

# Personal and process safety



## “VOICES”

### HEARTS AND MINDS

I had been reluctant to stop unsafe acts as I did not want to offend my colleagues. Having attended the Hearts and Minds exercise on ‘Understanding Your Culture,’ I am no longer afraid to report my errors or the unsafe acts of others. Intervention is now normal and welcome in most instances at our site. The team is more willing to learn from others’ mistakes knowing that it could happen to us. Lessons learnt from past safety incidents are now shared to the shop-floor level to prevent similar occurrences. We now also apply the STOP WORK policy when necessary to avoid dangerous situations. This is progress, but we have got to be patient to see the real cultural change take place, especially among the contractor staff.

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Safety is our first priority at all times. We are committed to preventing incidents – such as spills, fires and accidents – that place our people, our neighbours and our facilities at risk.

Our goal is zero fatalities. We want all our 108,000 staff and the approximately 300,000 contractors working at our operations to return home from work safely every day.

Making progress towards that goal depends on having safe processes and a strong safety culture. This starts with applying common standards and systems. Our Business Principles require all Shell companies, contractors and the joint ventures we control to operate in line with our HSE standard. This means managing HSE risks in a systematic way, having major facilities certified to an external environmental standard, like ISO 14001, and having emergency response plans in place, and regularly tested, to minimise damage in the event of an incident. We investigate serious incidents and near misses. The lessons we learn from these investigations are shared with other parts of our business to help prevent similar incidents happening again.

### Safety performance

We are deeply saddened that 37 people (two employees and 35 contractors) lost their lives working for Shell in 2006. That is one more than in 2005. Seventeen of these deaths happened in Nigeria, with nine the result of kidnappings or assaults as politically – and criminally – motivated violence rose sharply.

Recently, more fatalities have been occurring away from our operations and outside working hours, where we have less oversight. For example, the number of fatal assaults, drownings and road accidents all rose in 2006. These three causes accounted for more than 75% of lives lost last year.

Mainly as a result of higher fatalities from these causes, our fatal accident rate (the number of fatalities per 100 million working hours), which had improved by more than 50% since 1997, did not significantly change last year. This re-confirmed not only the importance of our measures to protect staff in Nigeria, but also the importance of our efforts to change behaviour and strengthen our safety culture.

These efforts appear to be helping reduce injuries. The injury rate for staff and contractors has improved by approximately 45% since 1997. Injuries at work declined again in 2006, beating our target.

### Changing behaviour

Our award-winning Hearts and Minds programme, introduced company-wide in 2004, drives home the need for employees to stop unsafe behaviour when they spot it. We added our three HSE Golden Rules the following year to clarify our expectations – and increase people’s feeling of being accountable for their and their colleagues’ safe behaviour. The Golden Rules are that “You and I: Comply with the law, standards and procedures; Intervene in unsafe or non-compliant situations, and Respect our neighbours”. Progress was made on our HSE competence



### BRENT BRAVO

In 2003, two contractors were tragically killed in one of the legs that support the Brent Bravo platform in the North Sea. Our internal investigation revealed that we fell short of the safety standards to which we aspire. We pleaded guilty to charges brought following an investigation by the UK Health & Safety Executive and were fined £900,000 in 2005.

After the tragedy we thoroughly reviewed all our North Sea offshore installations. In 2004, we launched a \$1 billion programme to upgrade these operations.

We are working hard to change behaviour. For example, “Taking Responsibility” workshops are now run for staff and contractors, using actors to drive home the tragic consequences of working unsafely. A new “Deep Learning”

programme has been introduced to help us understand the underlying cultural or structural causes of an accident and change the behaviour of key decision makers. “Deep Learning” sessions have been held for people working at Brent Bravo and for 400 staff across Exploration & Production in Europe. It has also been adopted and used by our downstream manufacturing business.

In 2006, the Fatal Accident Inquiry into the 2003 fatalities on Brent Bravo was completed. We accepted its findings, which identified areas where our systems had been ineffective and have taken actions to correct these problems. The Inquiry made no further recommendations for action.