



Safety Day 2023

What do we do to stay **safe**, if things go **wrong**?

timewise



Health & Safety First



Ensure understanding of fire safety:

- Know what sound the fire alarm makes
- Know your fire exit route from your location.
- Make sure that you can hear the fire alarm, even when wearing a headset
- If working from home, make sure your smoke alarms work
- Maintain clear walkways and fire exits
- Know where the emergency muster point is



Know where you can get first aid help if needed



Know the room number of where you are working, and the emergency number to call.



Make sure your workspace is ergonomically sound



Ensure adequate lighting in the room when you work.



Ensure confidential discussions are not overheard.



Do not take this call, or any other call, while driving – ever.



Do not use any hands-free device – Bluetooth, built-in, etc. – whilst driving.

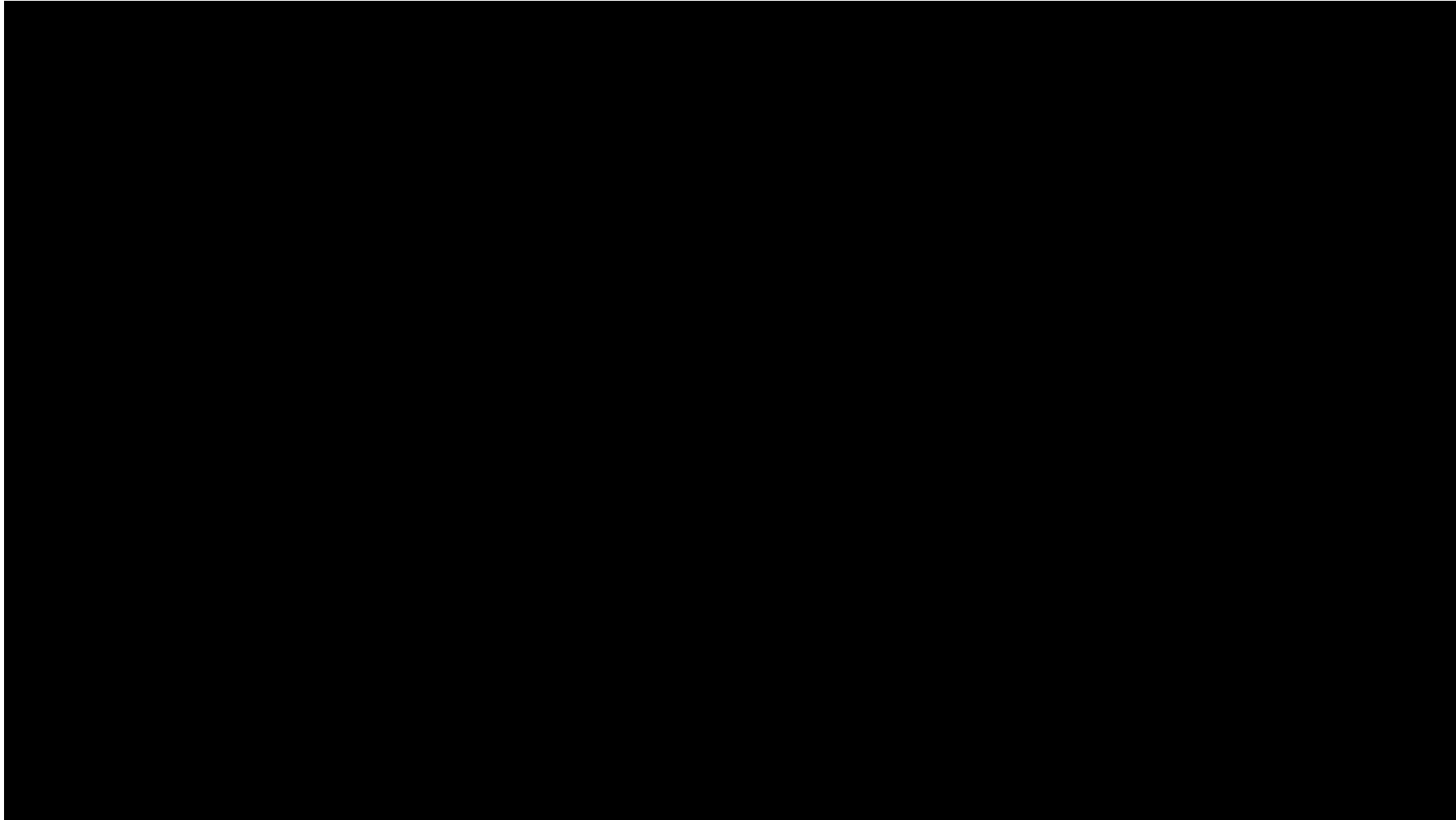


In the event of any kind of emergency, please leave the call – promptly and safely

DEAR TIMEWISE AND CONTRACTOR GUESTS,

- This is Timewise's first Safety Day!
- Timewise is taking part in Shell Global Safety Day. Everyone in the Shell network will be talking about the same topic today.
- Shell and Timewise care deeply about people and relentlessly focus on everyone going home safely.
- On Safety Day 2023, we will use a Learner Mindset to think about how and why mistakes occur and how we can manage such situations so that if we fail, we ensure we always 'Fail Safely.' Only then will we be able to perform at our very best! We know people make mistakes; let's ask ourselves why. What types of errors occur? How can we reduce the likelihood of them happening? When mistakes happen, how can we ensure we have protected everyone from harm and that they can perform at their best? Safety depends on each one of us. We all contribute to the system in which people choose as they plan and execute work. Let's help each other to be successful, and when we do fail, let's ensure we always 'Fail Safely'!
- Please take a moment to watch the safety day video on the next slide or on Teams.










Shell Safety Day video



THEME – “What do we do to Stay **SAFE**, if things go **wrong**?”

It is an important safety theme that highlights the importance of being prepared for unplanned events and taking proactive measures to ensure everyone’s safety in case of any incident.

Let’s reflect on how we can stay safe and deepen the understanding of our **Barriers to managing the Risks and the Life-Saving Rules**.

