Everyone, everywhere, everyday – Safe Home

Wood Group is built on Core Values and Safety & Assurance is our top priority first and foremost, because lives depend on it. An international energy services company with over $7bn sales, Wood Group operates in more than 50 countries. The Group has three businesses – Wood Group PSN, Wood Group Kenny and Wood Group Mustang – providing a range of engineering, production support and maintenance management services to the oil & gas, and power generation industries worldwide.

The focus of Wood Group PSN (WGPSN) is providing pre-operations, hook up & commissioning, operations & maintenance, engineering, construction, project management, training and decommissioning services to the energy industry globally. Operating in more than 40 countries, Wood Group PSN offers high integrity, brownfield services that support customers to optimise performance, maintain production, reduce operating costs and provide integrity.

Management commitment to HSSE leadership starts at the very top of our organisation and permeates right through every tier of management, both from a functional support perspective and through the operational client-facing contracts.

We implement a stringent safety leadership programme, which begins with the selection of our managers and leaders. Starting at the recruitment process, and through screening and selection panels, we ensure that we are putting the right people in the right positions to deliver the right results.

We run our Safe Home campaign with the motto - Everyone, Everywhere, Everyday – Safe Home. This is underpinned by our Core Values, Leadership Framework, Safety Cocoon and Safety Leadership programmes.

Our Safety Cocoon programme, which is embedded into the everyday operations of our businesses through training, safety talks and constant reinforcement, includes the following four safety initiatives:
• Hazard Awareness
• Life Saving Rules
• Behavioural Standards
• Aristos – Behavioural Safety Experience

To fully engrain the safety priorities from the top, our leadership team members all make annual Safety Cocoon pledges; demonstrating not only their commitment to safety, but also to how they are personally going to deliver the Safety Cocoon. These pledges form the basis for safety posters and safety messages to all employees. In some regions these pledges have been made not only by the leadership but by all employees.

We care passionately about the safety of our people and each individual in Wood Group is encouraged to behave as a safety leader. We are committed to preventing injuries and ill health to our people and those we work with so everyone returns home safely. Our training and competency requirements are based around the work we do and the hazard and risk profile for the work undertaken; this is consistent and enforced. We provide our people with the training, knowledge and tools to work safely and prevent accidents. We are also focused on assuring the safety of everything we design, construct, operate and maintain, and this is confirmed through rigorous governance of the solutions we deliver.

All members of our management and leadership teams contribute to this goal by engaging in regular site and installation visits to maintain good two-way communications at all levels on site. During engagement visits, leadership will carry out advanced safety conversations with the workforce and report back accordingly. In order to ensure that our management teams maintain the standards that we expect of them, our assurance team holds periodic visits to test the commitment and resolve of the project teams in maintaining the highest standards with regard to HSSE leadership commitment. We work closely and collaboratively with clients and workforce representatives in safety.

Visible Leadership

To ensure visible leadership delivers HSSE improvement, we use a safety leadership visit form to define the activities and behaviours demonstrated pre-visit, during the visit and post visit:

Visible leadership pre-visit:

• Identify the WGPSN personnel at site to coordinate with the facility or operational focal point
• Liaise with the local HSSE team for assistance on applicable themes, materials etc
• Liaise with the appropriate customer representative to see if the activity can be completed jointly

Visible leadership during visit:

• Demonstrate leadership commitment to a zero incident culture (Goal Zero) and initiatives for improvement
• Actively and authentically engage the workforce of HSSE matters by walking the site
• Communicate our Goal Zero objectives and reinforce our Safety & Assurance Core Value
• At all times, demonstrate safe behaviours and compliance with all site rules
• Personally probe the implementation of safe systems of work, for example, the permit to work for a specific job
• Set the tone for Goal Zero excellence and make it the first agenda item during each engagement
• Assess the site’s HSSE performance and major risks
• Review the status of key elements of the HSSE management system
• Immediately intervene and stop work if unsafe acts are observed

Visible leadership post-visit:
• Summarise any actionable insights on the safety leadership visit form and file the form on the SharePoint site
• Steward any actions in the regional leadership action log
• Provide direct feedback on findings to the senior managers, managers and HSSE management
• Respond to any questions/queries not closed out during the visit and determine if a follow-up visit is required.

An integral part to the success of our visible safety leadership is delivered by the contract leadership teams who lead by example at site level; actively engaging at the work fronts, observing, coaching and listening to the workforce a daily basis. This effort ensures that we capture the hearts and minds of the workforce, ensuring quality HSSE reporting and open and honest participation in client and WGPSN HSSE reviews and audits.

