

IPLOCA Health & Safety Award - 2019

Belt Up Or Get Out' - Making Every Journey Safe

(An innovative communication strategy to influence safer driving behaviours)



Scan the QR code to watch the movie
Utilizza il QR code per guardare il film



Authors:

MARCO SATTA
DAVIDE SCOTTI
DARREN MATKIN
NEIL STOCKHAM
MANIKANTA AGRAHARAM

BUSINESS PROFILE

Saipem is one of the largest and best balanced turnkey contractors operating internationally in the oil & gas industry, with onshore and offshore engineering, construction and drilling activities, in addition to an equal number of subcontractor personnel. The company has a focus towards oil and gas-related activities in remote areas and in deep waters, and is a leader in the provision of engineering, procurement, project management and construction services, with distinctive capabilities in the design and execution of large-scale offshore and onshore projects.

To better achieve our objectives, we have adopted a new organisational model to entrust each business with greater autonomy and responsibility, creating five divisions dedicated to; Offshore Engineering & Construction, Onshore Engineering & Construction, Offshore Drilling, Onshore Drilling, XSIGHT, providing engineering activities and services with high added value



Saipem has had a strong bias toward pipeline activities since the very beginning and this brought the company in over 20 countries to accomplish some of the most challenging and innovative projects in history, such as: Forties, Transmed, Zeepipe, Northstream and Blue Stream.

Saipem is currently engaged in major projects in 72 countries, the most important of which being Saudi Arabia, Egypt, Nigeria, Angola, Indonesia, Brazil, Mexico and Norway. The company employs over 34,000 personnel of 123 different nationalities. In addition to the high levels of local resources employed, Saipem also hires large numbers of personnel from emerging countries.

The health and safety of workers, of local communities and of partners are the primary focus of all Saipem's activities. The company's Corporate Business Unit Management System has been certified to Safety Management System Standard BS OHSAS 18001:2007 and to Environmental Standard ISO 14001:2015. Eighteen of Saipem's subsidiary companies were also awarded the certification. Saipem's Quality Management System has been certified by Lloyd's Register according to ISO 9001:2015 international standards.

BACKGROUND

In 2015 Saipem implemented a set of eighteen Life Saving Rules throughout our organisation. These rules provide a set of simple, non-negotiable instructions that must be adhered to by all personnel & which have the aim of improving safety & reducing/negating the risk of an accident from occurring.

Three of our Life Saving Rules are dedicated to the discipline of safe driving behaviors, specifically; always wearing a seat belt when inside a moving vehicle, obeying & observing safe speed limits & the prohibition of using mobile telephones while driving. Our Life Saving Rules 'Vehicle Operations' campaign materials provide users with a simple toolkit inclusive of trainer presentations, interactive movie clips, tool-box talks etc. that are used to educate personnel to the hazards, risks & the personal actions that they must undertake to be able to comply with the rules & operate safely. However, despite the availability of these materials & the organisational drive to disseminate these rules, incidents involving vehicles continue to present a significant risk to personnel.



To further support & enhance our Life Saving Rules campaign & to improve awareness & compliance with our specific Vehicle Operations rules, our CEO provided us with a mandate to develop a dedicated campaign that would focus solely on these instructions. The aim of this dedicated campaign is to serve as a powerful instrument in setting very clear expectations in terms of the behaviors that must be adopted to ensure that both drivers & passengers of vehicles undertake every journey as safely as possible.

This paper describes the methodology of our 'Belt Up or Get Out' safe driving campaign & how we developed & tailored campaign materials to our organisation's operating context. This submission also demonstrates senior management commitment, the strategy to increase the technical competence & knowledge & the campaign's success in impacting Saipem's safety performance.

DEVELOPMENT

Saipem commenced development of campaign materials in late 2018. A project team was established with collaboration from our operating divisions & corporate office. In response to our CEO's mandate we decided that we wanted to deliver a campaign that was;



Emotionally engaging - the subject matter could resonate strongly with recipients.