<p>Bypassing Safety Controls</p> <p>Obtain authorisation before overriding or disabling safety controls</p>  <ul style="list-style-type: none"> I understand and use safety-critical equipment and procedures which apply to my task I obtain authorisation before: <ul style="list-style-type: none"> disabling or overriding safety equipment deviating from procedures crossing a barrier 	<p>Confined Space</p> <p>Obtain authorisation before entering a confined space</p>  <ul style="list-style-type: none"> I confirm energy sources are isolated I confirm the atmosphere has been tested and is monitored I check and use my breathing apparatus when required I confirm there is an attendant standing by I confirm a rescue plan is in place I obtain authorisation to enter 	<p>Driving</p> <p>Follow safe driving rules</p>  <ul style="list-style-type: none"> I always wear a seatbelt I do not exceed the speed limit, and reduce my speed for road conditions I do not use phones or operate devices while driving I am fit, rested and fully alert while driving I follow journey management requirements 	<p>Energy Isolation</p> <p>Verify isolation and zero energy before work begins</p>  <ul style="list-style-type: none"> I have identified all energy sources I confirm that hazardous energy sources have been isolated, locked, and tagged I have checked there is zero energy and tested for residual or stored energy 	<p>Hot Work</p> <p>Control flammables and ignition sources</p>  <ul style="list-style-type: none"> I identify and control ignition sources Before starting any hot work: <ul style="list-style-type: none"> I confirm flammable material has been removed or isolated I obtain authorisation Before starting hot work in a hazardous area I confirm: <ul style="list-style-type: none"> a gas test has been completed gas will be monitored continually
<p><u>Industry Life-Saving Rules (LSR)</u></p> <p>I <u>take action</u> and report p</p>	<p>Line of Fire</p> <p>Keep yourself and others out of the line of fire</p>  <ul style="list-style-type: none"> I position myself to avoid: <ul style="list-style-type: none"> moving objects vehicles pressure releases dropped objects I establish and obey barriers and exclusion zones I take action to secure loose objects and report potential dropped objects 	<p>Safe Mechanical Lifting</p> <p>Plan lifting operations and control the area</p>  <ul style="list-style-type: none"> I confirm that the equipment and load have been inspected and are fit for purpose I only operate equipment that I am qualified to use I establish and obey barriers and exclusion zones I never walk under a suspended load 	<p>Work Authorisation</p> <p>Work with a valid permit when required</p>  <ul style="list-style-type: none"> I have confirmed if a permit is required I am authorised to perform the work I understand the permit I have confirmed that hazards are controlled and it is safe to start I stop and reassess if conditions change 	<p>Working at Height</p> <p>Protect yourself against a fall when working at height</p>  <ul style="list-style-type: none"> I inspect my fall protection equipment before use I secure tools and work materials to prevent dropped objects I tie off 100% to approved anchor points while outside a protected area

