

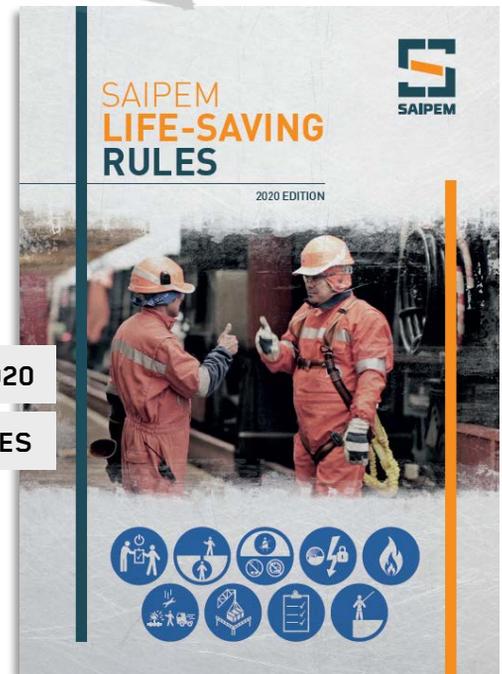
SAIPEM LIFE SAVING RULES

Implementation, Adoption and Success (2015-2020)



2015

18 LIFE SAVING RULES



2020

9 LIFE SAVING RULES



IPLOCA
INTERNATIONAL PIPE LINE & OFFSHORE
CONTRACTORS ASSOCIATION

IPLOCA Health & Safety Award - 2020

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 37,000 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 and 45001. 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

Fundamental safety rules have been well established in Saipem's processes and procedures for many years. However, Saipem took the decision to consolidate & formalise these rules into a set of simple & clearly defined rules based upon the IOGP Life Saving Rules Report Number 459, April 2013 (Version 2). This report defines a set of eighteen rules related to our industries activities highest areas of risk. While the IOGP freely share this material with industry for immediate use, Saipem decided to create our own internal 'Life Saving Rules' campaign using the IOGP guidance as a foundation for development. We took this decision as we felt that the creation of an internal campaign, tailored to our own operating reality would have a greater impact upon the receipt & adoption of the rules as personnel would be able to easily recognise & link the need for compliance in their own operating realities.

Our Life Saving Rules (LSR) campaign has several key objectives, these are; the effective dissemination of each of our rules into the organisation at all levels & in all areas, the acquisition & enhancement of knowledge & skills leading to competency in the disciplines defined by the rules & the effective gathering of information from the organisation relating to the level of compliance following the rules introduction. By focusing on these three critical areas we have been able to support our organisation efficiently, respond to the identification of new business needs & achieve extraordinary results in improvement of our safety performance.

Due to the nature of our diverse & multicultural workforce our challenge resided in communicating the rules with sufficient impact & achieving maximum user engagement. We understood from previous internal communication campaigns that personnel respond positively to simple, clearly defined messages that are unambiguous in content & that can be easily adopted. We therefore constructed an 'LSR Toolkit' consisting of movie clips, presentations, guidance notes, tool-box talks, recording and reporting mechanisms etc. that would enable users to engage in the campaign as easily as possible & adopt the behaviors that lead to rule compliance. We firmly believe in the principle that 'safety should be simple' & developed the LSR campaign with this key concept in mind.

After an analysis of the IOGP's eighteen Life Saving Rules we developed our internal campaign. We identified three 'core rules'; working at height, moving & energised equipment & confined spaces, that have the greatest impact on our personnel's safety & developed a set of high impact interactive film clips, dubbed into eleven languages that demonstrate a working activity in which a rule is violated, leading to an accident. Following the visualisation of incorrect behaviors embedded into the movie clip viewers can pause & reflect on the actions that led to the accident before seeing how the work activity should have been performed in compliance with the scope of the respective rule. The remaining fifteen rules were categorised into three specific areas of activity; vehicle operations, personal responsibilities & operation specific. Movie clips for each were developed using a 'language-less' approach without the need for audio dubbing or subtitling.

In the case of three rules that are specific to driving behaviors we consolidated these into a single movie clip for ease & efficiency. Each one of these movie clips utilise real Saipem personnel & assets, creating an elevated sense of authenticity & context for adoption of the rules.

