



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.



ZERO FATALITIES



ZERO LIFE CHANGING INJURIES



ZERO LEAK

COMMITMENT
TO
GOAL ZERO

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

Life-Saving Rules

- Industry standardization: Replace Shell Rules with 9 from industry (IOGP)
- Focus the causes of fatalities: New “Line Of Fire” rule
- Use intent based “I statements”
- Practice Learner Mindset to improve the system, not just individual behaviour

Frontline Work Execution

- Bring human performance to life at the frontline through building environment of Trust & Learning, strengthening of Line Leader coaching & engagement skills, and embedding Safe to Start work tools and processes
- Provide common approach and language for activities in across Shell’s operations

Outside in Risks

- Identify and prepare for high impact risks which may have catastrophic consequences
- Develop processes and governance to manage these risks and verify our responses
- Continued focus on exceptions – reduction and robustness of interim mitigations

Contractor HSSE Management

- Keeping everyone safe through new approach to Contractor HSSE management
- Work in partnership with our contractors to identify and manage risks effectively, especially high-risk mode 3 contracts

Investigate & Learn

- Strengthen professionalism, capability and discipline in HSSE incident investigation and learning
- Focus efforts on harm potential and High Value Learning
- Understand causes of incidents using Causal Learning and human performance analysis
- Line leader ownership of Investigate & Learn activities