- Be prepared by following the Emergency Response Procedures (ERP), conducting ERP drills, and closing gaps. Stay alert and aware of the surroundings by identifying potential hazards. Effective communication during emergencies. Contact emergency services. Deeper understanding of how and why errors occur, we can better apply engineering and digital solutions to strengthen barriers and reduce exposure

What does it Mean to Fail Safely?

Failing safely means considering that **things will inevitably go wrong one day**, and **we must plan** for this to **ensure we prevent harm to people**.

We all make mistakes.

To Fail Safely, we need:

- **Multiple layers** of controls/barriers
- Checks to confirm **controls/barriers are in place**
- Checks to confirm **controls/barriers are effective**



FAILING SAFELY

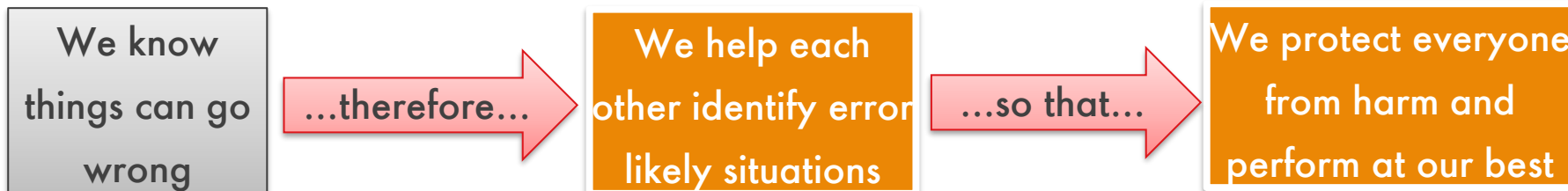
When an undesirable event happens where **barriers were in place** and worked as intended and as a result **no one was harmed**.



FAILING LUCKY

When an undesirable event happens where **barriers were missing or ineffective** and only by luck **no one was harmed**.

FAILING SAFELY means....



Shell and Timewise's Human Performance & Personal Safety Principles

- **People make mistakes** – if mistakes are made, how do people stay safe and asset protected?
- **Understanding how and why errors occur** – Let's help each other so we can prevent them in our jobs.
- **Knowledge barriers and Keeping the barrier strong** – We know what are effective barriers to manage risk activities in our jobs; We know how we can make them strong and sustain long; We know if mistakes happen, what barriers are in place to protect people and assets.
- **What barriers and tools we have now** at our frontline, at our site, and in the field to protect our people and asset to ensure Fail Safely, e.g., PPE is an important barrier, hard hats protect from dropped objects, gloves to protect our hands from cut, harness to protect us from fall; Gas testing to protect people from injury in case of fire and explosion; 7 Steps Conversation and Star work check protecting at the stage before starting work. Think more about your day-to-day work and activities.

Think about the Factors that Affect our Safety and Reflect : What do we do to stay SAFE, if things go wrong?



Our Mindset can be triggered in different Situations – Keep Learner Mindset in our Safety Conversation.

FIXED MINDSET

LOOK SMART AT ALL COSTS

Desire to look smart.

EVALUATIVE SITUATIONS
Anticipation of critique and judgement from others on your work (e.g. a report or presentation) .

Desire to learn.

Give up easily.
Won't seek help.

HIGH EFFORT SITUATIONS
Exerting high effort, particularly in uncertain situations. Situations where new skills and knowledge are required.