Hard hitting - a very clear understanding of the negative consequences that could occur because of failure to comply with the basic safe driving rules.

Visually dynamic - a movie & poster campaign that is comparable with the quality of materials that would typically be produced by publicly funded bodies/institutions

Easily accessible - simple & clear without the need of multiple translations of the scope of the rules that the campaign aims to impart.

Memorable - a campaign that possesses 'emotional residue' in the recipient leading to an increased adoption of the desired safe behaviors.

Empowering - encouraging passengers to challenge & intervene on drivers whom may fail to comply with speed limits &/ or are using a mobile telephone while driving & other vehicle occupants that fail to wear their seat belt.



'Belt Up or Get Out' Saipem Safe Driving Movie

CEO Launch Communication

CEO Launch at Saipem Annual Meeting December 2018

As drivers are ultimately responsible for the health, safety & welfare of vehicle occupants a fundamental aim of the campaign is to empower & support drivers to intervene & challenge personnel when they fail to wear a seat belt inside a moving vehicle. Anecdotal evidence indicates that although drivers are aware of their responsibilities & obligations under our Life Saving Rules in ensuring that all personnel who travel in their vehicle are compliant, often they do not feel as though they have the authority to challenge passengers who may disregard the rules. This is especially true when a driver must challenge personnel whom they understand to be in elevated positions within the organisational structure.

Having identified this problem we wanted to provide a very clear mandate for drivers, which could be universally adopted & encapsulated within a simple message. We agreed on a campaign 'strap line' of 'Belt Up or Get Out' as, within this simple statement the message of compliance as a mandatory requirement is clear & unambiguous. In terms of branding, this message is also easily transferred to campaign communication materials such as posters, stickers, t-shirts etc. Such materials can be available in a vehicle & which a driver can easily refer to, thus enabling them to more easily challenge non-compliance as they are simply enforcing a company policy rather than appearing to be the originator of a rule that some passengers may feel does not apply to them.

From our expertise & experience of delivering other high impact safety communication campaigns we created a campaign toolkit that consists of;

- CEO communication to the company
- High quality movie
- Posters
- Dissemination tools



Movie 'Belt Up or Get Out'

Saipem enlisted the services of the film production company Pukka whom we have worked with on numerous previous projects & who have a deep understanding of our Saipem safety culture. Due to the multi-cultural nature of our company we are always presented with the challenge of sharing messages in multiple languages to ensure maximum communication. However, due to the limited, yet very powerful nature of this campaigns key message, Pukka were briefed to develop a short movie clip that would not need to employ spoken word or sub-titles other than for stating the critical message of 'Belt Up or Get Out'. We elected to have the movie available in only two spoken languages- English & Italian yet with the campaign strap line translated & visible as text into multiple languages that are common throughout our company.

Pukka commenced work on the creation of the movie & campaign logo & various creative ideas were offered & rejected until we agreed on our final product. Our campaign movie 'Belt Up or Get Out' presents what can be recognised as an everyday, routine vehicle journey for many of our personnel, whether it be work related or personal, & the potential negative consequences of failing to use a seat belt.



