



Frontline Safety Excellence

Lessons from Frontline Work Execution Deployment in Shell Nigeria

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KEY SUCCESS FACTORS

IMPROVING SAFETY AT THE FRONTLINE

Shell Companies in Nigeria (SCiN) is committed to enhancing safety performance in alignment with its Goal Zero ambition. This commitment has led to the implementation of various safety programmes and initiatives aimed at fostering a strong safety culture, encouraging safe Behaviours, and ensuring safe work execution at the frontline.

COMMITMENT
TO
GOAL ZERO



ZERO FATALITIES



ZERO LIFE CHANGING INJURIES



ZERO LEAK

BUSINESS CASE

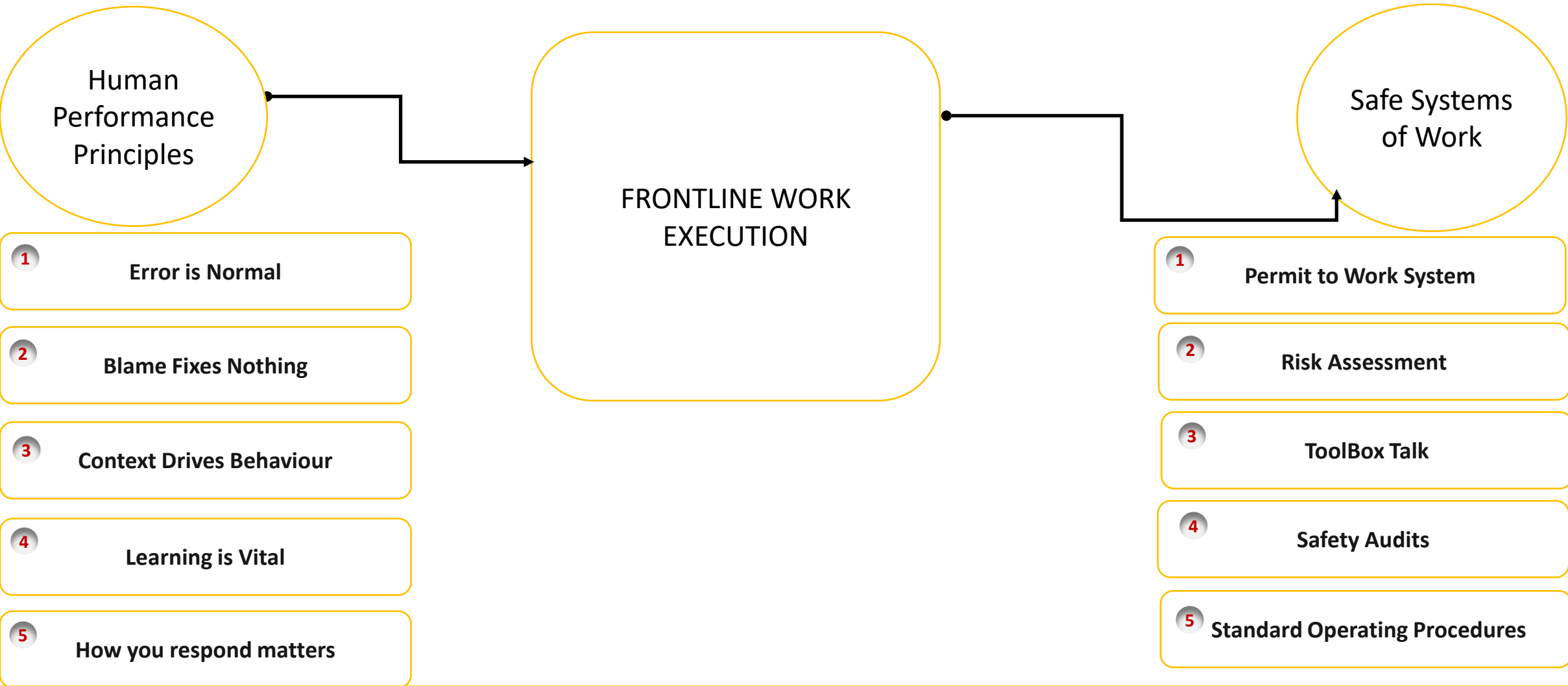
- Plateau in Safety Performance
- Deep reflection on culture & systems
- Focus needed to deliver Goal Zero: achieving and maintaining Zero Fatalities, Life Changing Injuries, and no Leaks
- Human Performance Based Philosophy – starts by embedding a Learner Mindset
- The values Respect, Care and Free to Speak Up are not yet to the expected level.
 - Shell Refreshed Approach to Safety introduced to support existing HSE-MS and systems
 - Prevent fatalities and life-changing injuries, by deliberately and consistently applying the Human Performance approach in how we manage Safety.
 - Target scope : All people involved in frontline work activities.

