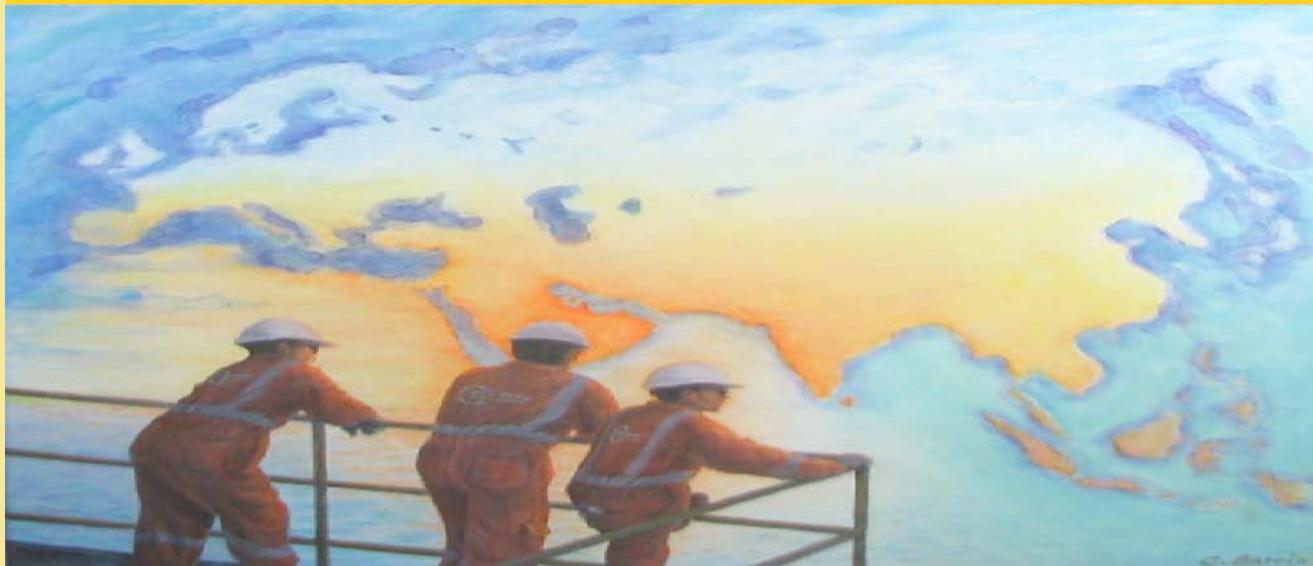




Assist & Assure

“Embedding our Safety Agenda”



P&T Wells Integrated Gas

IADC Presentation March 11, 2015

Scott Dennon – Team Lead, Shell Assist & Assure Program



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Reserves: Our use of the term “reserves” in this presentation means SEC proved oil and gas reserves. **Resources:** Our use of the term “resources” in this presentation includes quantities of oil and gas not yet classified as SEC proved oil and gas reserves. Resources are consistent with the Society of Petroleum Engineers 2P and 2C definitions. **Organic:** Our use of the term Organic includes SEC proved oil and gas reserves excluding changes resulting from acquisitions, divestments and year-average pricing impact. **Resources plays:** our use of the term ‘resources plays’ refers to tight, shale and coal bed methane oil and gas acreage.

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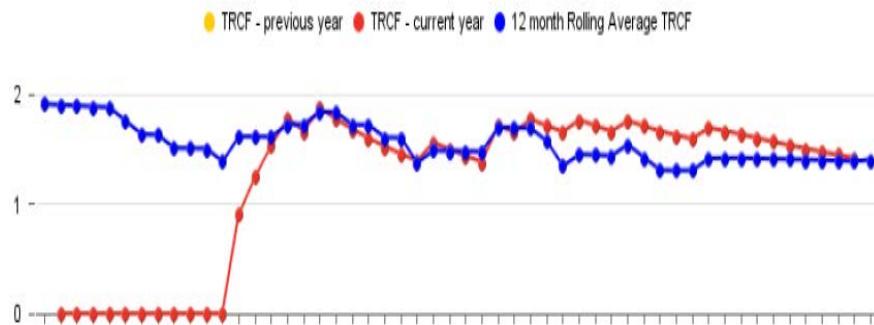
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HSE performance in Wells Integrated Gas had **reached a plateau** and performance improvement had stalled.