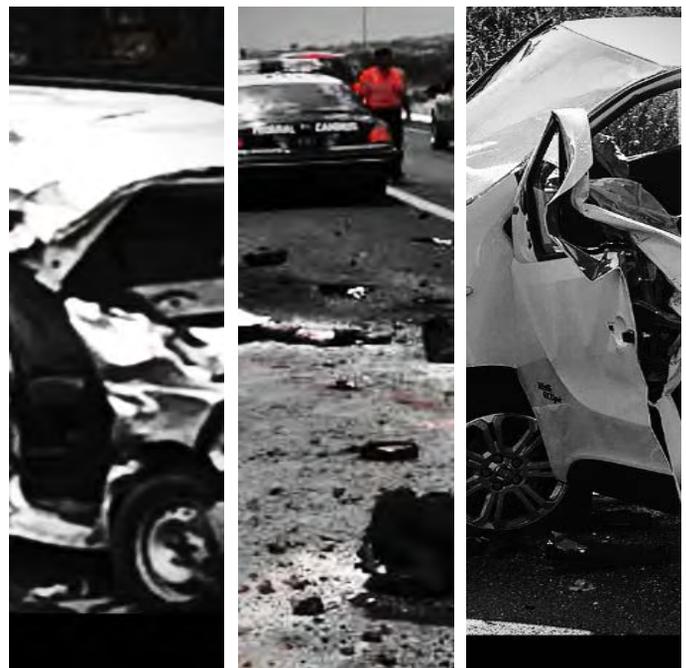
Green room filming & movie stills

The movie begins with the driver & passengers entering a vehicle & about to commence what we perceive to be a work-related journey. As is typical of these types of situations the actions & behaviors displayed are 'automatic' and performed with little or no conscious thought, simply due to familiarity with the situation. In the opening sequence of the movie we see both the driver and a single rear seat passenger fit & secure their seat belts while the other vehicle occupants do not. We notice that the driver places their mobile telephone onto the dashboard within easy reach, which suggest that they may consider that it is important to be able to access it in the event of a call. We then see that the vehicle has commenced moving yet the driver has not at any point checked to see that all passengers are safely secured.

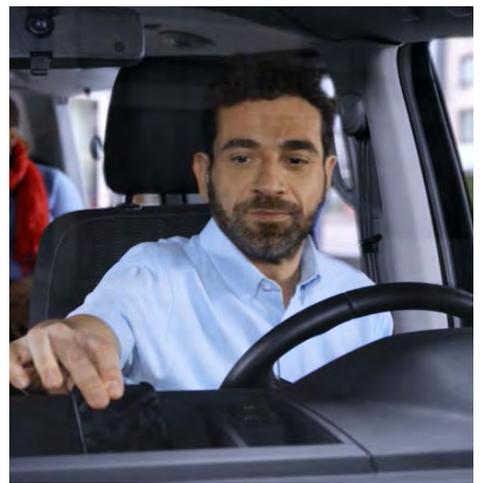


As the movie progresses we can see that the driver appears to be content and the passengers are comfortable & relaxed- this is just another routine trip after all. However, when the driver looks into their rear-view mirror they are shocked & confused by what appears to be the disintegration of their passengers with the exception of a lone female who is reacting in a terrified manner to the actions around her, but who is clearly restrained by her seat belt. The driver then becomes aware of a buzzing noise that he identifies as coming from his mobile telephone on the dashboard. As he reaches for it we are suddenly presented with the image of a broken glass from a shattering windscreen...

The movie then displays a series of graphic images that present the viewer with the potential negative consequences of a road traffic accident, allowing a moment to digest the devastation that such an incident would incur. We can conclude from this sequence that the driver is thinking of what could happen if they were to fail in their obligation to ensure that they drive responsibly & guarantee the safety of their passengers.



Immediately following these images, we are taken back to the opening sequence of the movie but, in this case, we see the driver perform two very definite & conscious actions; firstly, the driver looks at their mobile phone. It is clear that the driver is considering the risk of having their phone within reach while driving so he overtly places it into the glove compartment where it will not be a distraction to his concentration. Secondly, the driver looks to the back of the vehicle & makes the simple statement 'Belt Up or Get out' - leading to compliance from all passengers. We see that this makes the driver content. The movie clip then finishes with the final screen displaying the campaign strap line 'Belt Up or Get Out' translated into eleven languages & the icons from our Life Saving Rules campaign that represents the rules related to Vehicle Operations.



We find that high quality & professional productions such as this resonate well throughout our organisation, not only as such a production demonstrates innovation but also represents a very strong management commitment through allocation of budget & resources to such a project. Personnel feel that management care & are very serious about their desire to ensure that health, safety & wellbeing of all employees irrespective of organisational position.