SAFETY REFRESH: PUTTING PEOPLE AT THE HEART OF EVERYTHING WE DO



FRONTLINE WORK EXECUTION

Frontline Work Execution (FWE) is a key workstream in the Safety Refresh agenda that seeks to bring human performance principles to life in the way work gets done.



Human performance principles are embedded into how we design, operate and maintain our work environments making the wellbeing of the workforce a shared imperative IOGP 621

The way people, culture, equipment, work systems and processes interact as a system. It starts with a simple truth - we are all human and, as humans, we all make mistakes.

FUNDAMENTAL PRINCIPLES

Error is normal

- We all make mistakes

Blame Fixes Nothing

- We can predict or prevent, and always have to manage error-likely situations
- Actions are rarely malicious, but well-meaning behaviors intended to get the job done

Context Drives Behaviour

- Organizations influence their systems and people, the context drives behavior
- Majority of errors associated with incidents stem from latent conditions

Learning is Vital

- Understanding how and why errors occur can help us prevent them
- How leaders respond to failure matters; we need to learn from mistakes

How you respond matters

- Our people are the masters of their job and the key to solutions
- People who feel valued are more engaged

REFLECT- HOW WELL DO YOU

- Recognize we are all humans and fallible to making mistakes
- Model environment that encourages sharing of ideas and mutual trust -earning the trust of our people by being more open and receptive regardless of the news (bad or good)
- “Fix the mistakes and not the individual” mindset to resolving issues
- Consider the “Come & tell me, WE will fix it” approach.
- Create a comfort zone for workforce to innovate and try out new ideas without punitive conscious mindset.

TRUST AND LEARNING

Embed and sustain a Psychologically safe working environment characterized by Trust and Learning for everyone

