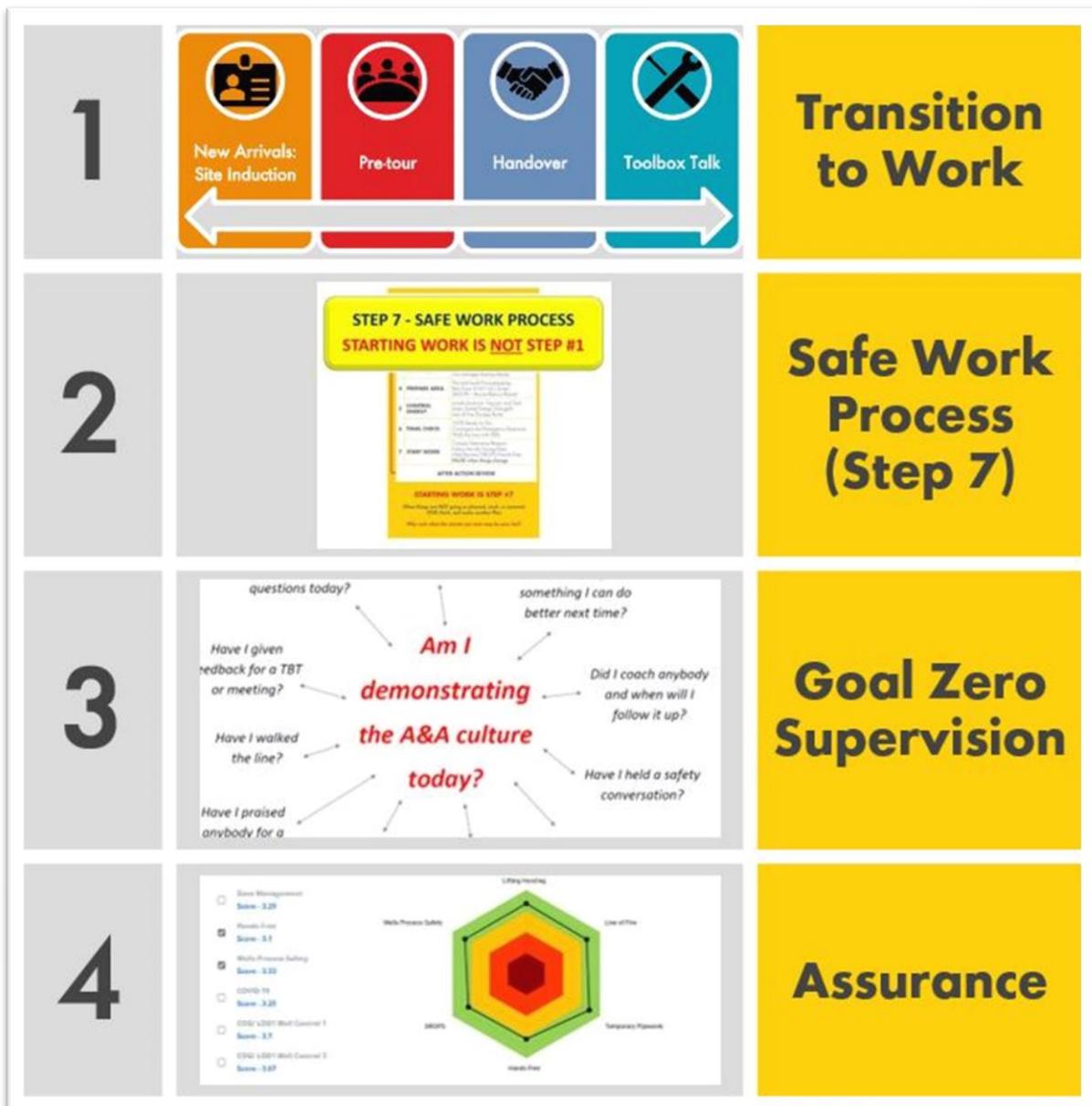


ASSIST & ASSURE

TPG APPLICATION GUIDANCE

for implementing and sustaining the main elements of the Assist & Assure **Way of Working**



INTRODUCTION

Purpose

Assist and Assure (A&A) is a behavioral safety leadership way of working that enables effective supervision at operational sites or work fronts, with a track record of reducing incidents.

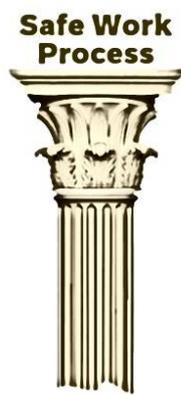
A&A offers a structured approach to provide effective means of engaging all those involved in work on our sites **before, during** and **after** all work, through enhanced behavioral safety leadership skills and the means to identify potential incidents before they occur.