Management visits conducted in early 2013 highlighted that **key Wells HSE agenda items** around Personal and Process safety **were not embedded at the worksite**.



Additional support to the rig teams was required to drive these key focus areas and in turn achieve the step change in HSE performance.

The Assist & Assure (A&A) program was created.

Global to Local Staircase:

Business Improvement Plan

Workplace without harm			
HSSE	Activity	When	Action Party
H1	Life Saving Rules (LSRs) <ul style="list-style-type: none"> • Roll out Group-led Life Saving Rules refresh. 	SHALL by Q3 2014	GM Wells HSE
H2	HSSE Assurance <ul style="list-style-type: none"> • Implement Assist & Assure on all well construction and well intervention activities in IG. Assist and Assure includes elements to manage deviations from Group HSSE Assurance plan (LOD2 and LOD2). • Deliver 95% compliance assessment and verification requirements for: <ul style="list-style-type: none"> • HSE safety critical • Technical Excellence • Frontline barriers owners 	SHALL by Q4 2014	GM Wells Ops/HSE
H3	DROPS <ul style="list-style-type: none"> • Implement Wells IG DROPS Plan. 	SHALL by Plan designated dates	GM Wells Ops/HSE
H4	Hands Free <ul style="list-style-type: none"> • Roll out Hands Free Guide. Ensure Assist and Assure covers obligations in the Hands Free Guide. 	SHALL by Q2 2014	GM Wells HSE

Joint Safety Improvement Plan



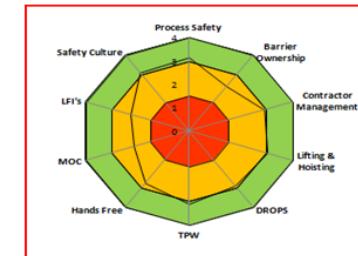
Contract Management Plans

Leading Indicators	Target	Lagging Indicators
STOP cards per POB per day	1/person/day	
Bridge Doc Training Matrix Compliance	100%	
Safety Case HSE Critical Tasks Compliance	100%	
Incentive Scheme (Section 4)	100%	
HSSE Plan Actions Closeout (Section 7)	100%	
Meetings, Inspection & Audit Compliance (Section 8)	100%	
ER Exercise Compliance (Section 9)	100%	
Project Training Matrix (Section 9)	100%	
Goal Zero is the target, hence a TRC / LTI target is not deemed appropriate		

GOAL ZERO
NO HARM TO PEOPLE AND PROTECT THE ENVIRONMENT
[ZERO Lts, TRCs, OHs, HPs, 1st Aid, Environmental Spills to the environment]

Progress against KPIs will be reported on a weekly basis and in the Contract Holders monthly report.

Assist & Assure



Focus Areas:

Focussed HSE Agenda

Personal Safety

- DROPS,
- Hands Free Working,
- Temporary Pipe Work

Process Safety

- Think Process Safety,
- Barrier Ownership,
- Management of Change (MOC)

Contractor Alignment:

Joint Safety Improvement Plan 2015



1. **Leadership Visits**
 - Conduct 2 joint visits to agreed locations during 2015
2. **Process Safety**
 - Include 'Think Process Safety' implementation as a topic in monthly contractor meeting
 - Apply defined Barrier Ownership sign off per barrier owner on all well sites
3. **Dropped Object Prevention - DROPS**
 - Implement contractor DROPS management system ind. Red Zone mgmt & '10 questions for a safe lift'
 - Roll out updated Shell DROPS standard when introduced in 2015
4. **Management of Change**
 - Audit implementation of contractors MoC system ind. risk assessment
 - Contractors to present outcomes of audit on sub-contractors MoC system
5. **Assist & Assure**
 - Ensure 'Safe Cargo Loading' is applied to all load-outs to Shell sites
 - Conduct 'Statement of Fitness' (LOD2) audit on all MODU's and WI vessel/barge
6. **Emergency Response**
 - Test emergency response plan per MODU and WI unit as part of an integrated exercise