LINE LEADER SKILLS

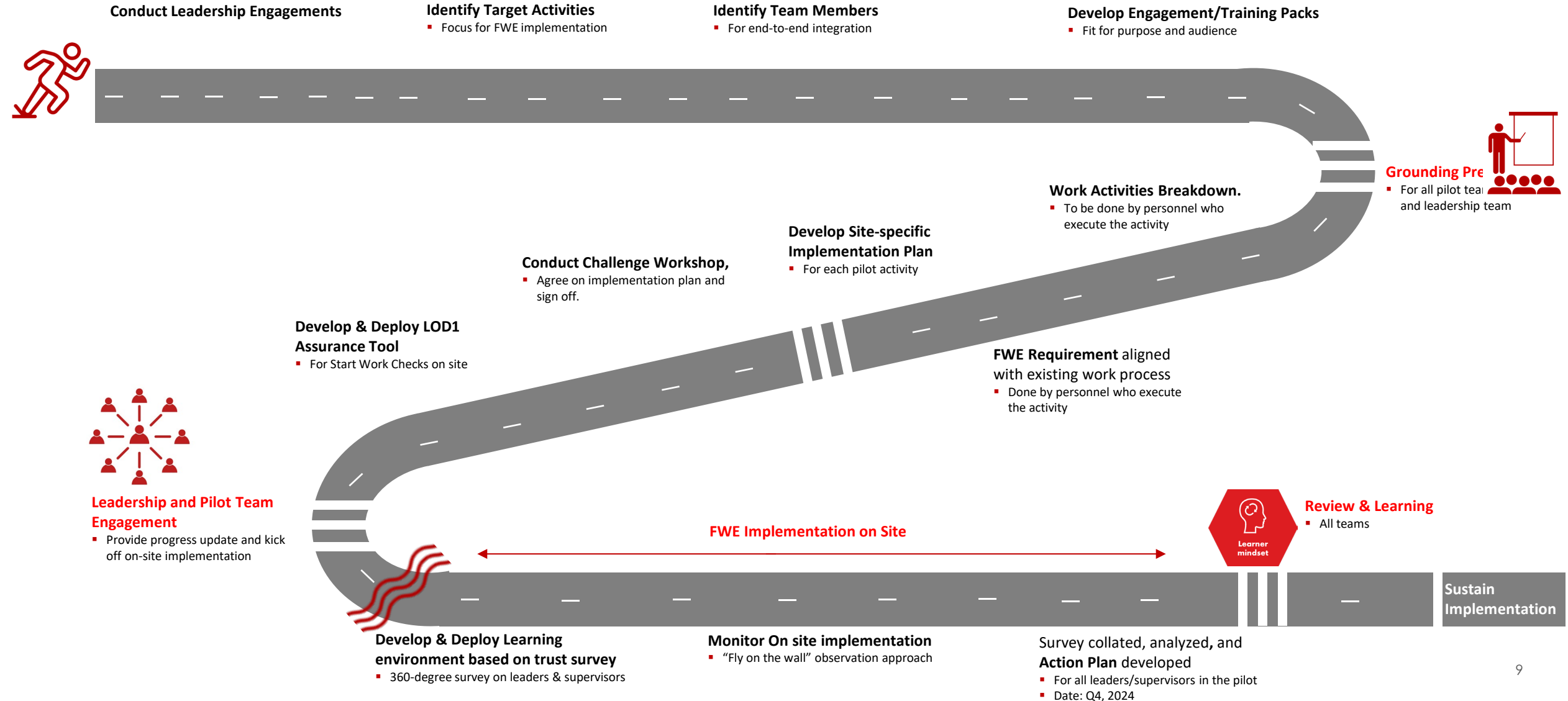
Ensuring that supervisors at all levels are equipped with the ability to hold quality worksite conversations, engage and support their teams to continually grow and learn .