Following the release of the Saipem LSR's in 2015 by our CEO Mr. Stefano Cao all areas of the organisation have implemented their own campaigns to support local improvements in safety performance. Managers are required to develop campaigns that disseminate the three core rules & assess need, identifying & tailoring the remaining rules that apply to their own areas of operation. In addition to the localised LSR campaigns managers are required to organise specific training & awareness activities to improve competencies in each discipline.



Since the launch of the LSR campaign in October 2015, around 14,207 events have been arranged, covering 58,194 cumulative average participants per stage and 4,07,360 number of total personnel were involved worldwide. Personnel have been engaged from 151 different Projects and Sites around the Saipem world and have directly benefitted from this campaign. The safety performance of Saipem has recorded a step change improvement that is perfectly aligned with the LSR implementation period.

This paper describes the methodology of our innovative LSR campaign, including how the rules were developed and tailored to the organisation's operating context, senior management commitment, the strategy to increase the technical competence and knowledge and the campaign's success in impacting Saipem's safety performance.

As the response from both within & outside our organisation has been so overwhelmingly positive we are proud to share our story of this successful communication strategy.

DEVELOPMENT

Utilising the IOGP Life Saving Rules Report Number 459, April 2013 (Version 2) we developed our campaign to be;

Easily accessible: in terms of remote locations where access to I.T infrastructure may be limited and in terms of human interaction with the LSR interface.

Innovative: the need to identify a methodology whereby media that was created could be utilised and accessed in different ways depending on location, recipient &/or engagement methods (individual, group, facilitated) etc.

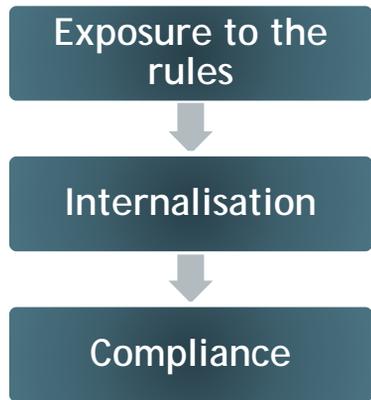
Engaging: to hook personnel into engaging with the process, we capitalise on our participants' intrinsic values by asking them to consider the impact of non-compliance with the rules on themselves, their colleagues and their families. We understand that by asking our personnel to consider the deeper consequences relating to failure to follow a rule, we can create a deeper modification in behaviors, as personnel will be able to link the rules to their own personal experiences.

Authentic: we recognise the fact that our personnel are more receptive to messages that they can see truly relate to themselves. Therefore, utilising Saipem locations, personnel and assets a strong link is created between the subject matter and the recipients' level of engagement.

Time constrained: we needed to ensure that we could disseminate the rules as efficiently as possible to a dynamic working population who may have limited time to actively participate in structured training events;

Interactive: To ensure maximum knowledge anchorage we needed to ensure that when learners are exposed to the LSR campaign they become a part of the process, as opposed to passive bystanders.

Accountable: the campaign needed to ensure that personnel are aware that the negative consequences of non-compliance with the rules cannot be limited to personal injury, fatality etc., but also extends to disciplinary action and ultimately dismissal. Personnel should be under no illusion: compliance with the rules is a mandatory requirement.



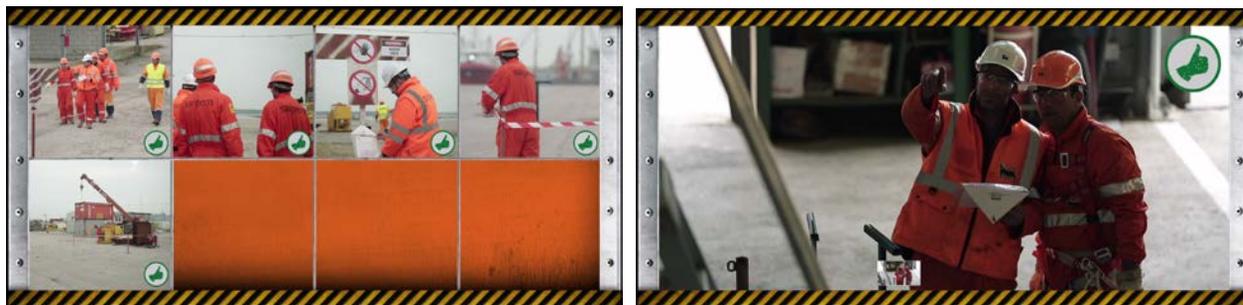
As the film progresses, 'positive action stamps' are displayed when a condition of the rule has been met. These are collected in a summary at the end of the film clip. A review of the correct actions is promoted before inviting the viewer to critically consider a fundamental question that is common to each of the rules within our life saving rules campaign- 'what extra effort can you give to make this even safer?'