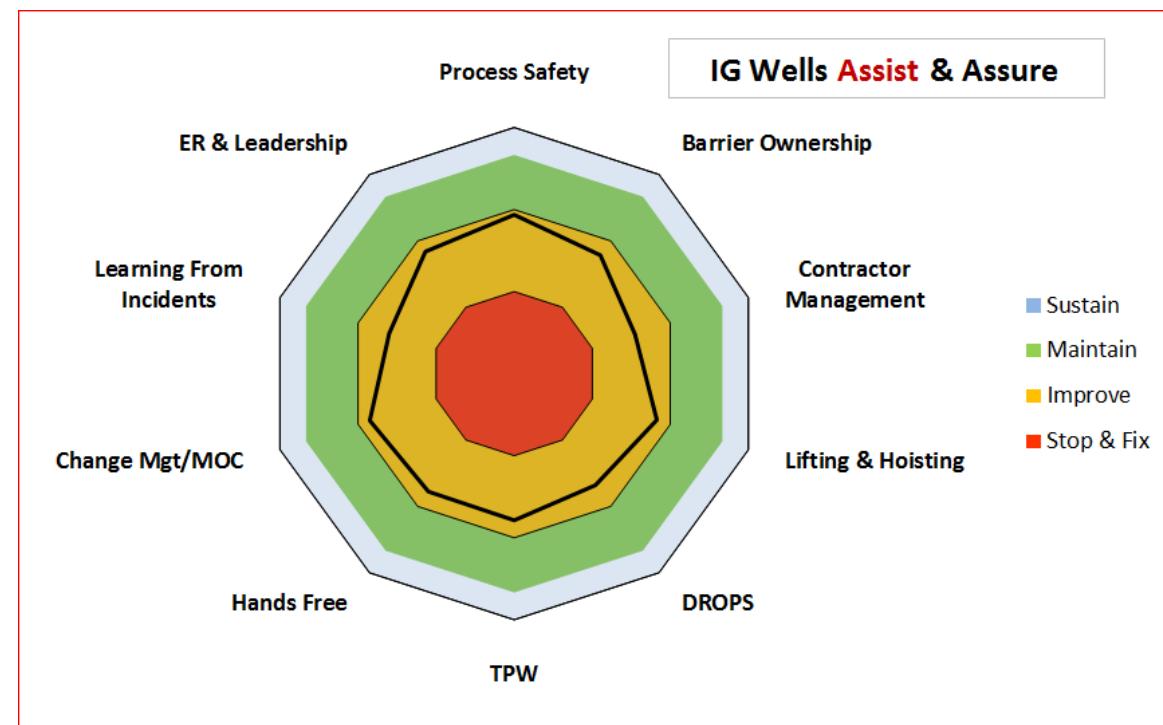
Approved by:
Vice President
Shell Business Partner

Approved by:
David Stewart
VP Wells Integrated Gas
Shell

Assist & Assure is a structured assurance process, providing an oversight on the current team status and identifies the actions needed to close gaps on compliance.

- 1. Embed our Focus Areas**
- 2. Transition to Work**
- 3. Safe Work Process**
- 4. Goal Zero Supervision**

An assessment tool was developed which provides a simple visual status of key HSE agenda items and allows focus on improvement areas.



If you were only allowed 3 Focus Areas...

What would you choose?