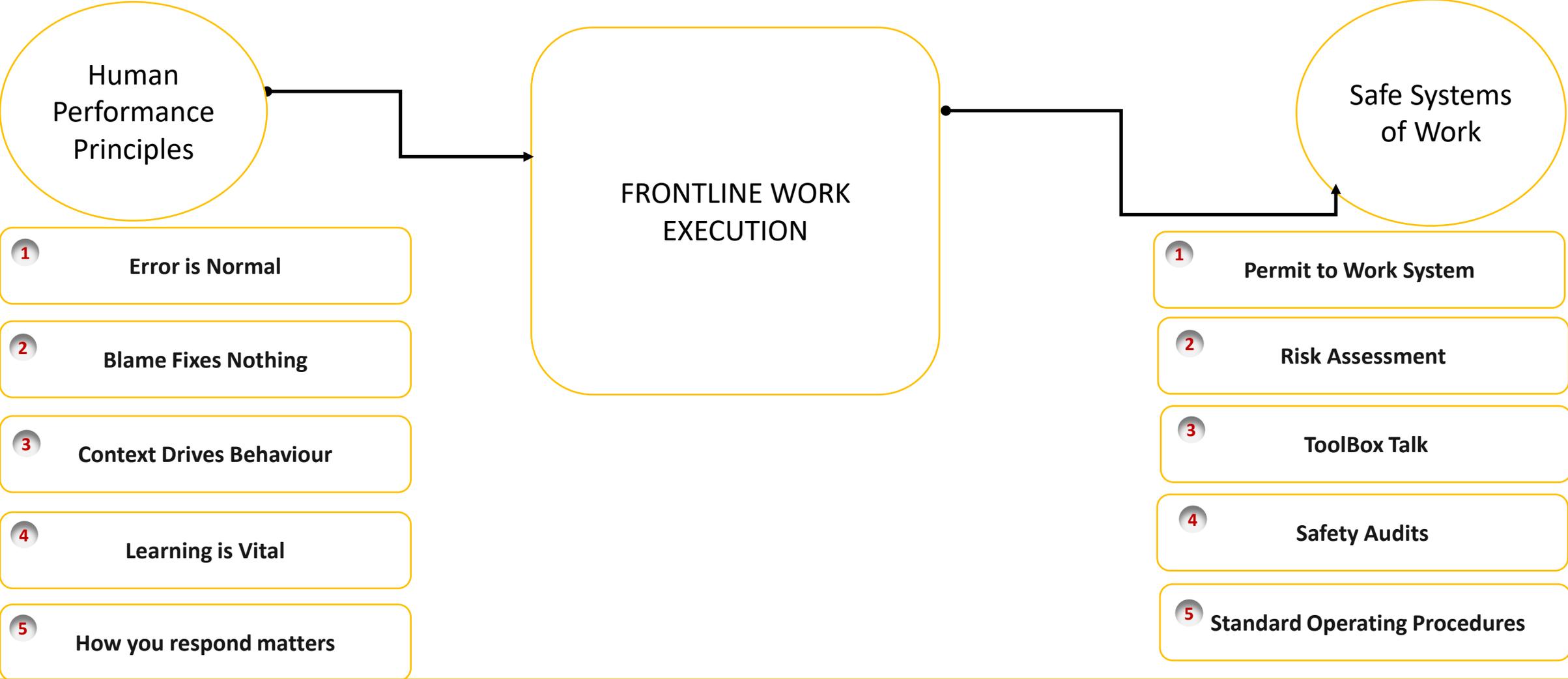
Metrics & Incentives

- Transition from Total Recordable Case Frequency (TRCF) to Serious Injuries & Fatalities (SIF) on the Group Scorecard to emphasise elimination of fatalities and life altering events
- Assets & projects to focus on leading indicators and maximise learning from high potential incidents