"Safety is not the absence of events; it is the presence of controls."

A&A promotes and coaches the value of a disciplined approach in safety conversations during work preparation and planning, job execution, and after a task. These are based upon:

- **Open-ended questions and engagement:** Switch on people's brains, engaging everyone is critical to executing any job safely.
- **Focus Areas:** Embedding the HSE agenda and improvement areas through understanding of how the Focus Areas apply to the jobs at hand and how risks are managed.
- **Learning:** An opportunity to share a safety story or lessons learned from an incident. This provides a reference for the risks of the job and a healthy sense of unease regarding what can go wrong, including a final check of the controls to prevent similar incidents.

Coaching provides the means to close gaps in safety performance, addressing the care for people to engage conversations regarding dilemmas and risk normalization.



BEST PRACTICE

Goal Zero
Everyone demonstrating A&A principles and behaviors are motivated to improve the safety performance of their work.

Make a Step Change
Where A&A has been implemented rigorously it delivered a step change in safety performance. Our ambition is to make A&A our natural way of working.

Ownership
Successful implementation of A&A is largely reliant on our contractors. Accountability to ensure effective implementation of A&A is with Shell Wells Operations.

Practice makes perfect

their teams and enable A&A requires everyone's participation. ask about practice the am.

ASSIST & ASSURE APPLICATION GUIDANCE

TRANSITION TO WORK

Purpose

Transition to Work prepares teams and individuals for any workscope by engaging them in thinking about how to execute the job safely.

ENGAGE: THINK, FOCUS, LEARN

A successful Transition to Work requires facilitating work-site meetings in a consistent manner which provoke **attention, focus** and **learning** through **open-ended questioning techniques**.

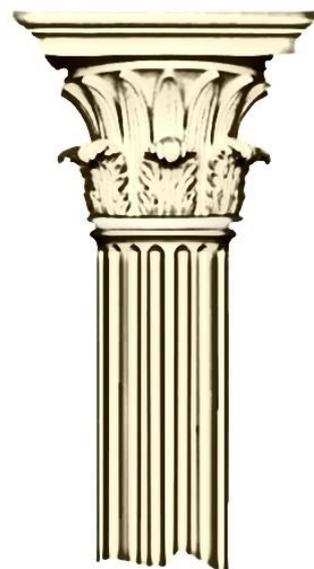
Site management sets the expectations regarding A&A and feed that back in their meetings. The intent is that people know what is expected from them regarding A&A from the first moment they enter the site until they are going home safe.

Application Examples:

Effective transition-to-work is required in structured meetings that prepare people for their work:

Assist & Assure (A&A)		
TRANSITION TO WORK		
"We run our meetings in a certain way."		
	NEW / INTERIM ARRIVALS	<ul style="list-style-type: none"> <input type="checkbox"/> Starting work is not Step #1 <input type="checkbox"/> Site Safety Orientation & meet Supervisor <input type="checkbox"/> Expectations regarding A&A: Transition to Work, STEP7 conversations, Goal Zero Supervision and Focus Areas <input type="checkbox"/> Changes since last time
	PRE-TOUR MEETING	<ul style="list-style-type: none"> <input type="checkbox"/> Cover work in the last 12 hours <input type="checkbox"/> Cover work in the next 12 hours <input type="checkbox"/> Questions to switch on thinking and learning: e.g. Focus Areas, safety alert <input type="checkbox"/> AAR: What went well? What could we improve?
	HAND-OVER	<ul style="list-style-type: none"> <input type="checkbox"/> Written for Supervisors to ensure clarity of plan and avoid potential confusion <input type="checkbox"/> Verbal for Crew <input type="checkbox"/> Ask questions to ensure clarity and check back <input type="checkbox"/> Any change (People / Equipment / Procedure) since last handover?
	TOOLBOX TALK	<ul style="list-style-type: none"> <input type="checkbox"/> Describe the job in terms that are easy to understand <input type="checkbox"/> Ask Questions of Everyone <input type="checkbox"/> Ask about Focus Areas <input type="checkbox"/> Safety Alert (Can this happen to us?) <input type="checkbox"/> Intervention (Why would we stop?)

ONE



TIPS FOR SUCCESS

Engagement is key!

The supervisor and crews should ask open ended questions: "What are we doing today?" "What is expected from me or others?" "How do we manage DROPS?" "What do you mean by that remark?"

Make it personal.

Ask a member from the team to recount a safety story from their experience. This help avoid risk normalisation.