The FWE Model
Focuses on 3 key areas

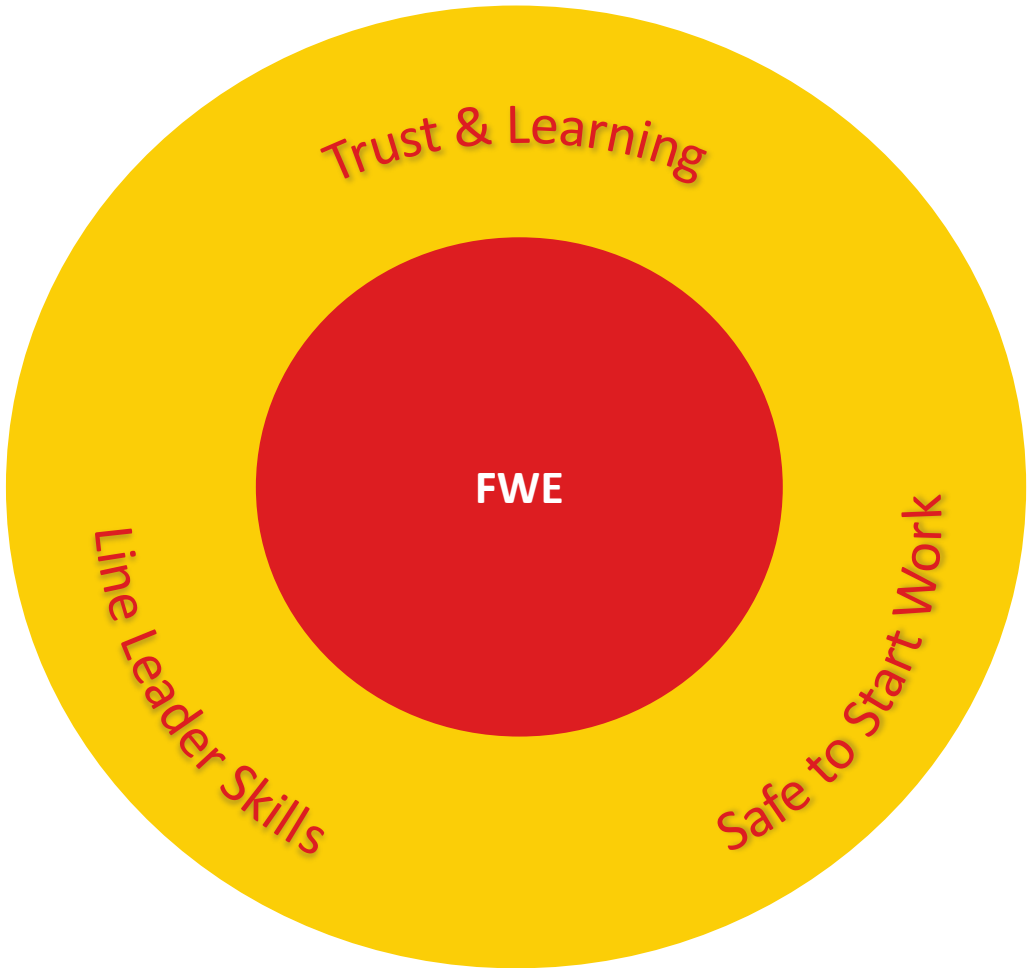
SAFE TO START WORK

Adopt the use of Step 7 conversation & IOGP Start Work Checks. Structured engagement and Control Checklist to help ensure work is Safe to Start.

SCiN Frontline Work Execution Implementation Roadmap



Frontline Work Execution



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

1	PLAN	Plan established and risks addressed Rules clear & falling safely by design Review details and incidents
2	COMMUNICATE	ToolboxTalk - Ask Open Go Understand Personal & Process Risks Communication lines clear
3	CHECK EQUIPMENT	Certified / Tested / Rated Fit for Purpose / Calibrated No Damage / not homemade
4	PREPARE AREA	Flat & level / Housekeeping Exclusion Zones Check above and below
5	CONTROL ENERGY	Isolate JOTO & 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



Start-Work Checks | Confined Space Entry

Start Work Authority: Confirm below are in place and verified prior to starting work

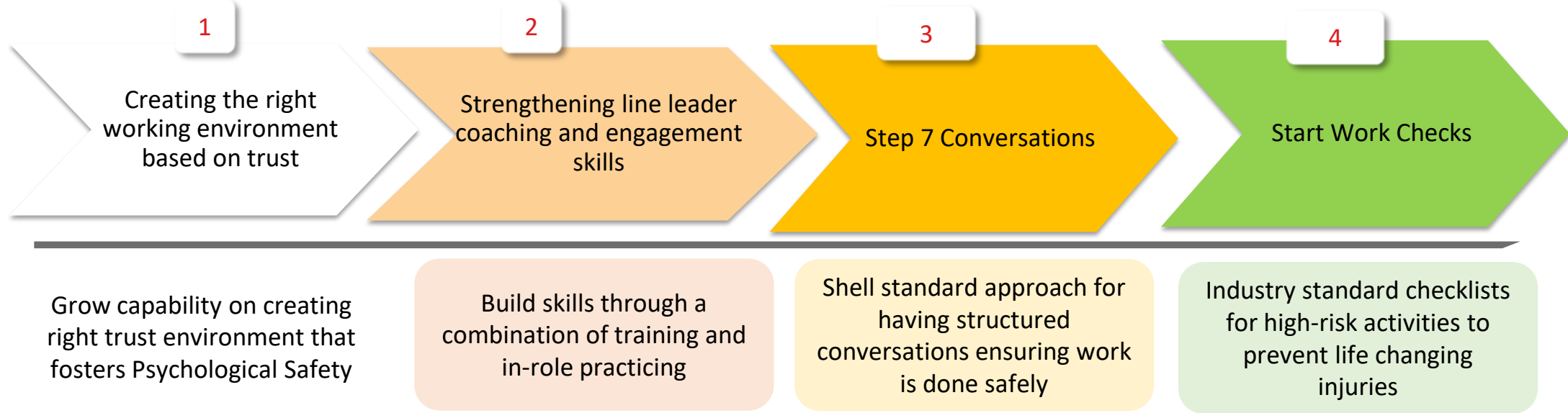
Save Your Life Actions
(All approved person(s) performing work must confirm each of the action items below)

