edgar H. Schein, Professor Emeritus, MIT Sloan School of Management

Edgar Schein is the Society of Sloan Fellows Professor of Management Emeritus and a Professor Emeritus at the MIT Sloan School of Management. He investigates organizational culture, process consultation, research process, career dynamics, and organization learning and change. Edgar Schein holds a BPhil from the University of Chicago, a BA and an MA in social psychology from Stanford University, and a PhD in social psychology from Harvard University.

Dick Benschop, VP Non-Operated Ventures, Shell International

Dick Benschop was appointed VP JV Excellence for Shell’s Upstream Joint Ventures business on 1 January 2016 and is based in The Hague, The Netherlands. He is accountable for Shell’s JV business improvement programs including UPN’s joint ventures in Abu Dhabi, Brunei, Denmark, Egypt, Italy, Kazakhstan, Kuwait and Oman. On May 1, 2011 Dick Benschop was appointed as President Director of Shell Netherlands and Vice President Gas Market Development for Shell worldwide.

Taf Powell, Consultant in corporate strategic integrity, Corporate Integrity Partnership

Taf Powell studied Geology and Chemistry at Nottingham University and joined the international upstream oil sector as a petroleum engineer. During his career, he has been the expert advisor in oil well drilling and production in the European Commission following the Macondo accident in 2010. In 2016, he established the Corporate Integrity Partnership, a professional community dedicated to the pursuit of ethical behaviours in large corporate bodies and the public sector.

Lamberto Nonno, Senior Manager, Health, Safety and Environment, Baker Hughes

Lamberto Nonno is Health, Safety and Environment Senior Manager at Baker Hughes: he is looking after the company’s HSE culture in the North Sea. His career at Baker Hughes includes field experience as well as various international roles throughout Europe and North Africa. Presently, he serves the Communication Committee of the International Association of Oil & Gas Producers and the Human Factors Workgroup of the UK Step Change in Safety organization.

Niels Bojer Jørgensen, Senior Manager, DONG Thermal Power

Niels Bojer Jørgensen has been working in different areas of the energy industry for 28 years. He is senior manager in charge of OHSE Support and Plant Site Logistics at DONG Energy – Bioenergy & Thermal Power.

He has held various positions at Elsam Project, Elsam and after the merger DONG Energy. Since 2003 he has had different management responsibilities within fuel purchase, logistics, mineral sale and OHSE Support.

Margot Brbrand, Director of Safety & Environment in Metroelskabet & Hovedstadens Letbane

Margot Brbrand has a combined background from consulting and the construction industry – including leadership roles in various construction companies, latest as Head of Design for M&E, Environment and Geotechnical Disciplines at MTHøjgaard. In 2011, she joined the Metro Company of Denmark (Metroelskabet) as Head of Environment, Authorities & Safety. She is now Director of Safety & Environment in Metroelskabet & Hovedstadens Letbane.

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Anders Nymann, Managing Director, Hess Denmark ApS

Anders Nymann joined Hess in 1998 as Technical Assistant and Process Engineer. In 2008, he was promoted to Operation Superintendent, South Arne, where he was responsible for field operations, including offshore operations, onshore support, well operations and facilities modifications. In 2011, he was promoted to Country Manager and assumed his current title two years later. He holds a bachelor and master’s degrees in Engineering from the Technical University of Denmark.

Patrick Gilly, Managing Director, Maersk Oil, Danish Business Unit

Patrick Gilly was appointed Managing Director of Maersk Oil’s Danish Business Unit in the fall of 2016. He is an Oil & Gas professional with an Executive MBA and 20 years in the industry. Patrick worked on large projects and operations in South America, the Middle East and Southeast Asia where he held technical and business development roles. Before joining the Danish Business Unit in Esbjerg, Patrick was for 2 years the Asset Manager for the Al Shaheen field, offshore Qatar.

Robert Frimpong, Managing Director, Wintershall Noordzee B.V.

Robert Frimpong has 19 years of experience in the Oil and Gas industry. Having worked for BP in Azerbaijan and Amoco (UK) Exploration Company, Robert joined Wintershall in 2002. From 2003 he was Head of Reservoir Engineering & Petrophysics. In 2016 Robert was appointed Managing Director of Wintershall Nordzee B.V.. Robert is educated within Petroleum Engineering and Electrical and Electronic Engineering.

Flemming Horn Nielsen, Senior Vice President, DONG Oil & Gas

Flemming is responsible for Operated Assets and has an MSc. in Mechanical Engineering from the Technical University of Denmark. He has 27 years of industrial experience and has held several technical and managerial positions offshore and onshore in Denmark, UK, Qatar and Holland.