Persist and seek help.

Hide mistakes.
Ignore feedback.

CRITICAL FEEDBACK
Feedback from others on how things could go better. Formal and informal performance reviews.

Learns from mistakes and feedback.

Feel threatened by others success.

SUCCESS of OTHERS
Others receiving praise, recognition, promotion (before we do).

Learn from, inspired by others success.

LEARNER MINDSET
LEARN AT ALL COSTS

Industry Life-Saving Rules (LSRs)



RULE 6 LINE OF FIRE

Keep yourself and others out of the line of fire

- I position myself to avoid:
 - moving objects
 - vehicles
 - pressure releases
 - dropped objects
- I establish and obey barriers and exclusion zones
- I take action to secure loose objects and report potential dropped objects



[GO TO LINE OF FIRE RULE CASE STUDY](#) >
 [GO TO LINE OF FIRE RULE ANIMATION ON YOUTUBE](#) >

Starting Work is NOT the First Step

STEP 7 SAFE WORK PROCESS		
"STARTING WORK IS NOT STEP # 1"		
1	PLAN	Plan established and risks addressed Roles clear & Failing Safely by design Review debris and incidents
2	COMMUNICATE	ToolBoxTalk – Ask Open Qs Understand Personal & Process Risks Communication lines clear
3	CHECK EQUIPMENT	Certified / Tested / Rated Fit for Purpose / Calibrated No Damage / not home-made
4	PREPARE AREA	Flat & Level / Housekeeping Exclusion Zones Check above and below
5	CONTROL ENERGY	Isolate (LOTO & Test) Line of Fire / DROPS / Hands Free Escape Route tested
6	FINAL CHECK	Start Work Checks Verified How to Fail Safely when it goes wrong Emergency Response practiced
7	START WORK	Adhere to Life Saving Rules Follow Process Safety fundamentals PAUSE when things CHANGE
AFTER ACTION REVIEW Highlights – improvement areas – interventions – action		



- 1) Continue **Industry LSRs** journey. "**Line of Fire**" to be focused on well understanding and implementation
- 2) Step 7 Safe Work Process and Start Work Checks

Case Study 1: People Trapped when working on Scissor Lift



We all know Starting work is not the first step. The discussion we encourage to have

- What did we learn from the incident?
- What are your reflections on how Step 7 and Job by Design reduces likelihood of errors and helps us to Fail Safely?
- What are other examples of how we increase hazard awareness and apply a learner mindset before work starts?

What happened?

- Maintenance activity was taking place at height under the canopy
- The Injured Party (IP) maneuvered a scissor lift (MEWP) under canopy
- The IP raised the platform and trapped himself between lift handrail and the canopy.
- The IP lost consciousness and sent to the hospital with minor injury

Why did it happen?

- The IP did not carry out familiarization with the scissor lift at the start of working and inexperienced in a MEWP pre-start check
- Second operative not trained with the MEWP emergency release procedure ;
- Pre work assessments (RAMS) and operator instructions not conducted by the IP or second operative ;
- Poor pre-works with the same contractor across other work activities conducted by other operatives on site before starting works

- How do we ensure conversations build awareness of situational hazards at our site?
- How do we make sure that plans are verified, and work preparation is clear before work starts?
- How does our team help each other to perform at our best and Fail Safely?

Case Study 2: Flash Fire in Tank Sump during Decantation



The fire was caused by the failed barriers. ERP well executed to stop the incident escalation. This discussion we encourage to have

- What did we learn from the incident?
- What are your reflections on how ERP reduces likelihood of errors and helps us to Fail Safely?
- What are your reflections on how to make all necessary barriers effective?
- What are other examples of how we increase ERP response in our EPCM and FMC?

What happened?

- A flash fire incident happened in the tank sump during tank lorry decantation
- The ERP was executed effectively by service champions and captain/Co captain.
- The fire was immediately controlled, and tank lorry was removed safely from the site. No harm on people and asset

Why did it happen?

- The unconventional design (Direct Fill+ STP) of the tank sump got vapor accumulated inside tank sump
- The power gland of the Submersible Tank Pump (STP) missing, and Pump not stopped during the decantation. The missing gland + operational STP as source for ignition to vapor.
- The missing power gland was not picked up in the CEI of the site.