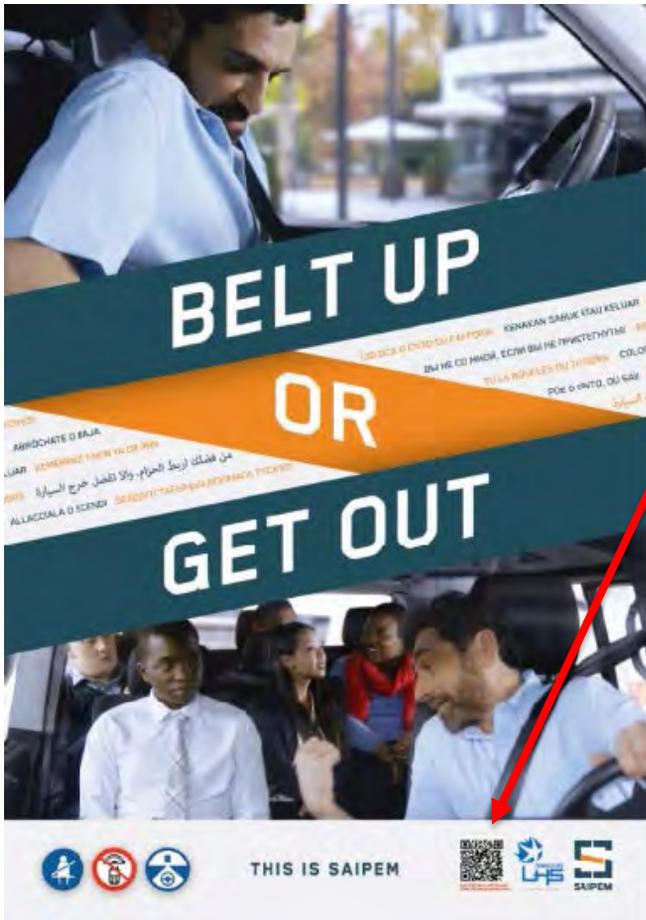
Logo & Poster Campaign



To support the campaign a logo based upon our company logo was developed. The logo is stylised to imitate a secured vehicle seat belt that perfectly aligns with the campaigns aim. The logo is made available to users for localised materials & the production of materials such as stickers, key rings, t-shirts etc. This of course can only help to increase the visibility of the campaign message & to enhance adoption of the rule.



A main campaign poster was created that utilises still images from the movie & that has the strap line available in eleven languages. We support additional language translation requests received from sites & projects.



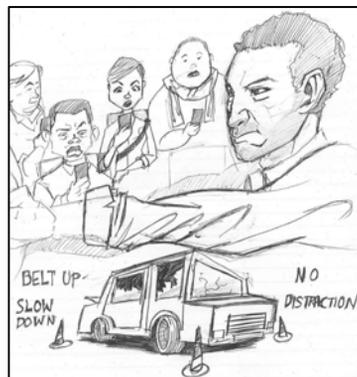
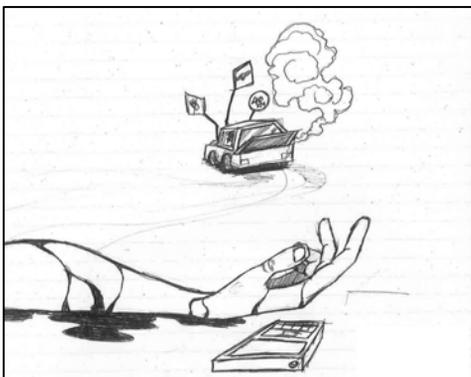
Use the QR code to access the movie- English