	Person(s) Performing Work (initials)	Start Work Verifier (initials)
Energy Isolation		
I have confirmed:		
The confined space has been evaluated for energy isolation requirements.		
Does Confined Space Entry work require energy isolation?		
Yes / No		
If yes, Complete Energy Isolation Start-Work Check.		
If no, Continue to Step 2.		
Prior to Confined Space Entry		
I have confirmed:		
The hazards have been identified, controlled and it is safe to start.		
Gas testing frequency has been established.		
Ventilation is in place and working.		
An attendant is in place and the method of communication is agreed to and tested prior to entry.		
My breathing apparatus is in good working condition. If no breathing apparatus is required, Continue to the next step.		
The rescue plan is in place and ready to be used.		
Stop and seek help if any of the above controls/safeguards are not in place		
Role	Printed Name	Date
Start-Work Verifier		

An illustration shows a worker in a confined space. A diagram next to it shows a rescue plan with a worker in a confined space and a rescuer outside.

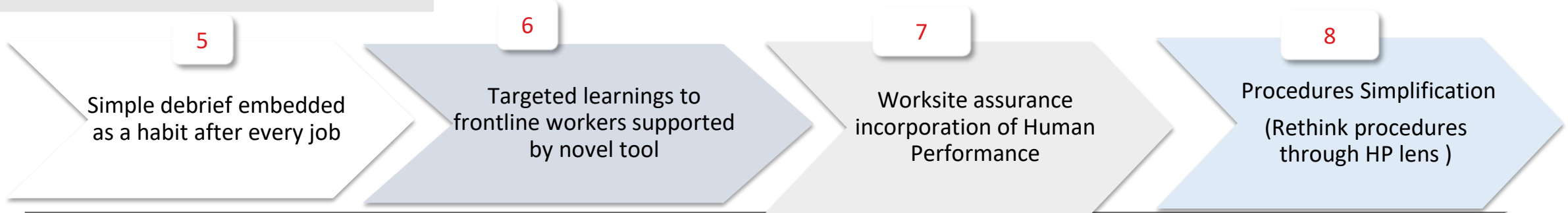
KEY ELEMENTS OF THE FWE PROGRAM

MANDATORY PRACTICES



Creating and embedding a **TRUST** culture driven by the Learner Mindset with relentless focus on the general wellbeing of our people is a critical enabler for the success of the Step 7 and Start Work Checks (SWC), This is built on foundations of IOGP 495, IOGP 621 & ISO 45003 which provides guidelines for managing Psychosocial risks within an Occupational Health and Safety Management System based on ISO 45001:2018.

RECOMENDED PRACTICES



The Step 7 Process - A Set of Barriers

STARTING WORK IS NOT STEP #1

IT IS STEP # 7



Find Gaps at the Conversations, not in the Investigations

Start Work Check (SWC)