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

HUMAN PERFORMANCE

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

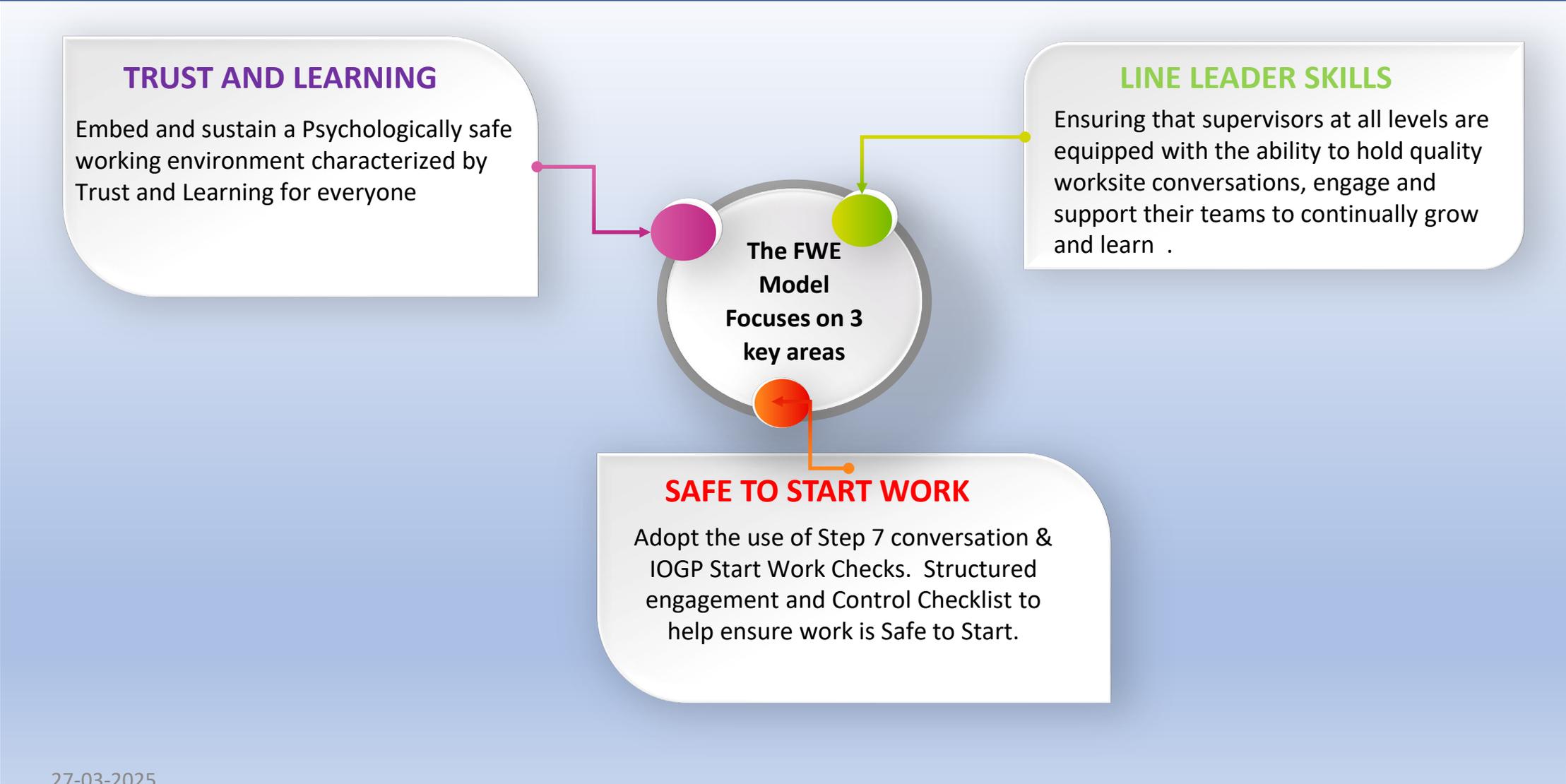
How you respond matters

– Our people are the masters of their job and the key to solutions

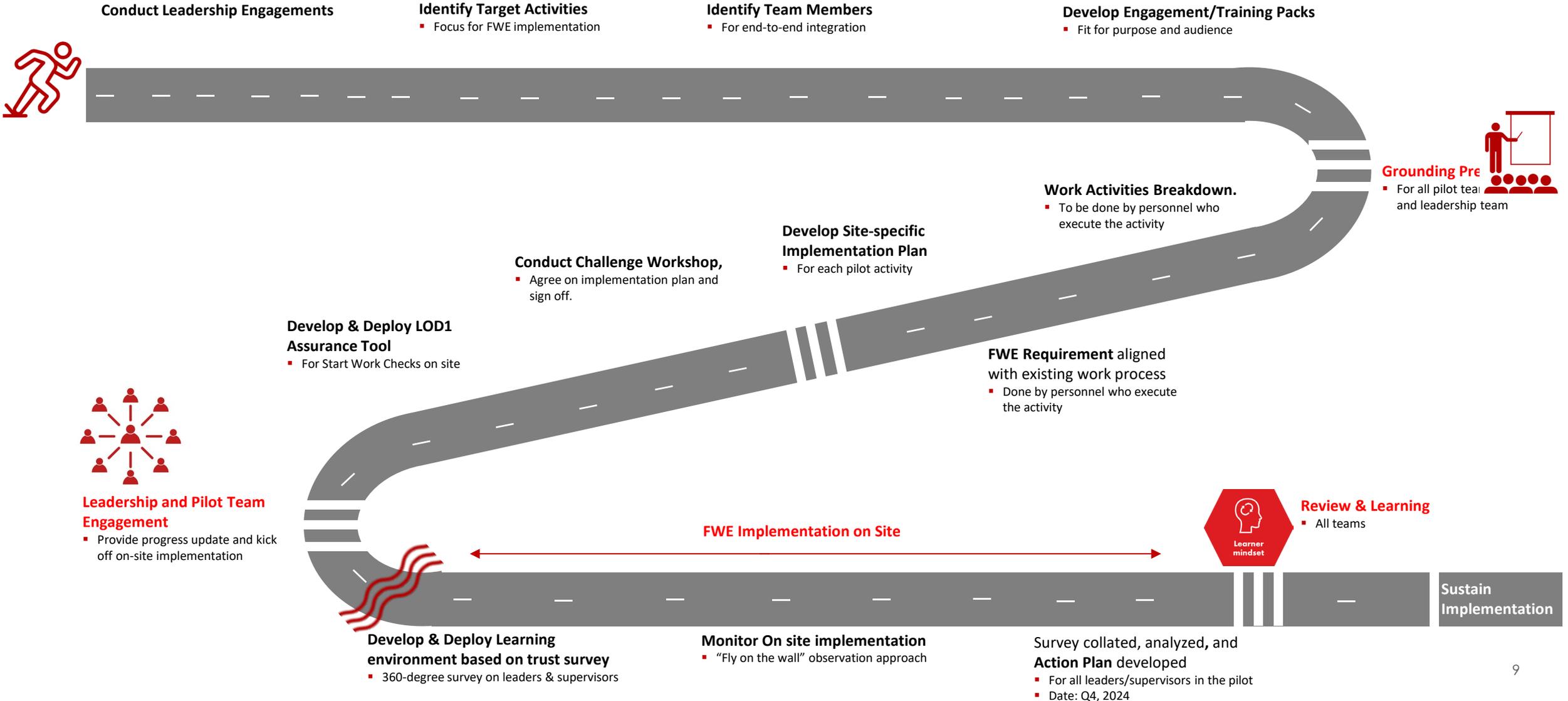
– People who feel valued are more engaged