Supplementary Rules

The Saipem supplementary rules consist of : personal responsibilities, vehicle operations and operation specific rules. These rules may not be applicable to every work site, project or location & are only implemented subject to the initial LSR assessment plan that is developed by HSE managers.



Our supplementary rules are demonstrated in short film clips utilising a simple and direct approach. These films are presented as 'language free' & utilise visual prompt techniques to convey critical messages. Each film shows a situation in which a rule must be followed & positive & negative action stamps highlight when a condition of the rule has been met/ neglected. Screen grabs from the movie are collected in a summary at the end of the film enabling viewers to reflect on the learning points explored.



Support materials:

Campaign materials are developed at a corporate level & are made available to the organisation. Local areas may modify images to suit their local context (upon request) to reflect their own operational realities. This approach also creates value by increasing ownership of the campaign through 'buy in' of personnel who recognise their own working reality reflected in the materials. In behavioral terms, this level of inclusivity serves to strengthen the personal adoption, engagement & compliance with the Saipem Life Saving Rules.

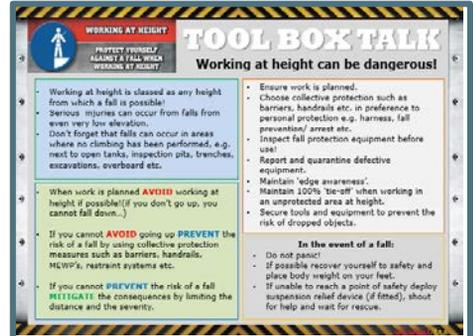
ASSORTED LSR TOOLS



Ppt. to support each rule



A pocket card & book



Tool Box Talk



IMPLEMENTATION

Inaugural Launch of the campaign

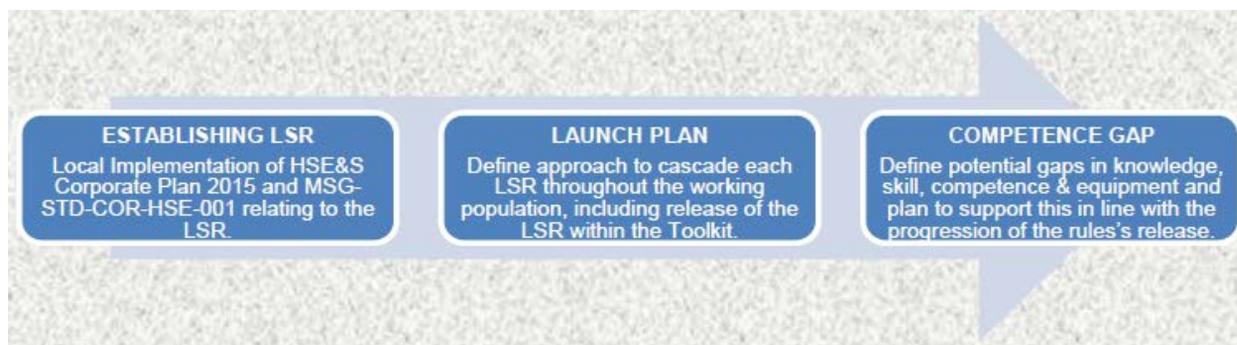
The campaign was launched in October 2015 by the CEO, who issued a personal statement strongly sponsoring the campaign & calling the organisation to action & the campaign is entered both the corporate & division HSE plans.

Guidance for Managers

Managers were briefed to implement locally designed and developed initiatives that would allow for the most effective transmission of the rules to personnel, which should include technical competence utilising online platform guides to implement the rules.