Personal Safety :

3 Key Focus areas

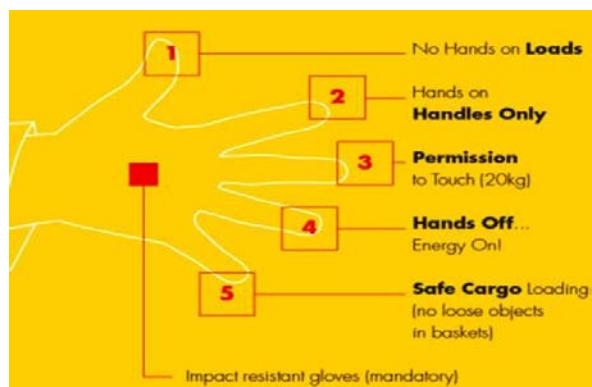
DROPS

Hands Free Working

Temporary
Pipework



KNOW WHERE YOU STAND



If you were only allowed 3 Focus Areas...

What would you choose?

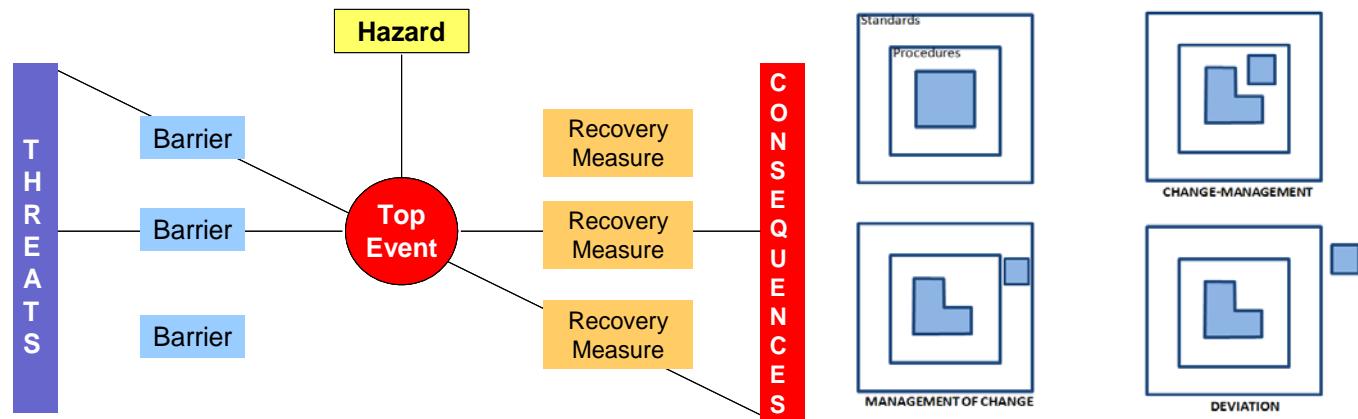
Process Safety :

3 Key Focus areas

'Think Process Safety'

Barrier Ownership

Management of Change (MOC)



Transition to Work:

3 Key Elements

Pre-Tour

Handover

Tool Box Talk

Questions

Focus Areas

Learning from Incidents - LFI

PRE JOB SAFETY MEETING GUIDE		
Notify Supervisors / Safety Coaches & Advisors		
All required personnel to be present <input checked="" type="checkbox"/>		
1	What are we doing? Job steps clearly explained Plan / Rig Up / Work / Check / Rig Down / Clean Up PTW? Procedure? Standard? JSA? P&ID? Other?	
2	What are the Hazards & Controls? Ask specific people.	
3	Communicate	Radios / Hand Signals / Other? What will we stop the job for?
4	People	Who is doing what? Ready/Competent?
5	Equipment	Checked? Tested? Back-Ups ready?
6	Area	Red Zones? Housekeeping? SIMOPS?
7	Energy	Isolations (verified)? Stored Energy?
8	Focus Areas	Barriers/DROPS/HF/TPW/Change?
9	Safety Alert	Can this happen to us? Why not?
10	When will we do the AAR? End of Task / Tour / Section?	
Notes:		



Safe Work Process:

What is it?