REFLECT- HOW WELL DO YOU

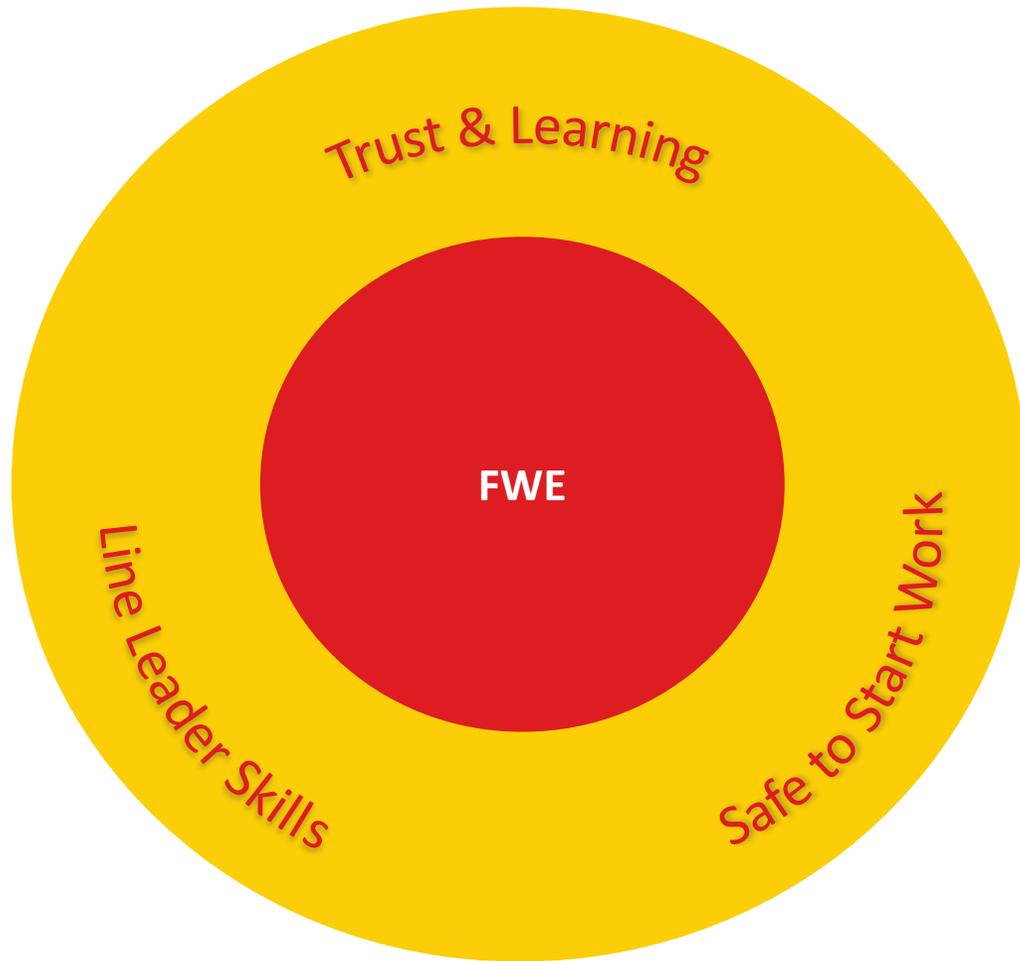
- Recognize we are all humans and infallible to making mistakes
- Model environment that encourages sharing of ideas and mutual trust -earning the trust of our people by being more open and receptive regardless of the news (bad or good)
- “Fix the mistakes and not the individual” mindset to resolving 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.