The rules themselves are not training and can only be effectively applied if personnel are equipped with the knowledge, skills and equipment that they require to perform work safely. The aim of the campaign is not only to release a rule, but to stimulate a closure of gaps in competence and knowledge where they exist, enabling personnel to freely comply with the rules. It is important that HSE professionals understand the present level of competence and knowledge surrounding each of the rules (as applicable to local activities) and establish a plan to support any gaps thought to exist throughout the duration of the campaign.



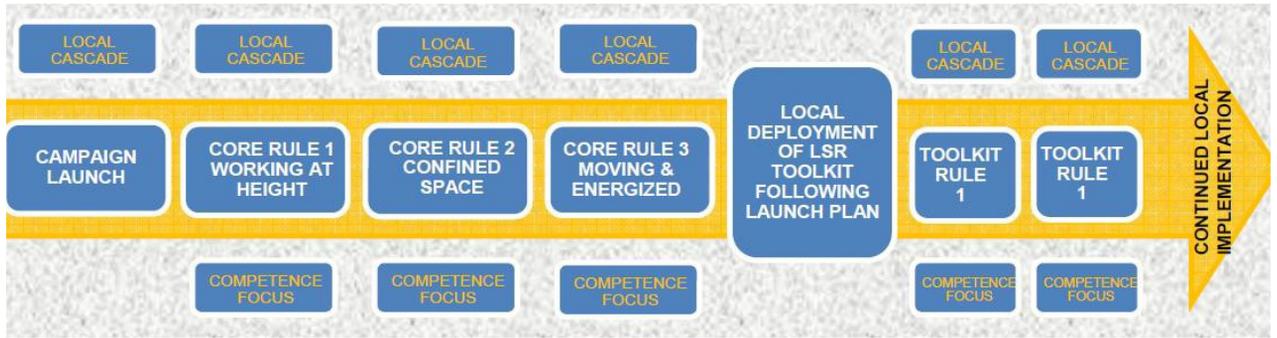
In general terms, a focus can be directed locally during the introduction of the rules. The release of each rule presents the opportunity to trigger the building of technical knowledge, skill and competence surrounding the working activities to which the rules apply. If this opportunity is lost, the effectiveness of the rules may be reduced. The opportunity exists to extend the rule topic into local training, inductions, campaigns, safety meetings, JSA, toolbox talks, etc. Existing internal training materials hosted in our DELPHI Training Platform have been updated with references to the Life Saving Rules (where applicable) to maximise the exposure of the rules to personnel.

Guidance on Local Campaigns

While the corporate release commenced in October 2015, we recognised the fact that local areas may not necessarily be able to follow this schedule for implementation on site. We therefore do not set an arbitrary time limit on when a rule must be released and completed by, but rather leave this down to assessment and planning by local managers. HSE managers produce plans & submit these to the corporate HSE function for reporting & monitoring purposes. It should be noted also that, while all areas have commenced & progressed through the LSR campaign, as & when new projects & work sites are opened the LSR campaign is re-started to ensure that all personnel are engaged.

Typically, local campaigns are structured the following way:

- LSR Trailer film and presentation from site senior management.
- Core Rules and LSR Toolkit delivered by workplace trainer/s facilitators/s.



Managers are advised to allow enough time (minimum 4 weeks) between rule releases to allow a window for clear focus, and for that respective rule to be fully integrated into workplace procedures.

Local Campaign Format

The Campaign is divided into 3 phases, with the aim to communicate/cascade each phase to the workforce in an effective way, planning the release appropriate to the local operational contexts, and through meetings, toolbox talks, specific events etc.

Phase 1: Local Campaign Launch (Month 1)

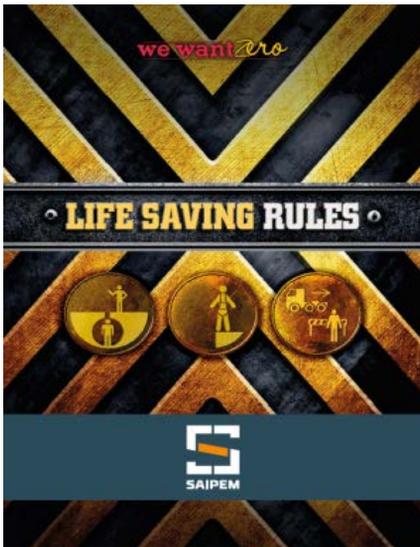
This first step is designed to provide the rationale of why the LSR are being introduced, who will be involved and what is expected, while allowing time for the campaign to be planned locally prior to the first rule release.