- How do we ensure Risk Control Hierarchy rooted in our work?
- How do we focus on consistency, robust procedures, work preparation and risk identification?
- How does our Partner/Contractor team to perform at our best to Fail Safely?

Case Study 3: Worker injured when recharging fire extinction system



While assuring people competence, we also need to look after our people's mental health to Fail Safely. This discussion we encourage to have

- What did we learn from the incident? How does this apply to our work?
- What are your reflections on the importance of taking care of our mental health?
- How do you think stress and mental health could potentially impact Safety?
- It is difficult to keep our personal stressors out of our minds at work. Given the current events in the world, how can we be mindful of the stressors on ourselves and each other?

What happened?

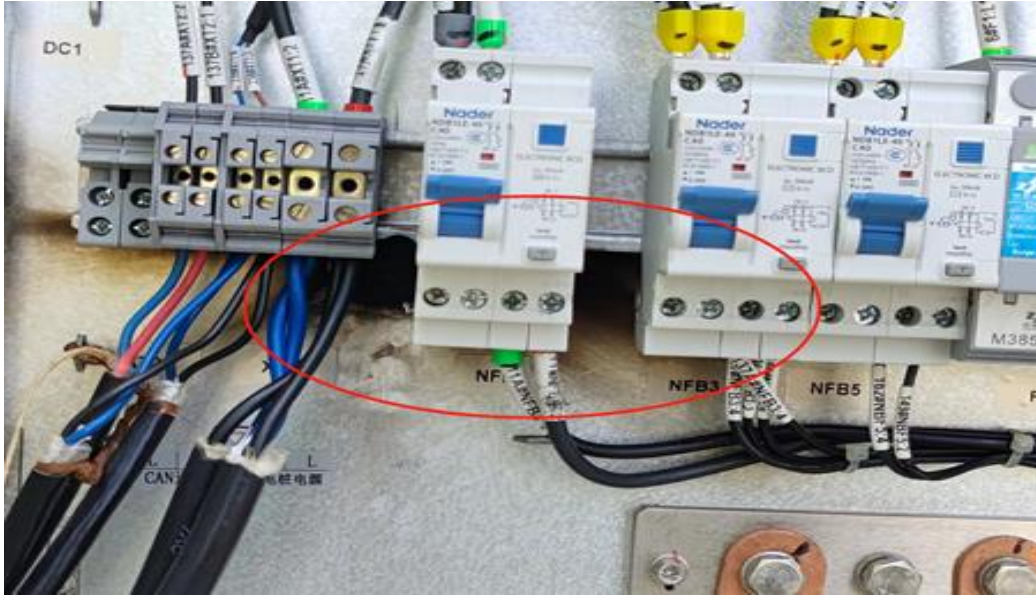
- A worker newly join the company.
- He drove 7 hours to site for recharging a fire extinction system by changing gas cartridge.
- With the wrong operation, a part of the gas went at high-speed hitting the worker face

Why did it happen?

- Long distance travel to site with high stress at work.
- Time pressure and Holiday season have negative mood and impact to the worker.
- The worker just got recruited, not trained and not competent enough for the job.
- The job risk not well identified.

- How comfortable are you speaking up about your own mental health? Why?
- How do factors that influence performance have an impact on your mental health?
- How comfortable are you with supporting others with their mental health?
- What choices can you make to help team be at their best?
- What mitigations do you think can be put in place to help us Fail Safely if we are struggling with our mental health?

Case Study 4: EV Charger Fire at the site



Given emerging risks on EV business, we must create a learner mindset to understand potential risks and to make sure we Fail Safely. This discussion we encourage to have

- What did we learn from the incident? How does this apply to our work?
- How do you think these emerging risks could potentially impact on Safety? and to what degree of impact?
- How do you design the barriers for the emerging risks, and how do you make sure we Fail Safely?

What happened?