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 Safety by design Review details and incidents
2	COMMUNICATE	ToucheTalk - 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 LOTO & Test Line of Fire / DROPS / Hands Free Escape Route tested
6	FINAL CHECK	Start Work Checks Verified How to Fall 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 persons performing work must confirm each of the action items below

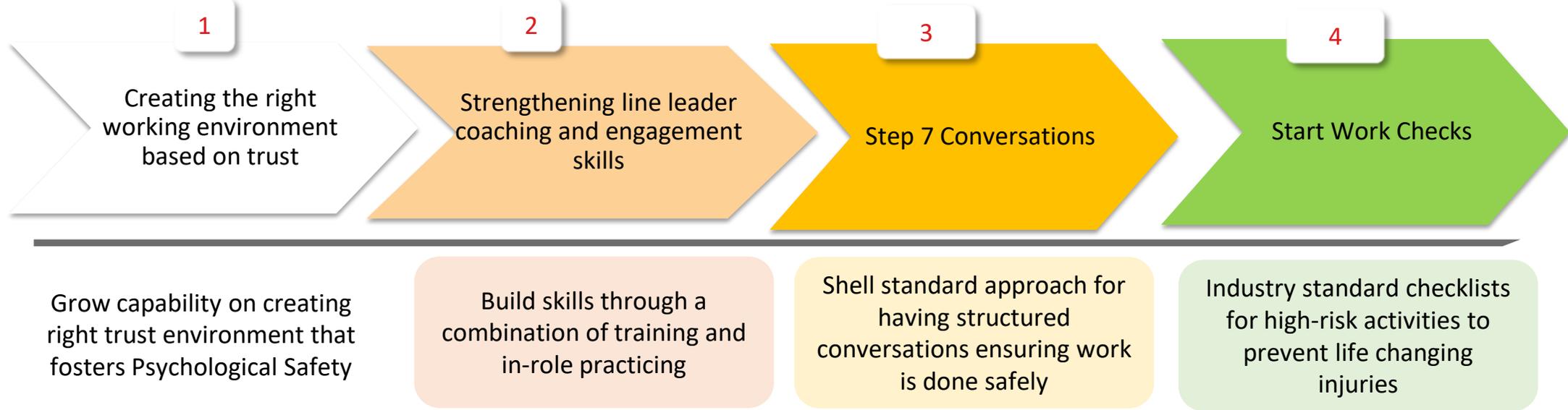
Energy Isolation	Person(s) Performing Work (initial)	Start-Work Verifier (initial)
I have confirmed: The confined space has been evaluated for energy isolation requirements. Drop/Confined Space Entry work require energy isolation? Yes No If yes, Complete Energy Isolation Start-Work Check If no, Continue 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		

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)

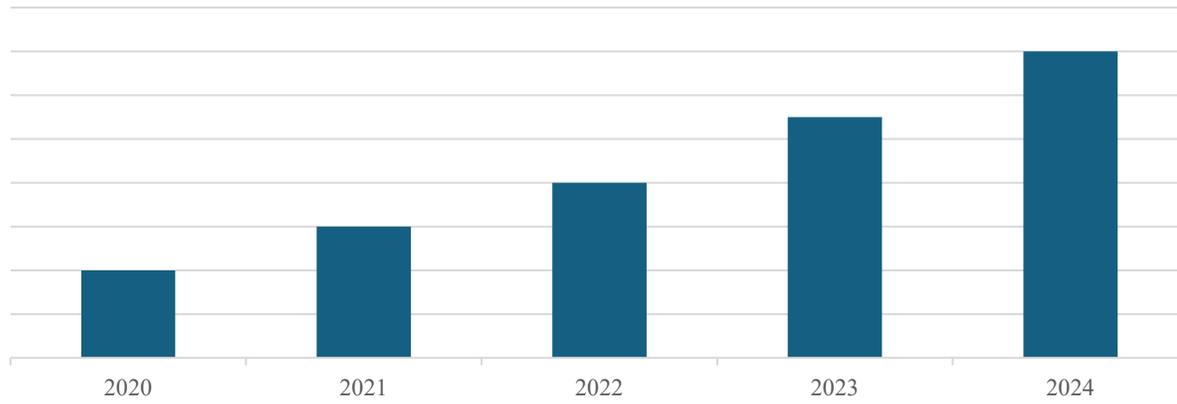
- ❑ Standardize & Simplify: mandatory checklists preventing life changing injuries
- ❑ Human Performance: verification at the point of risk by a verifier, peer to peer checks, to confirm controls are in place before decision to commence work
- ❑ **Go/No-Go:** Prior to commencement of work (Mindset shift 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