The release is via the intranet, and contains the following elements;

- Message from the CEO
- Short description of the campaign
- Introductory film clip
- Pocket book (digital version)
- Link to an online toolkit containing an implementation guide, multi-language media and printable poster & pocket book. (media be added as the campaign progresses)



The aim is to spread the introductory clip through the workforce. The LSR poster and multi-language pocket book are available within the LSR toolkit to be downloaded and printed locally.



(Digital Booklet)



(Introductory Clip - Refer to the YouTube link [Campaign trailer film](#))

Phase II: Progressive release of the 3 'Core Rules' (Month 2, 3, 4)

The 'core rules' are a combination of the most urgent and transferable across Saipem's operations, and they will be released at monthly intervals. Each of these rules is supported by a film clip outlining the basics of the rule, while provoking key questions to trigger individual reflection or group discussion. They are released at intervals to allow a local focus toward each rule prior to the next, and again the aim is to communicate these throughout the workforce.

Each 4 to 5-minute clip that accompanies the three core rules tells a short story. Firstly, the clip demonstrates the potential consequences of not following the rule, followed by a recreation of the situation showing positive safe actions that are taken to avoid such an occurrence.

The clips are interactive and allow for a pause midway for the discussion of 2 to 3 simple questions in groups, or individual reflection alone.



(3 Core Rules)



(Interactive Clips)

Phase III: Local Implementation Toolkit

The rules related to vehicle operations and personal responsibilities are released one per month. However, the operation specific rules are released in their entirety as a toolkit. This allows each operating entity the flexibility to continue the campaign independently, by following their own LAUNCH PLAN, progressing at their own pace, releasing the rules in a prioritised way that is complimentary to local operations, criticalities and realities.



Vehicle Operations - these 3 rules are grouped into a single rule release, with a clip summarising them in their entirety;

Personal Responsibilities - the 2 rules are categorised in the same way; the above grouped rules are flexible and can be launched individually if required;

Operations Specific - These rules are to be identified and launched as appropriate to the local operating context subject to their local plan, as it is expected that not all rules will apply to each worksite.

Rules within the toolkit have shorter 'language-less' media, highlighting positive practices in a non-verbal way. Each clip ends with a question to promote discussion or reflection.

Core Rule - Work at Height screen shots:

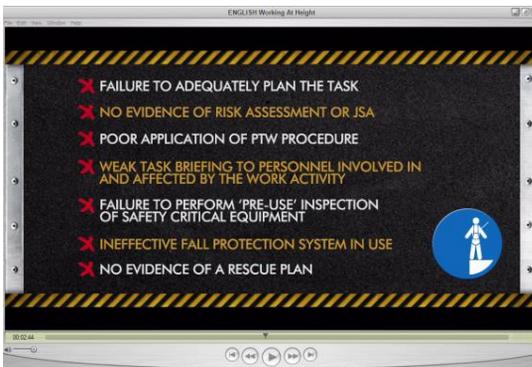
1. Title image and introduction



2. Film progresses through to reflective moment



3. Summary of incorrect actions leading to accident



4. Example of an LSR 'Positive Action Stamp' identifying correct actions in compliance with the scope of the rule



5. Summary of correct actions and campaign theme question: 'What extra effort can we give to make this even safer?'

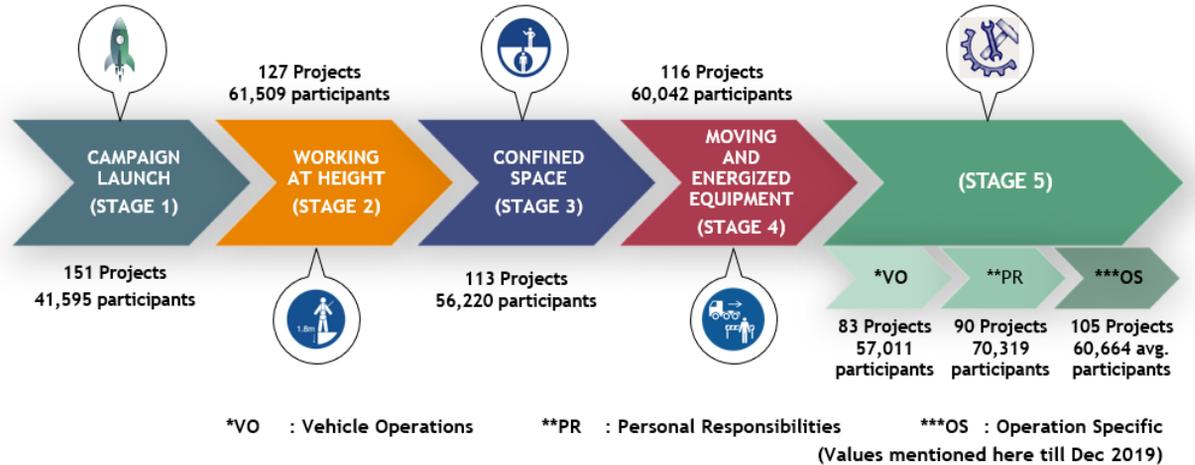


6. Final considerations appealing to personnel's intrinsic values.; what will be the benefits to YOU, Your Colleagues, Your Family?



LSR Campaign Highlights

Due to the determined enthusiastic efforts by Saipem HSE Personnel, the LSR campaign has reached more than 4,00,000 personnel worldwide and cumulative of 58,194 average participants per stage since its inaugural launch in October 2015 through around 14,207 events. The campaign has benefitted 151 projects and sites around the world.



A few key details of several stages of the campaign on various sites and projects are presented, focusing on the innovative contributions brought by the local managers and coordinators and HSE personnel, as well as on the short- and long-term feedback of the participants.

- Moving and Energized Equipment was the first rule delivered in Ambriz Fabrication Yard, as per Yard planning. The delivery results were highly satisfactory, especially because this rule was delivered in a comprehensive and concise manner by the Lifting Superintendent to the entire workforce. The good results in the field after one week in all working areas could also be attributed to the thorough understanding of the rules, as delivered both in English and Portuguese.

- Ambriz Fabrication Yard, Angola.
- The Confined Space stage of the LSR was launched in March 2016 in the presence of all the crew, subcontractor and clients on the Drilling Rig, Perro Negro 5. The feedback received from the rig crew was overwhelmingly positive, as the new initiative had a profound effect on the safety culture on board.

- Perro Negro 5.
- The LSR Campaign Launch was done both in person and via videoconference, to ensure the participation of all the parties concerned. Positive response was received from management. The Deputy HSE Manager also explained in further detail the LSR initiative plan to be conducted soon at various project locations. Several activities have also been performed within the scope of the project, such as: LSR integration into toolbox talk form, making an attractive banner with LSR content, and the realization of a subcontractor safety management check that included LSR as the audit item.