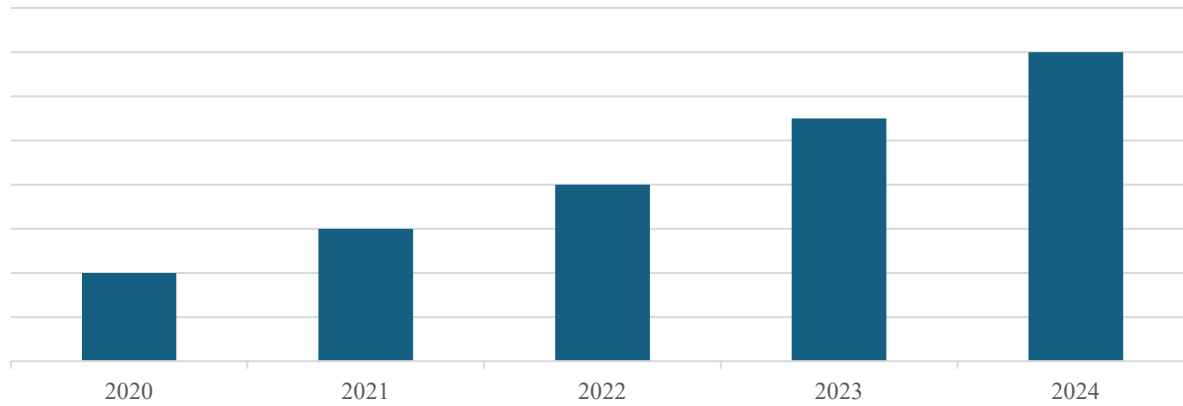
- ❑ Standardize & Simplify: mandatory checklists preventing life changing injuries
- ❑ Human Performance: verification at the point of risk by a verifier, peer to peer checks, to confirm controls are in place before decision to commence work
- ❑ **Go/No-Go:** Prior to commencement of work (Mindset shift from relying on “stop work authority” to **only starting work when life critical controls are in place**)
- ❑ **“Fail Safely”** mindset embedded
- ❑ Designed for high-risk activities that could cause **Significant Incidents / Fatalities** and enable us achieve **zero fatality** as well as **prevent life changing** events.

The 14 Standard Start Work Checklists for High-Risk Activities

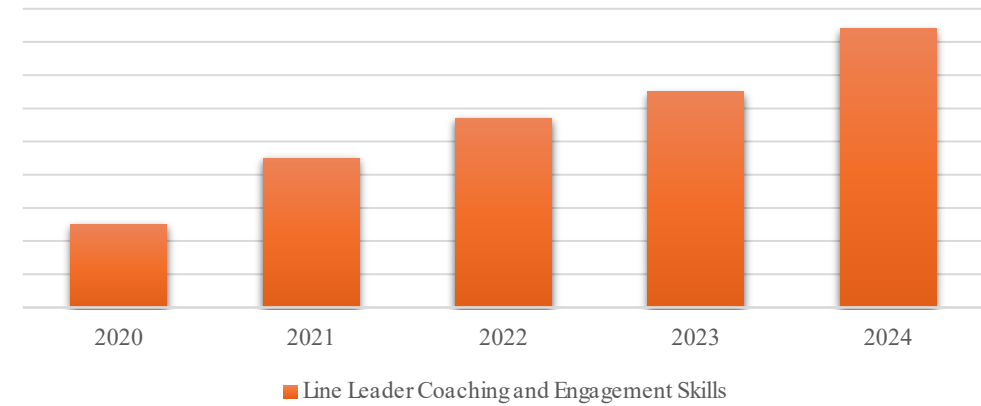
1. Confined Space Entry
2. De-Isolation & Re-Energizing
3. Energy Isolation
4. Excavation
5. Hot Work
6. Live Electrical
7. Mechanical Lifting
8. Working at Height
9. Driving
10. Working Near Water
11. Rig Floor Tubular Handling
12. Work around Mobile Equipment
13. Man-Riding
14. Demolition & Decommissioning