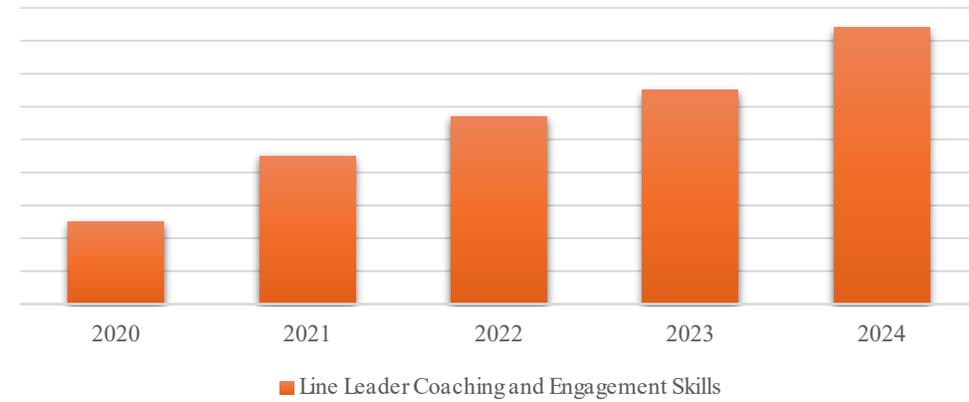
1. Confined Space Entry
2. De-Isolation & Re-Energizing
3. Energy Isolation
4. Excavation
5. Hot Work
6. Live Electrical
7. Mechanical Lifting
8. Working at Height
9. Driving
10. Working Near Water
11. Rig Floor Tubular Handling
12. Work around Mobile Equipment
13. Man-Riding
14. Demolition & Decommissioning