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Dr. John Green, Director HSEQ, Laing O’Rourke

John Green is globally recognized for doing safety differently and achieving exceptional, business focused results. He is today responsible for HSEQ innovation across global operations. He is an internationally respected HSE leader and acknowledged change agent with over 35 years’ experience in oil, gas, petrochemical, heavy engineering and construction, aviation and electronics as well as serving as a regulator of high hazard industries.

Patrick Gilly was appointed Managing Director of Maersk Oil’s Danish Business Unit in the fall of 2016. He is an Oil & Gas professional with an Executive MBA and 20 years in the industry. Patrick worked on large projects and operations in South America, the Middle East and Southeast Asia where he held technical and business development roles. Before joining the Danish Business Unit in Esbjerg, Patrick was for 2 years the Asset Manager for the Al Shaheen field, offshore Qatar.
Objectives

09.35 – 10.50
**Impossible is just an opinion: endeavor and achievement at the ends of the earth**

Ben Saunders, Polar Explorer

Achieving the Impossible. Showcasing spectacular visuals, a commanding stage presence, and funny stories, Ben Saunders will enthrall the audience as he looks at why ‘Impossible is just someone’s opinion.’ Taking the audience with him on his treks across the North and South Poles, he will share the keys to beating the odds and staying motivated even through challenges, risks, and setbacks. Stating that ‘No one else is an authority on your potential,’ he will unravel the mysterious roots of perseverance and share insights about the traits we all possess that can allow us to tap into our deepest store of tenacity.

11.20 – 11.30
**Interview: Fictitious characters to enable engagement**

Emma Currie, CEO, Acting Up

Emma Currie talks about her experience of working in high risk industries with the frontline; she will explain how to use fictitious characters to engage the workforce in shaping their own meaningful safety culture.

11.40 – 11.50
**Metroselskabet: Partnering for a safer Denmark**

Margot Brabrand, Director, Safety & Environment, Metroselskabet & Hovedstadens Letbane

At the offshore safety conference in 2016 a collaboration was announced between Metroselskabet and Oil Gas Denmark. Throughout the last year, a number of meetings and site visits have taken place with OGD member companies and safety leaders in the UK. Metroselskabet has learned much during this last year, and has been inspired by the oil and gas sector’s work on safety leadership.

This will be a brief sharing of our learning, inspiration and appreciation for this partnership. Our eyes have been opened, and our journey has begun!

11.30 – 11.40
**Dong Thermal Power: Working with less tangible areas of safety**

Niels Bojer Jørgensen, Senior Manager DONG Thermal Power

In DONG Thermal Power the number of accidents and near miss incidents have been brought down significantly by an intensive focus on safety during the last 6 to 8 years. Lately, QHSE has focused on the strategic safety and health environment, in particular the maturing of the safety culture among own employees and suppliers. This has occurred in the recognition of having reached the infamous performance plateau in which the former approaches no longer are the most effective to provide improvements in work environment. So, the right intentions are present but also the challenge in having all employees in the organization to shift their focus towards and acknowledge less tangible areas of safety and health measures, such as culture, behaviour, dialogue, acknowledgement etc. DONG Thermal Power has initiated a collaboration around organizational and cultural transformation with DONG Oil & Gas to transfer experiences and recommendations and establish a better foundation for continuation of their own work.

11.50 – 12.50
**Interview with Edgar Schein, Professor Emeritus, MIT Sloan School of Management**

Edgar Schein, Professor Emeritus, MIT Sloan School of Management

Edgar Schein’s book on the culture in organizations and leadership of them can be seen as the Holy Grail of the theories on organization culture. Through tools developed from a vast experience acquired from organizations such as DEC, Apple, Ciba-Geigy and Amoco, Schein’s book investigates the tight relationship in organizations between leadership and culture, the Doing / Being culture, the alignment of subcultures, the Survival vs. Learning anxiety, and the roadmap for how an organization can assess its own values and assumptions.

Schein aims at explaining what culture is, how it affects the organization, how to understand and decipher it and how to change it.
13.50 – 14.20

**Key Focus Areas in personal and process safety management**

Dick Benschop, VP Non-Operated Ventures, Shell International

Dick Benschop will share what Safety Leadership means to him as a senior leader in Shell; he will reflect on the safety improvement journey our industry has been on, where our historic focus has been on reducing recordable injuries – and successfully – but serious injuries continue to occur – and we are shifting our attention to high potential near misses to better address underlying weaknesses in our safety management.