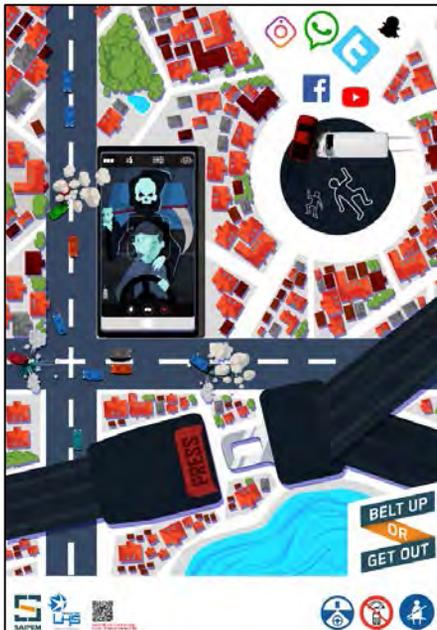


Use the QR code to access the movie- Italian

Main campaign poster communication

We are particularly proud of a series of five additional posters were developed internally by our Health & Safety Communication team in India. These posters are the outcome of collaboration between the project team & internal graphic artist who was able to create a set of thought provoking & high-quality images that fully encapsulate the theme of the campaign. Reinforced by the figure of the Grim Reaper, each poster portrays the negative consequences of a vehicle accident either through lack of concentration, excessive speed or failure to wear a seat belt. We have received an overwhelming response to these & plan to utilise this approach with subsequent safety communication campaigns.





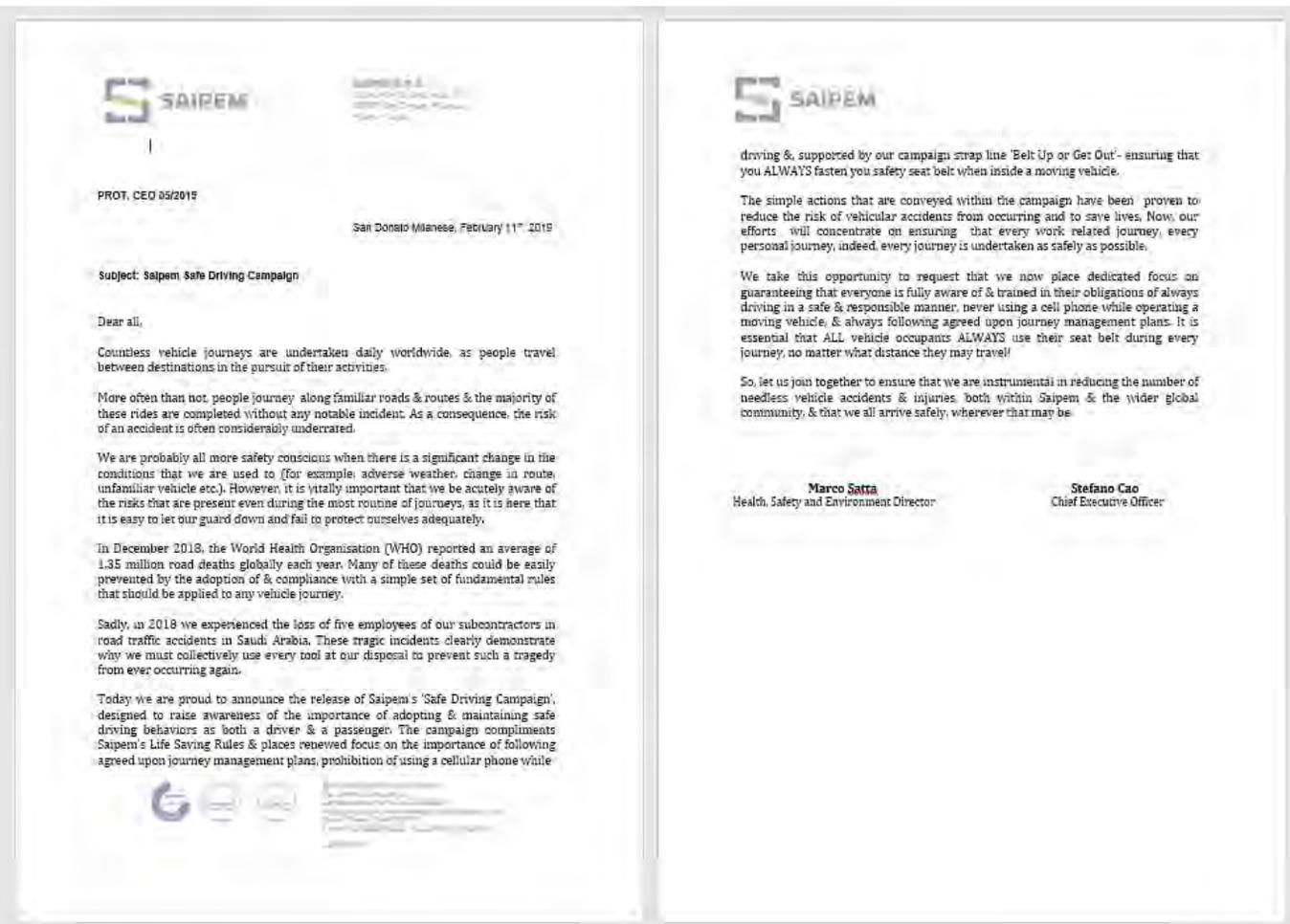
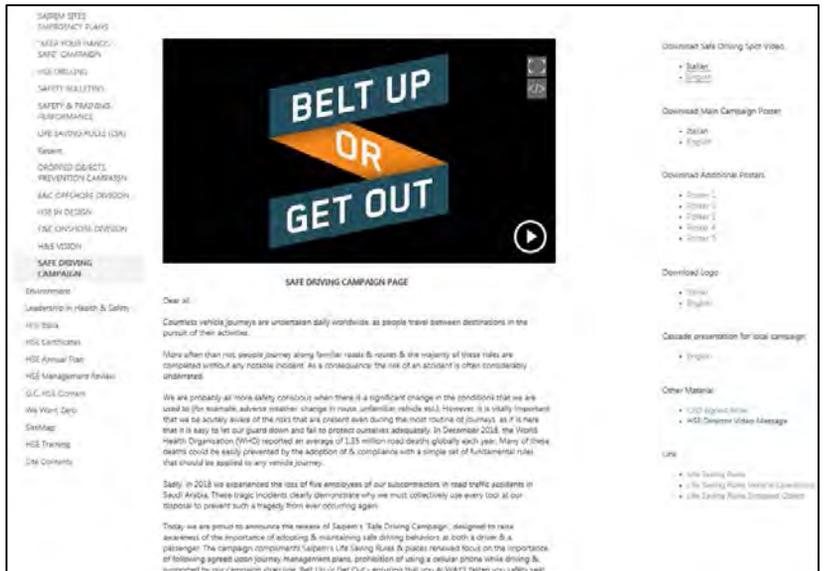
'Belt Up or Get Out' Poster Finals