FOCUS AREAS IMPLEMENTATION TREND

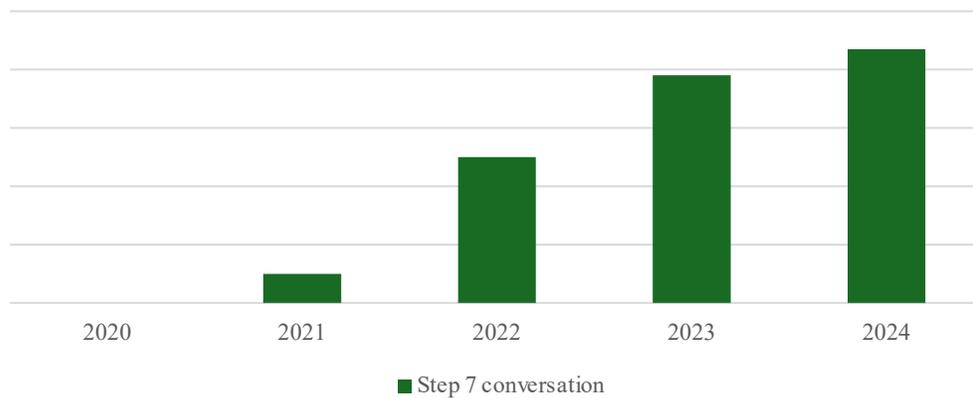
CREATING THE RIGHT ENVIRONMENT



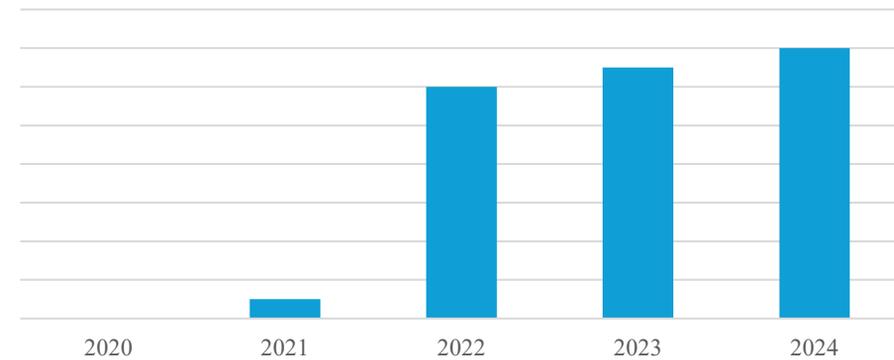
LINE LEADER COACHING AND ENGAGEMENT



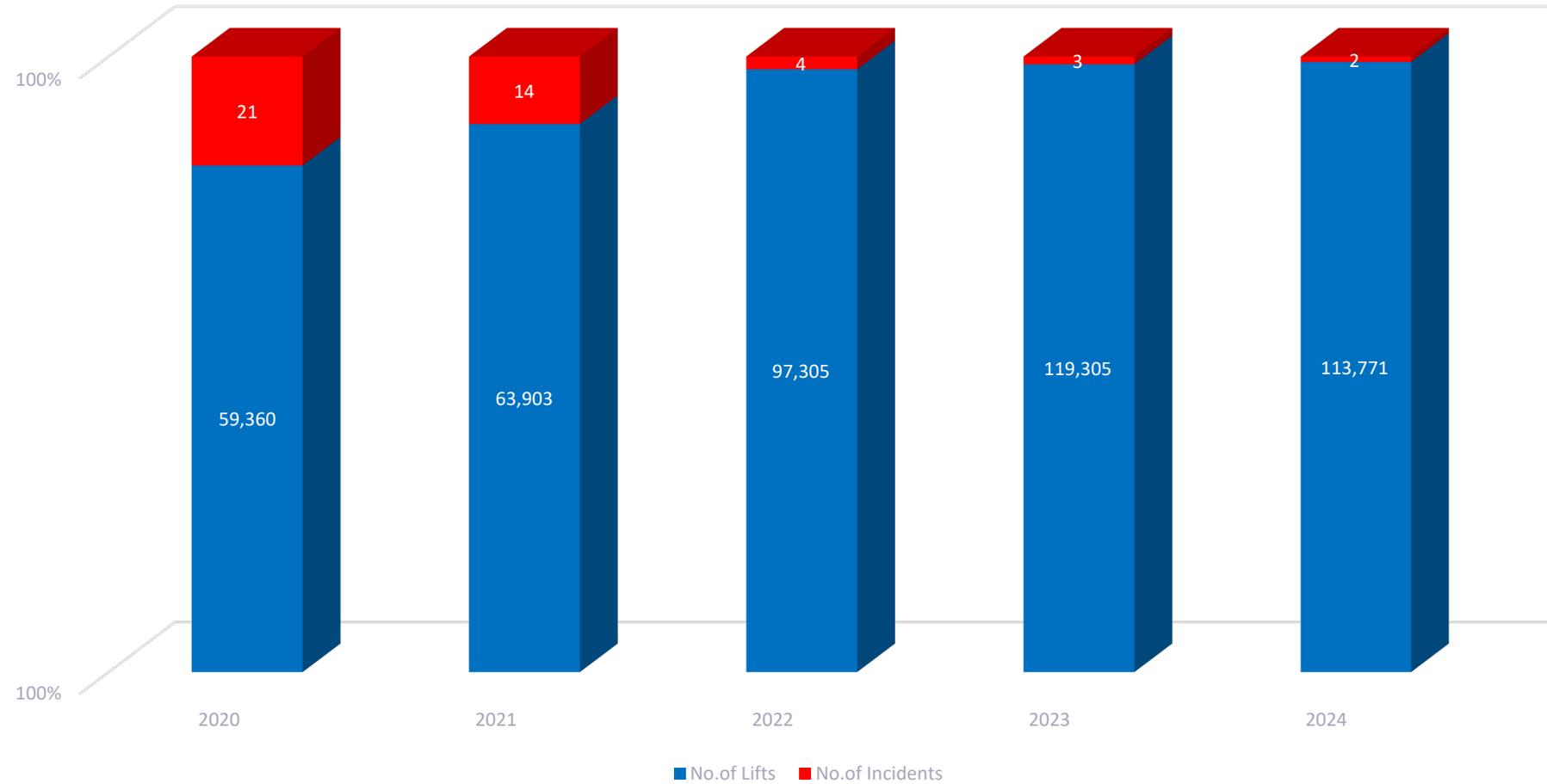
STEP 7 CONVERSATION



START WORK CHECKS



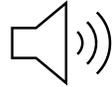
L&H NUMBER OF LIFTS AND RECORDED INCIDENTS 2020-2024(YTD)



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