FOCUS AREAS IMPLEMENTATION TREND

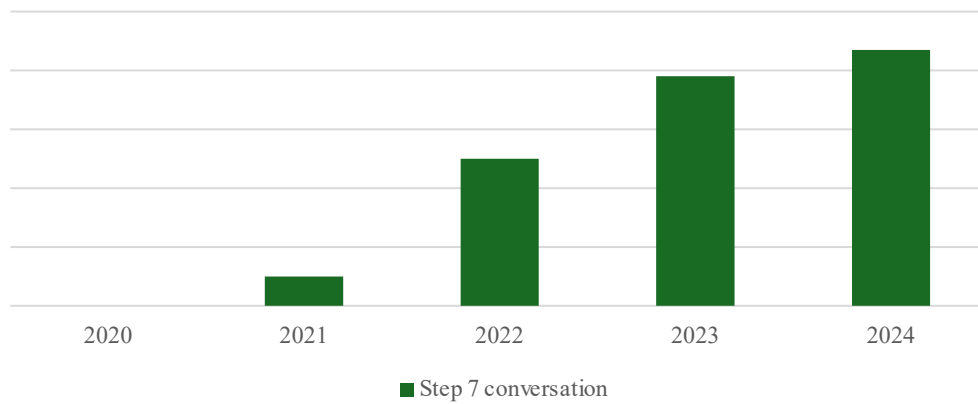
CREATING THE RIGHT ENVIRONMENT



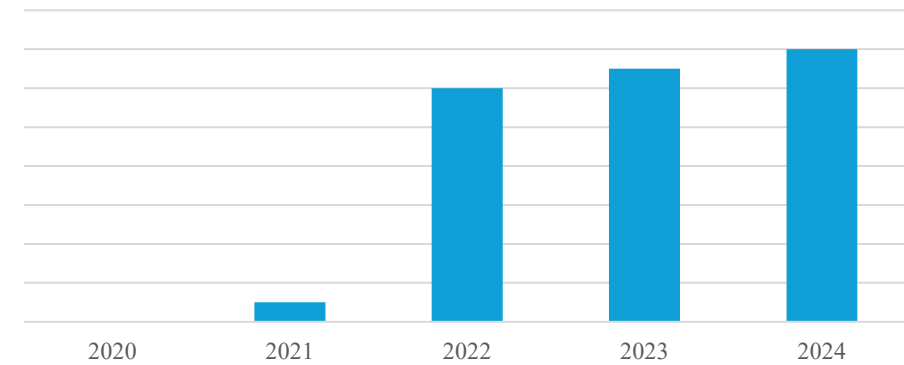
LINE LEADER COACHING AND ENGAGEMENT



STEP 7 CONVERSATION

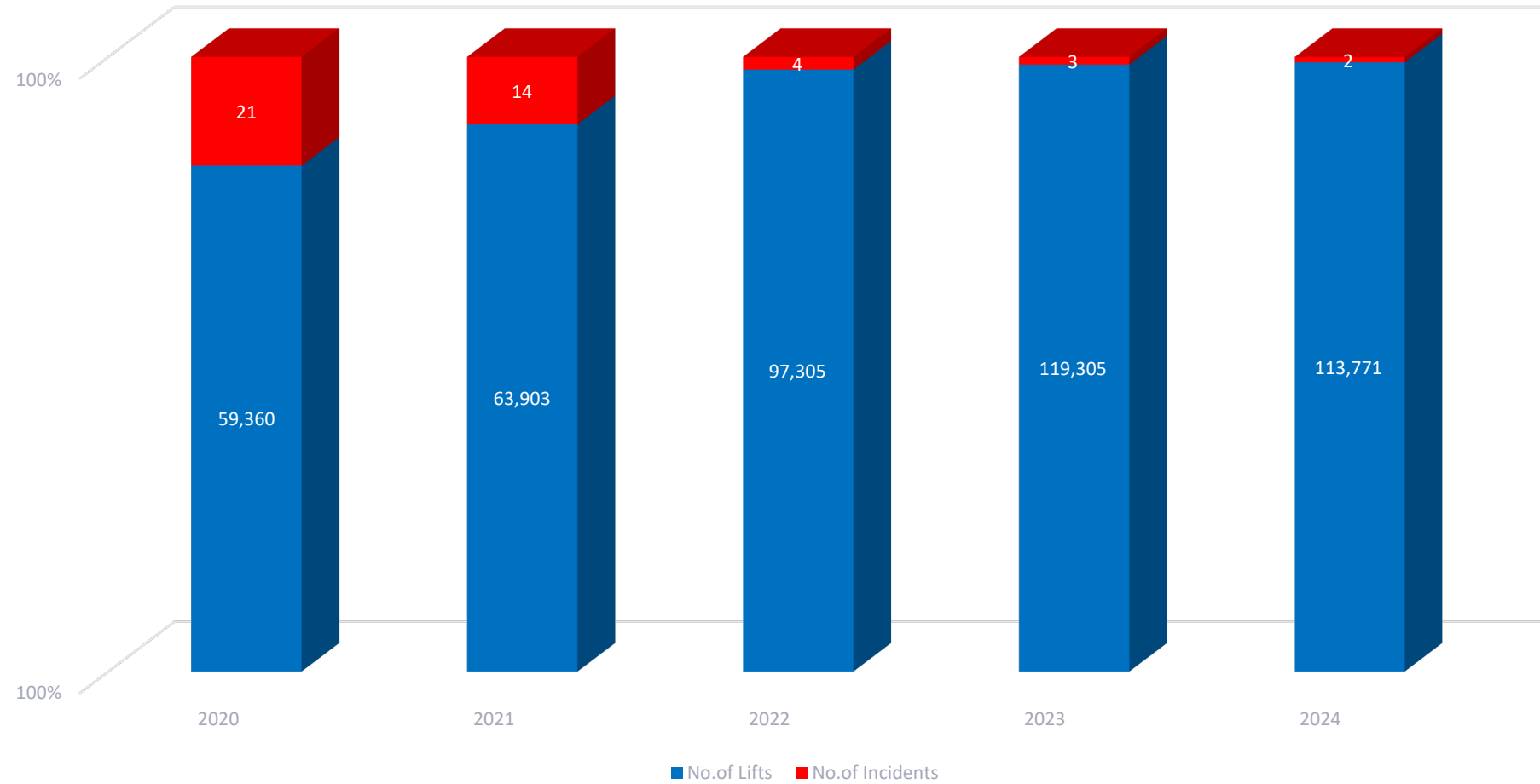


START WORK CHECKS



ASSESSMENT FWE PROGRAM ON INCIDENT & CULTURE TREND

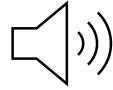
L&H NUMBER OF LIFTS AND RECORDED INCIDENTS 2020-2024(YTD)



RESULTS - WHAT WERE THE GAINS TO THE ORGANIZATION?

1

Improved Speak - up Culture



Adoption of the Step 7 conversation provided a structured approach to frontline worker engagement enabling them to share concerns (if any) prior to start of Work

2

Care for People



Promotion of a work environment based on trust has given rise to expression of heart-felt care both from leadership and among workers.

3

Learner Mindset



The pre-work conversations has enhanced Learner Mindset among workers as work plans are challenged, experiences shared to enable better performance .

4

Contractor Integration



Our contractor partners are aligned with our work process with the adoption of the IOGP Start Work Checks also encouraging simplification of the existing process and providing a disciplined approach to work execution.

27-03-2025

5

Safety Ownership



The Go/No-Go model approach of the IOGP Start Work Check has brought about a Mindset shift from relying on “stop work authority” to only starting work when life critical controls are in place

6

Reduced Incidents



We have seen a significant drop on our incident numbers since the deployment of FWE which has provided increased awareness of safety protocols and potential hazards leading to a culture of proactive risk management.

CONCLUSION - LEARNINGS

The implementation of FWE has helped in promoting safety practices at the frontline by focusing on creating a learning environment based on trust, ensuring line leaders are equipped with coaching and engagement skills, and implementing a safe to start work process which verifies work is safe to start and can be completed safely.

Assurance survey showed a growing risk awareness amongst workers who has implemented Start Work Checks especially for high-risk activities 96% agreed that the deployment of FWE has been effective highlighting the need for more training to bring everyone onboard

Frontline Work Execution has increased the level of Psychological Safety and Learner mindset across our Line of Businesses with 91% affirms an environment of trust and increased level of speak up culture

The deployment of Frontline Execution Safe System of Work in Shell Nigeria highlights the pragmatic approach including benefits and critical success factors as well as the learnings which can guide other organizations seeking to drive improvement in HSE and operational performance at the frontline