Dedicated Webpage

Campaign materials are made available on a dedicated webpage within our intranet. Users can download materials directly or stream dependent upon connectivity. The page hyperlinks directly to the relevant Vehicle Operations rules materials that are available on our Life Saving Rules Campaign web page.

CEO Communication

Our CEO Mr. Stefano Cao launched the 'Belt Up or Get Out' campaign with a personal message to the organisation in 2018. The message conveys his strong desire to reducing the risk of harm to personnel through the failure to comply with our simple safety rules. This communication is shared widely both within & outside of our organisation, demonstrating a firm management commitment to improving safety performance.



Campaign Cascade

To support local areas in the implementation of local campaigns a cascade presentation is made available inclusive of user instructions for the dissemination of key messages. Local areas can customise the presentation & campaign materials (with the consent of the corporate development team) to reflect any specific local need & operating reality.

Campaign Roll Out Strategy

Following the launch of the campaign by the CEO, local areas are required to undertake their own implementation plans in line with the Saipem group HSE Plan. Local areas will;

- Assess the local population who will be exposed to the campaign (ALL) is made- (see Saipem Group HSE plan 2019)
- Managers develop local roll-out plan to engage the workforce
- Delivery of specific "Safe Driving Campaign" workshops by nominated personnel utilising campaign toolkit
- Record & report workshops using pre-existing local/corporate procedures
- Note: Consideration should be given to the integration of the Life Saving Rules Vehicle Operations tools to achieve a holistic approach to dissemination of the safe driving campaign messages



First Phase
Launch of the campaign
(Intranet Release & HSE Site)



Second Phase
Call to Action
by Division Managers



Third Phase
Assessment of local competencies.
Development of local action plans
to trigger a safe driving campaign

Local implementation of campaigns in Saudi Arabia

'Belt up or get out' is one of the safe driving campaigns launched by Snamprgetti Saudi Arabia in Al-Khobar main office and in all of the projects around the Kingdom of Saudi Arabia. In Al-Thuraya Main office, employees participated in the campaign that was conducted to cascade the importance of fastening the seat belt and to drive safely. In addition, all projects in KSA conducted the campaign and the key objective was to disseminate its message to all Saipem's employees and subcontractors' personnel. The importance of the campaign combined with enforcing the LSR was illustrated in UOSP; where on April 13, an unannounced inspection for subcontractors' vehicles was embarked upon. Unfortunately, 38 subcontractors' personnel were not fastening the seat belt. As result of that, refresher classes for LSR in line with Belt up or get out campaign were conducted for all subcontractors' personnel. After two weeks, another inspection was carried out and the result was remarkable. All subcontractors' personnel have been fastening the seat belt and following the rules religiously.

To put it in simple words, belt up or get out campaign is a great tool in conjunction with LSRs Vehicle Operation and Safe Driving Policy, it creates a safer driving culture.

Down below you can see comparison of RTA in 2018 and 2019 years starting from January till April.

Number of Road Traffic Accident	Number of Road Traffic Accident
January -- April / 2018	January - April / 2019
13	5



Additional Materials

Saipem operates an internal learning & knowledge sharing portal that is accessible by Saipem trainers & managers. The DELPHI training portal hosts a wide array of company & industry specific training packages that are used throughout our organisation in the continuing development of personnel's competencies. To coincide with the launch of the 'Belt Up or Get Out' campaign Saipem has updated our training package 'Safe Driving' to further ensure that the organisation has every available tool to support the transmission & adoption of desirable safe driving/ vehicle operations behaviors.

Accidents, breakdowns & emergencies
Planning for the worst...

The Journey Management Plan will/ should identify the procedure that should be followed in the event of an accident, breakdown or emergency. Ensure that you know the plan & what to do before commencing ANY journey!



Accidents & emergencies

- Stop! You must stop if involved in an accident!
- Use vehicle warnings lights, switch off engine
- Call for emergency services/ help
- If safe to do so render appropriate first aid
- Remain on scene to assist emergency services
- Report any accident as per local requirements & Saipem standard operating procedures

SAIPEM



Accidents, breakdowns & emergencies
Planning for the worst...

The Journey Management Plan will/ should identify the procedure that should be followed in the event of an accident, breakdown or emergency. Ensure that you know the plan & what to do before commencing ANY journey!

Vehicle breakdowns

- If possible move the vehicle off of the road
- Use hazard warning lights/ warning triangle to alert other road users to hazard
- All occupants should exit the vehicle & move to safety
- Call for assistance in alignment with Journey Management Plan
- Wait for assistance



SAIPEM

IN SUMMARY

Drive considerably to arrive safely!

Safe driving is a skill that must be practiced on every journey!

- Check your speedometer regularly, especially when leaving high speed roads
- Know the limits - look for signs, especially at junctions
- Remember, speed limits are a maximum, not a target
- Reduce your speed considerably when kids are about
- Try no higher than 3rd gear in a 30mph/ 48kph limit
- Recognise what makes you speed - keeping up with traffic, overtaking or being tailgated etc.
- Concentrate - distracted drivers speed
- Slow down when entering built-up areas
- Give yourself time - there's no need to speed and you won't get there quicker



SAIPEM

Sample of materials from dedicated Safe Driving Awareness course, designed developed & delivered by internal Saipem resources.