Achieving good safety performance is not a guarantee of good process safety performance – and Dick will share his insights on the difference between managing process safety and personal safety, bringing direct experience from incidents in sites that he has been closely involved with, and reflecting on what that means for his role as a leader in establishing good process safety performance.

14.20 – 14.50

**In pursuit of high integrity — fifty years of offshore exploration and production**

Taf Powell, Consultant in corporate strategic integrity, Corporate Integrity Partnership

The discussion will address the evolution of the ethical vision for the international offshore E&P sector.

Over the past 50 years the major independent oil companies have divested their expertise down the supply chain, smaller operators have proliferated and national oil companies have burgeoned. Those in control of the major hazard risks have struggled to stay ahead of the constantly changing risk of a major offshore accident.

For 50 years our industry has experienced a major deadly and polluting accident every 2–3 years. What is the prognosis?

15.40 – 16.10

**Naturally Occurring Safety: a people-centric evolution**

Lamberto Nonno, Senior Manager, Health, Safety and Environment, Baker Hughes

A few years ago, in our company we said we had to change how we manage HSE: if we had to stop hurting people, there was an evolution that had to start: a reflection of who we were. This emphasis translated into engaging everyone to think about HSE differently, catalyzing a cultural shift that had to pass from all Leaders and reach each and every employee. All of them had to rise to a new level of ownership, a deeper and more natural level than ever before.

We wanted to lead our employees to take care of each other by leveraging various mechanisms to stimulate, shape and maintain the actions we aimed to see – making an impact on what employees felt was meaningful and motivating. And we did it.

16.10 – 16.40

**Change, Challenge and stay Curious**

Dr. John Green, Director HSEQ, Laing O’Rourke

The traditional safety paradigm has focused on behaviours of individuals and the use of bureaucratic accountability and constraints to prevent negative outcomes. But despite unprecedented investments in safety, organizations still experience significant incident levels. Furthermore, while this approach has lead to significant improvements it has also produced several problematic side effects: disengagement and disempowerment of people, increasing bureaucracy, loss of innovation and productivity.

16.55 – 17.25

**Country Managers Talk**

Robert Frimpong, Wintershall / Patrick Gilly, Maersk Oil / Flemming Horn Nielsen, Dong Oil & Gas / Anders Nymann, Hess

The four Danish country managers have for the second time accepted our invitation to attend a Country Managers Talk to build on the talk at last year’s Safety Conference. At this year’s TFZ Conference the country managers will share compelling stories, inquire into the areas of personal responsibility and leadership and create openings for personally and collectively action to make a positive and lasting difference in our industry.
Thank you for your support

Gold sponsors

Schlumberger  DONG energy  MAERSK OIL

Hess  Shell

Silver sponsors

MAERSK DRILLING  Wintershall  DANBOR  DEA

Bronze sponsors

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Falck Safety Services  Aalborg Universitet  Maersk Training  NTN-UNIS

Maskinmesterskole  Poul Haslund College of Marine & Technical Engineering  Tranemo
As the global population grows and living standards improve, total energy demand will rise substantially in the coming decades. At Shell, we use human ingenuity, innovation and technology to unlock energy, use it more efficiently, and limit our impact on the environment.

www.shell.com/future-energy
Maersk Oil has produced oil and gas from the Danish North Sea for more than 40 years.

The Incident-Free Life-Saving Rules

- Permit to Work
- Isolations
- Excavation
- Confined space entry
- Working at height
- Inhibits and overrides
- Lifting and rigging
- Driving on company business

Maersk Oil: The natural upstream oil and gas partner; navigating complexity, unlocking potential.
Passionate about safety

Safety is not about a number; it is about people and keeping our people away from harm.

We go to great lengths to ensure that all our employees are aware of how accidents occur and how we can prevent them. Our systems, procedures and safety culture programme promotes that employees can identify risks during job preparation and thus eliminate or reduce the risk and thereby prevent incidents.

All our activities are dependent on performance from everybody, and we work hard to maintain and develop our partnership with our suppliers on our safety culture.

Our efforts to keep people safe never ends.

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(MAXIMISING SUSTAINABLE RECOVERY OF OIL AND GAS)

www.ramboll-oilgas.com
Responsibly Meeting the World’s Growing Need for Energy

Hess, one of Denmark’s largest oil producers, has completed an 8.6 billion DKK project with co-venturers to more than double production at South Arne. With support from our communities and employees, we are working with our co-venturers to build a sustainable business that will continue to make a positive impact in Denmark.

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