Don't forget inductions

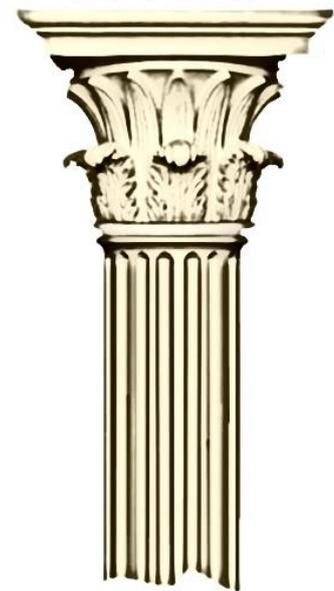
Safety inductions should be just as engaging as the site meetings. Ask questions to ensure the New/ Interim Arrivals understand the message.

We do what we say

Lead by example!

STEP 7: SAFE WORK PROCESS

TWO



Purpose

STARTING WORK IS NOT STEP #1

The STEP 7 'Safe Work Process' provides a **structured** approach to **conversations** which encourage full **engagement** of the work-site team.

This approach offers consistent and disciplined **verification during any job** to ensure the plan remains suitable as the task has progressed. STEP 7 conversations are key to **identifying change**.

Safety conversations based on the STEP 7 card should be applied **DURING** every task.

During a job, it provides a good structure for assessing risk and pausing to consider if everything is going according to plan, or for managing and escalating awareness of changes to the original plan. After a job, it provides insight in best practices and improvement opportunities.

Application Examples

- ✓ Have a STEP 7 conversation with a team or individual, during the execution of the work
- ✓ Use for all job types: one-off, routine or complex.
- ✓ Use if anything changes, e.g. when people turn up after the Pre-Tour meeting, changes of the team composition, weather conditions are deteriorating or after a break.
- ✓ Use when you are a lone worker to verify if you have thought of the relevant details of your job.
- ✓ Use the STEP 7 structure to conduct an After-Action Review immediately after a job is completed.

STEP 7 SAFE WORK PROCESS "STARTING WORK IS NOT STEP # 1"		
1	PLAN	What is the job? What are the phases? What are the hazards and controls? What came out of the job risk assessment? How do we apply the Hierarchy of Control? What is your role? How often have you done this job?
2	COMMUNICATE	Which instructions did you receive for this job? What specifics about this job were communicated to you? How do you communicate during the execution of the job?
3	CHECK EQUIPMENT	What equipment are you using? How do you know it is in good shape? What can go wrong with it? What kind of certification, tests or rates are applicable? How did you check?
4	PREPARE AREA	Where are your Hazardous Zones? How are the zones marked? Barriers and signs in place? Who is the person accountable for the zone? What other work is going on around/ above/below you?
5	CONTROL ENERGY	Which isolation (Lock-Out Tag-Out) is in place? Where do we have stored pressure? Which fluids do you need to drain? How can people be in the Line of Fire?
6	FINAL CHECK	What do you do in case of an alarm? What are the Escape Routes? Which FOCUS AREAS apply to the job? What is agreed about supervision? How was WALK THE LINE conducted?
7	START WORK	Which Life Saving Rules are applicable? Example safety alert. Can this happen to us? When would you intervene ? Specific example? What if anything changes ?

BEST PRACTICE

Minimum Expectations

Supervisors should fully engage with their workforce during safety conversations: Asking open ended questions, switch on thinking and verify common understanding of how risks are controlled.

After Action Review

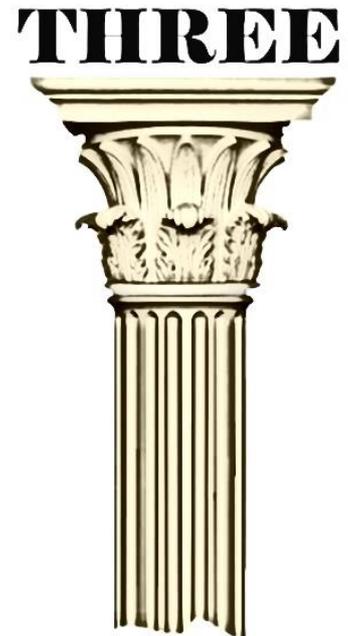
Reviewing a job and asking questions such as "What did we do well?" or "Where could we do better?" Be curious and promote continuous improvement in all aspects of performance: HSE, cost, and time.

GOAL ZERO SUPERVISION

Purpose

Goal Zero Supervision is the culture which leaders demonstrate to bring all elements of A&A together. Effective supervision ensures a daily practice of leading crews in engaging conversations. It enables the critical thinking and communication that are key for safe work practice.