Step 7

STEP 7 SAFE WORK PROCESS
"STARTING WORK IS NOT STEP #1"

1	PLAN	WORK INSTRUCTION + HAZARD ASSESSMENT
2	COMMUNICATE	TOOLBOX QUIZ (USE TBT PROMPT) PERSONAL & PROCESS SAFETY* CHANGE MANAGEMENT & MOC
3	CHECK EQUIPMENT	CERTIFIED/RATED/TESTED FIT FOR PURPOSE / CALIBRATED NO DAMAGE / BACK UP READY
4	PREPARE AREA	FLAT & LEVEL, HOUSEKEEPING RED ZONES, WARDEN, PERMISSION SIMOPS? ABOVE/BELOW/BESIDE?
5	CONTROL ENERGY	ISOLATE (LOCK OUT, TAG OUT & TEST) DRAIN STORED ENERGY (GAUGE?) LINE OF FIRE / ESCAPE ROUTE
6	FINAL CHECK	100% READY TO GO CONTINGENCIES IN PLACE WALK THE LINE WITH P&ID
7	START WORK	COMPLY/INTERVENE/RESPECT FOLLOW THE LIFE SAVING RULES WELL BARRIERS/MOC/STOP THE JOB HANDS FREE/ RED ZONES / CHANGE

After Action Review

"STARTING WORK IS STEP NUMBER 7"

* What are we doing? What are the hazards & controls? What could go wrong?
What would we do? What if this happens? What if that happens? What are our barriers?
What would you stop the job for? What change do we have today? What worries you?



11

Supervision:

What are the 3 key steps?

Steps 1, 2 & 6

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"STARTING WORK IS NOT STEP #1"	
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The Assist & Assure program has been running for 2 years and during the initial year of implementation, a change in momentum from '**push to pull**' was seen, resulting in a strong pick-up by the teams.

The impact of the program can be measured through the **observed change** in crew's HSE compliance, understanding as well as their contribution to it.

Integrated Gas employs 800+ staff and 2000 service company personnel and in 2014 the **LTI injury frequency rate is a 1/3** of the level seen in the preceding years.

Positives:

- **267 days LTI free**
- **1 Recordable Case in the last 147 days (MTC)**
- **Best Goal Zero run is 184 days**
- **Brunei Shell 239 GZ Days**
- **340 days without a H&F injury**

Joint Safety Improvement Plan 2015



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4. Management of Change

- Audit implementation of contractors MoC system incl. risk assessment
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5. **Assist & Assure**

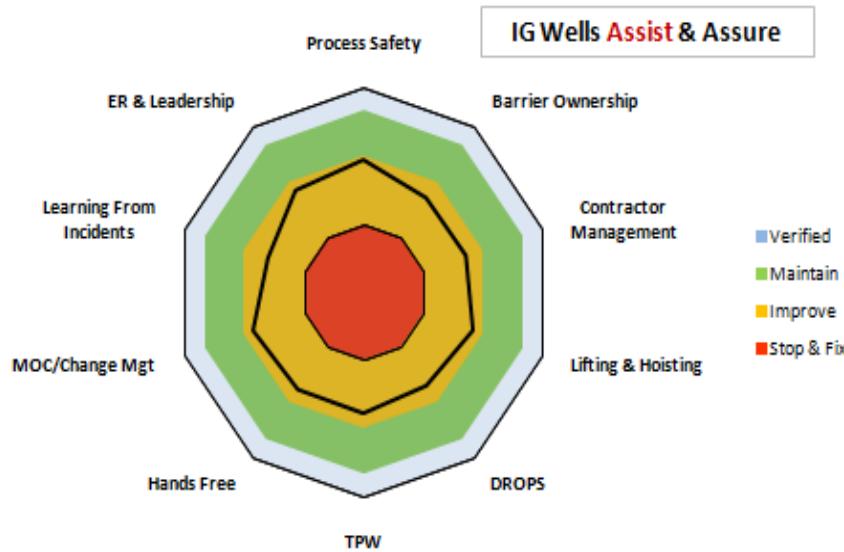
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Vice President
Shell Business Partner

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Davie Stewart
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1. Embed Focus Areas
2. Transition to Work
3. Safe Work Process
4. Goal Zero Supervision