Future Development & Sustaining Focus

While safe driving operations are critical across all of our divisions, the majority of our vehicle journeys are undertaken within our onshore division. Consequently, with a focus on the medium-long term, Saipem is working on a SAFE DRIVING procedure that will be delivered within the end of 2019. The aim of the procedure will be to define a set of rules and regulations, with special reference to vehicle specifications, maintenance & monitoring and drivers code of conduct, that shall be followed in order to prevent road/off-road traffic accidents.

The principal objectives of the procedure will be:

1. develop and facilitate best driving practices;
2. assist site managers to identify, implement and review safe driving practices.

All the requirements established in the procedure will be implemented in all E&C Onshore Division Sites, Projects and Subsidiaries.

Saipem extends the requirement of the adoption and compliance with the procedure to our Contractors and Subcontractors and will constantly monitor their implementation.

Saipem and Subcontractors in particular will:

- establish a system of monitoring road transport operations by their own to ensure that Saipem road transport requirements are being met. The system established will provide documented evidence of monitoring, performance achieved and improvement requirements identified and actioned.
- have an effective system for regular monitoring of data from Vehicle Monitoring Systems, and for feedback to the driver. Feedback will be given both of action required to correct poor driving habits, and of praise for good driving behavior.
- have in place a system for investigating incidents and for taking remedial action and communicating lessons learnt.

Statistics

Source: Saudi Gazette

- Saudi Arabia has the highest rate of road accidents and fatalities in Middle East.
- It is among the most dangerous countries in the world for drivers
- Of deaths record in Ministry of Health Hospitals - 81% are due to road accidents
- Less than 2% involved in accidents in Saudi Arabia were using seat belt.
- 98%** are not using seat belt.

SAIPEM | mercoledì 17 aprile 2019 | 3

The Construction Team & HSE Team

➤ The "Safe Driving Campaign - Belt Up OR Get Out" life saving Rules campaign for PK-2 started at Main office Conference Room by Construction team and HSE team for JIGCCP-PK-2.



Discussed Unsafe Driving action can be Fatal!

➤ Encourage personnel to share personal experiences related to RTA's/ negative driving actions. Provoke discussion: What were the circumstances, who was affected, how were they affected, what was/ is the wider impact, what could have been done differently?

SAIPEM | mercoledì 17 aprile 2019 | 4

CONCLUSION

Saipem recognises that often the risk of the negative consequences that could occur because of an accident are underrated, simply because most journeys undertaken by individuals in vehicles are normally completed without notable incidents. However, we are acutely aware from our own experience that, while these negative events are rare, the consequences of such incidents are devastating to those both directly & indirectly involved.

Our CEO, senior management & all employees are united in & committed to the prevention of accidents & harm that can occur through the failure to comply with simple & fundamental safety rules & firmly believe that this campaign will be instrumental in assisting in the reduction of road deaths that are reported annually by the World Health Organisation. We will continue to ensure that we share our knowledge & aspirations within our company, sub-contractors, partners, clients & wider industry through our Leadership in Health & Safety Foundation & that those exposed to our campaign share this knowledge with their personal communities & the people that they love.



COLOCA O CINTO OU CAI FORAI KENAKAN SABUK ATAU KELUAR

ВЫ НЕ СО МНОЙ, ЕСЛИ ВЫ НЕ ПРИСТЕГНУТЫ!

BELT UP
OR
GET OUT

TU LA BOUCLES OU TU SORS

PÛE O CINTO, OU SAI!

ABRÓCHATE O BAJA

KEMERINIZI TAKIN YA DA İNİN

من فضلك اربط الحزام، والا تفضل خارج السيارة

ALLACCIALA O SCENDI БЕЛДІКТІ ТАҒЫҢЫЗ, БОЛМАСА ТҮСІҢІЗ!

THIS IS SAIPEM