Supervision is equally important **before**, **during** and **after** any



work scope.

- **BEFORE** the job through ensuring quality Transition to Work.
- **DURING** the job through conversations to **verify** understanding of roles and responsibilities; and **identify change** or deviation from the plan.
- **AFTER** the job as an After-Action Review.

Experienced and successful application of Goal Zero Supervision comes through **daily application** of the following elements in an operational environment:

- ➔ Check back with the team to ensure understanding
- ➔ Lead through communication and engagement, not through doing the task.
- ➔ Clarify roles and responsibilities; be clear on who is supervising the job!
- ➔ Praise the positive, correct the negative – use praise at least as much as correction.

BEST PRACTICE

Daily Practice: Morning Call

Ask about a good Transition-to-Work meeting or Step 7 conversation that's been had in the past 24 hours.

Share the Load

Include everyone, contractors, supervisors, and crews in the coaching effort. The more personnel on site who can effectively conduct a meeting or safety conversation, the more natural it becomes.

Lead by Example

Practice your own approach in Assist. The more effective you are, the more interested everyone else will be in your method for success.

ASSIST & ASSURE APPLICATION GUIDANCE

ASSURE: IDENTIFY GAPS

Purpose

Assurance is a continuous improvement tool. It is done **'by the site, for the site'**, while being aligned across all Lines of Business. It allows site leaders to verify elements of the A&A program are effectively operationalized, while providing transparent data before an incident occurs; known as **leading indicators**. The Texas Petroleum Group Team Lead is required to verify the accuracy of the information and **'challenge the green'**.

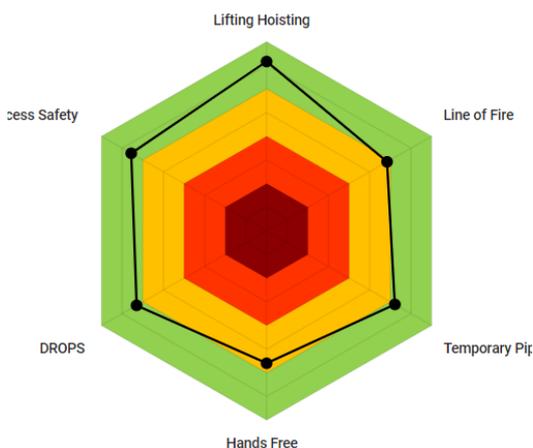
Observations must be factual and occur frequently across all crews. The data is consolidated and used by the site leadership team to drive self-improvement and identify their focus areas. It should also be used in conversation with office teams and management to help identify improvement opportunities. Visitors to the site should view the rose plot to understand what is important, and to offer feedback on their own observations.

Assessment of Systems

Assessment of systems is mandatory and forms the basis for LOD1 self-assessments. These are recorded in the rose plot application. Assistance and FAQs to help engage with the TPG Safety Lead by emailing Brooke Nelson @ bnelson@texaspetroleumgroup.com.

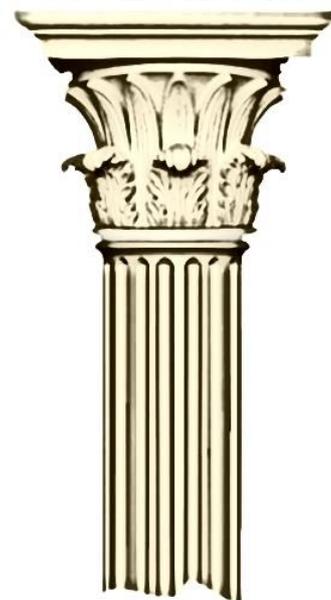
Within TPG there are six mandatory topics required to be included, these are:

- TPG Process Safety
- Hands Free
- Lifting and Hoisting
- Confined Space Entry & Hot Work
- Working at Heights/ UP & Down
- Line of Fire



Self-assessments of these mandatory topics shall be completed at a **minimum of every six months**. Additional topics selected for assurance, and their frequency of assessment, may be chosen and agreed by the operating unit teams.

FOUR



BEST PRACTICE

Feed the Assist
Use the Assurance element to assess the gaps and support the Assist portion of the program to drive actions for closure.

Joint Effort
Encourage the contractors to be involved in the assessment process as well as the gap closure efforts. Having contractor leadership buy-in from the beginning helps build joint ownership and a team approach to improvement

COACHING EXPECTATION

Effective A&A coaching involves helping supervisors and leaders to think through and resolve their own challenges. Providing field coaching opportunities strongly supports the embedment of A&A. It is important that leaders invest time to build relationships with personnel, and don't try to force behavioral or cultural change.