Safety Programmes

A commitment to improving the health and safety of everyone who works for us and for everyone who our work affects is a continuing and enduring priority. To this end, we have worked relentlessly to get back to the basics of management and supervision and rather than introducing more safety initiatives, has brought together existing programmes into what we termed our eight-point plan; containing the following reinforcements:

1. Life Saving Rules monthly Let’s Talk campaign:

A UK-wide on and offshore campaign which focused on our Life Saving Rules. This nine-month campaign focused on a different Life Saving Rule month. The activities encouraged safe behaviours in the workplace by raising awareness of the activities which are most likely to result in fatalities. We wanted to encourage the simple actions which individuals can take to protect themselves and others. Our Life Saving Rules set a minimum standard for safe behaviour across the business. Each team had to report back with answers to a monthly test and activity so we could ensure that each message was cascaded effectively.

The campaign:

• Reinforced our safety message & raised employees’ safety awareness
• Increased buy-in from all employees including senior leaders
• Improved the status/profile of the safety team
• Enabled employees to take more responsibility for their own health & safety, and the safety of their colleagues
• Encouraged employees to talk to each other on issues of work and safety
• Functioned as an excellent team-building exercise
• Enable learning about safety through engagement
2. Supervisor programmes:

- Introduction of the 'Ideal Supervisor', further and enhanced suitability and competency assessment for all our supervisors. This involves ensuring the consistent maintenance and reinforcement of our safety priorities and safety message.

- Passport to Construction Excellence (PCE), training programme for supervisors. This 1 day forum is designed to set and reinforce our expectations of our construction supervisors in taking forward our safety priorities and safety message.

- Introduction of the ‘Good to Go’, pre-job supervisor checklist to enhance the ‘tool-box-talk and to provide the task is indeed ready to commence or ‘good to go’.

3. Leadership training & development:

- Leadership pledge - visit and liaison programme

- Introduction of Wood Group Leadership Framework

- Safety leadership programme (SLP) – safety case studies:
  
  - ‘Day from Hell’ virtual courtroom experience. Run by our legal advisors, this experience places our senior managers in a ‘live’ courtroom following a fatal accident.

  - ‘Mission Very Possible’ safety leadership initiative challenge. Instigated by our CEO, senior managers were challenged to develop individual safety initiatives to help deliver our safety message and priorities.

4. Active monitoring:

- Hazard and risk prioritised assurance and governance programme. This programme was introduced in 2014 to gauge the cumulative and common risk that we face; allowing us to better understand our risk profile and to ensure that a review process was put in place to provide assurance that our actions are keeping our workforce, and those around us, safe.

5. Aristos (behavioural safety experience) continued delivery:

- Running since 2009, more than 4,500 people from the company have experienced this behavioural safety forum which is designed to help our people make the right safety choices
at work and in our private lives as well. This safety initiative has proved extremely effective and we have no doubt that it has contributed to keeping our people safe. We have a continuing commitment to drive this forward across Wood Group globally.

6. Perfect day campaign:
   - This one-day safety focus was rolled out globally and was designed to demonstrate to everyone that with the right focus and attitude, zero incident days are possible.

7. Pledge letter (cross-company 5,000 people):
   - This started out as a senior management pledge and was expanded out all employees across the UK. This is designed for everyone to make a visible and enduring commitment to the Wood Group safety priorities. Offices and regions use the pledge statements as posters and safety messages to ‘humanise the commitment to safety’.

8. UK-wide safety stand down:
   - Safety pause and reinforcement of Safety Cocoon initiative across Wood Group.

Our industry commitment

We are dedicated in our contribution to wider industry safety programmes through the ‘Step Change for Safety’ organisation. We participate or take a leading role on all of the working groups, steering groups or both; for example:

- Workforce Engagement Support Team (WEST)
- Competency and Human Factors Group
- Learning and Sharing Group
- Asset Integrity Group
- Helicopter Safety Steering Group

The Step Change organisation is just one of the many Industry bodies that we support and are actively involved in.

The outcome of this cross-company and cross-workforce approach has been a steadily improving safety profile for Wood Group. For example, with reductions in WGPSN’s safety performance throughout the past 18 months:

- Zero fatalities
- Lost work case frequency (LWCF) reducing by 12%
- Total recordable case frequency (TRCF) reducing by 5%
- High potential incidents reducing by 25%

Of course this is not the end of the safety journey and our commitment to driving forward with safety improvements is enduring. Our 2016-2012 safety plans continue with these initiatives and build on them, making them a part of our DNA. Good safety performance should not be something that we hope to achieve but something that we expect to achieve.

This will only be achieved through relentless perseverance and continuing commitment at all levels of the company.