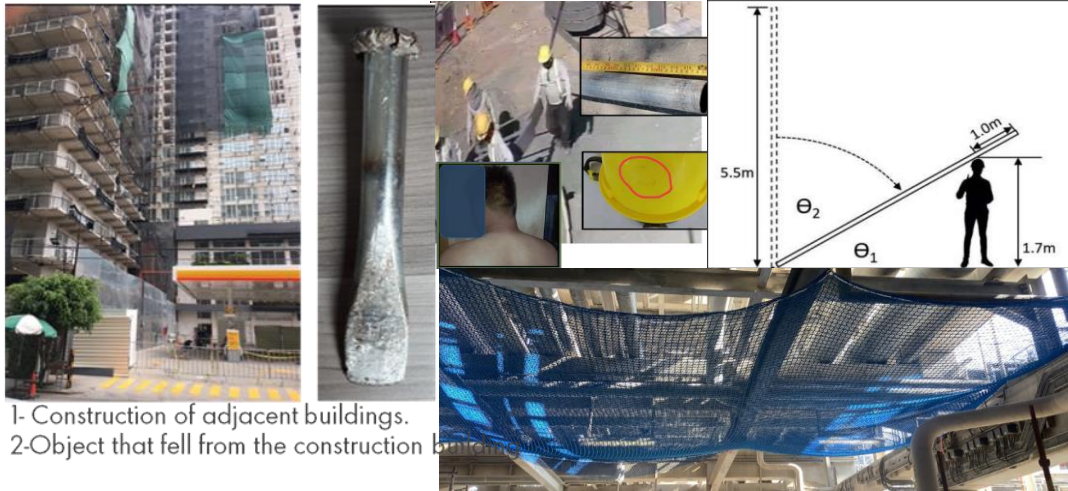
- An arc burning out the air switch in the electrical cabinet of an EV site.
- Site stopped the operation.
- No people injury and minor asset damaged.

Why did it happen?

- The live wire and neutral wire of the power in the electrical cabinet are reversed.
- The arc burns out air switch during the trip and break operations.
- Supplier did not provide sufficient technical information, and the hand-over inspection is not sufficient in the project commissioning.

- How will you and your team take actions when a new business started in your market?
- What choices can you make to help team be at their best to Fail Safely in managing the emerging risks?

Case Study 5: Possible Injury due to Fallen Objects



Fallen objects could happen on our EPCM and FMC sites. This discussion we encourage to have

- What did we learn from the 2 incidents? How does this apply to our work?
- How does taking a Human Performance approach and considering performance influencing factors help us to tackle drops and allow us to Fail Safely?
- What are your reflections on Fail Safely when Fallen Objects happen from a high working platform?

What happened?

Event 1

- A 5.5 meters GI pipe on a construction site fell. The pipe fell directly to the worker and hit the helmet. The worker was not injured.

Event 2

- A chisel fell on the ground from a site neighboring building under construction, luckily, nobody got hurt.

Why did it happen?

Event 1

- Working team failed to tack and weld the temporary support GI pipe for the canopy fascia
- Failed to communicate on method statement and identify the new hazards in this activity.

Event 2

- Chisel fallen related to 3rd party contractors working behaviour and safety management.
- Even happened in 3rd party, it could have consequence to our people

- What are some examples from your team where you have a risk from dropped objects? What can you learn about how to Fail Safe from your examples?
- Which barriers or controls are effective?
- How well do you plan ahead to manage error likely situations that can lead to dropped objects?

Closing Message & Comments

Things to consider and speak on:

- Barriers from the left and right-hand-side of the bowtie
- Take HPI and HPE cases: W@H, Electrical, LOPC, EV
Fire in your market
- Blue Zone Practice discussion
- ERP effectiveness
- Hierarchy of controls – Engineering and digital solutions
- LSRs execution and violation cases sharing and discussion
- seven steps conversation and Start work checks at frontline before starting work
- More local practices and learnings

My Safety Day 2023 Pledge

- Make a commitment for this year's Safety Day (personal or work).
 - What is your contribution in keeping the barrier strong?
 - What can you do to better understand people's behaviour in committing mistakes?
 - What do you do to help everyone stay safe, if things go wrong?
- Be accountable of your commitment.



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