Success in instilling the way of working and culture should ultimately be measured by positive change in several areas:

- A change in culture where contractors and supervisors are supportive and seeking coaching opportunities.
- Site supervisors and leadership actively participate in meetings and hold STEP 7 conversations.
- TPG, contractors and third parties jointly own the self-assessment assurance for the site and collaborate to close gaps.



BEST PRACTICE

Coaching profile

Good communication and influencing skills. Resilient, with the ability to deliver a difficult message. Able to build up coaching relationships.

Coach Do's

Coach supervisors in key A&A elements. Provide verbal feedback to site management on behaviors. Facilitate and Manage Assurance activities based around the Rose Plot. Be open, honest, willing to listen.

Coach Don'ts

Don't act as HSE supervisor. Don't focus on applying the A&A tools yourself. Don't get involved in the administrative or reporting tasks (e.g., STOP cards).

The success of a coach is ultimately measured by what happens when they are not there.



Specific Application Examples

- Provide one-to-one feedback to a supervisor after a transition-to-work meeting or STEP 7 conversation.
- Observe operations and coach supervisors on use of open-ended questions, praising the positive and correcting opportunities.
- Support site management implement use of the rose plot tool, execution of the self-assessments and sharing of best practices.

ASSIST & ASSURE APPLICATION GUIDANCE

LEADERSHIP EXPECTATION

Declared Future – vision for Assist & Assure:

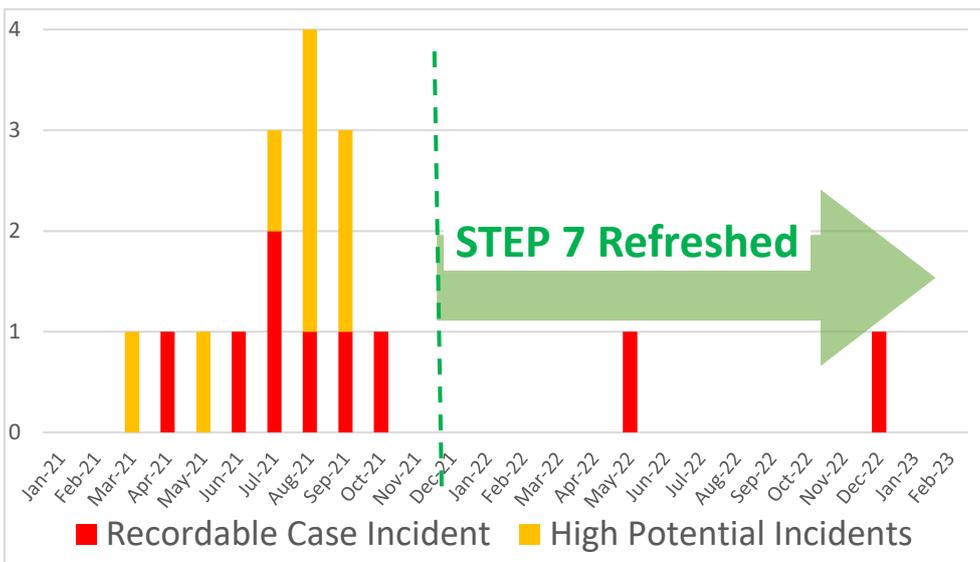
A&A fundamentals are applied consistently and systematically across every area of operation, providing a framework for sharing learnings and driving continuous improvement of our Safe Work Process.

A&A is driven at all levels, with a clear focus on a limited number of HSE areas. It starts with the identification of Focus Areas and improvement plans in conjunction with contractors. Leadership from all parties is accountable for delivering the improvements in the designated HSE areas.

It's critical that leadership in the office, from the TPG CEO to team lead, adopt ownership of the A&A agenda, and the Focus Areas in particular. It's a responsibility that requires a solid understanding of the program components, and the expected application at the well site.

The expectation is that all leaders support and drive Goal Zero Supervision at the work site. Operational leaders should strive to make demonstrating A&A skills and behaviors as part of their routine.

Offsite Leaders are expected to understand the visuals, ask questions about the gaps, and provide resources to close out actions.



**Actual example of A&A effectiveness after two years.*

BEST PRACTICE

Demonstrate A&A
 Make it your strategy to employ open ended questions, speak to the Focus Areas and provide feedback at the site.

Support Training
 Support A&A specific training for your employees, particularly those at the well-site.

One Team
 Ensure that both Shell and contractor leadership understand and are committed to the program. Engage their support during joint visits, joint assurance, and joint planning discussions for improvement.

How is A&A applied?
 Site Supervisors (Shell & Contractor) should be able to clearly articulate the relationship between A&A and the contractor safety management systems.