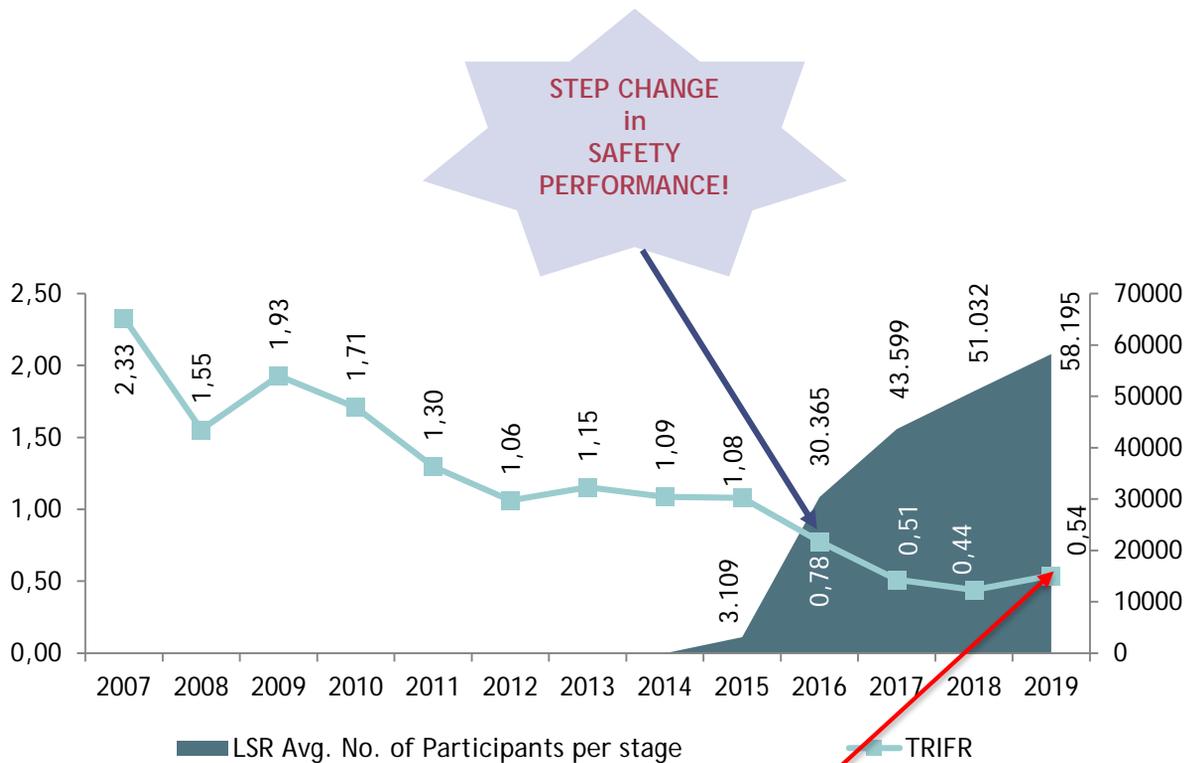
- Jangkrik Project Jakarta Office, Indonesia.

- In April 2016, the Moving and Energized Equipment stage of the campaign was implemented in El Encino Topolobambo Pipeline Project in Mexico. The participants largely contributed to an open group discussion about the failures shown in the video and provided pertinent comments, as well as corrective actions to be taken.

- EL ENCINO Project, Mexico.

LSR IMPACT ON SAFETY PERFORMANCE

The innovative approach of the LSR campaign had a very positive impact on the behavioral response of Saipem personnel towards adherence of our core safety values and visible results in the improvement of the company's safety performance. While our company's TRIFR performance remained constant between 2012-2015 (*in the range of 1.06 to 1.15*) following the implementation of the LSR Campaign in 2015, in years 2016 and 2017 a step change in TRIFR performance is observed.



Post the 'Re-Launch'...

SAIPEM
LIFE-SAVING
RULES

2020 EDITION

Expect to achieve another step change in our safety performance. Continuously moving toward our target of Zero Accidents and Zero Fatalities.

Additional investments as a direct result of the LSR Campaign

The LSR campaign has had a profound effect on the way that management allocate time & resources to improving safety in the organisation. As well as an increase in training hours recorded over the disciplines related to the rules, additional campaigns have been developed that further increase the awareness & competencies of personnel. These are;

DROPPED OBJECTS PREVENTION CAMPAIGN

Dropped Object is one of the Lifesaving rules internalised by Saipem following the IOGP guideline. It was decided to develop a structured campaign in line with the current Best Practices, in order to improve and facilitate compliance with applicable Saipem Policies, Safe Systems of Work & with several technical inputs driven by leadership and communication tools and initiatives. The development of an innovative approach promoting a deep personal and organisational change was fundamental in the success of the campaign which relies on a powerful & emotionally engaging film dramatisation 'Choice Not Chance' as catalyst of the overall campaign. The movie included personal and credible messages from the Offshore Division EVP & the idea was to create an experience that enables any employee to personally transpose into the roles of the characters, sharing their situations, actions, attitude and emotion. The key was to recreate an inclusive and recognisable environment which people can feel they can connect to because it 'speaks' to them on a peer to peer level, reflecting their own everyday 'way of life'.

Campaign Structure



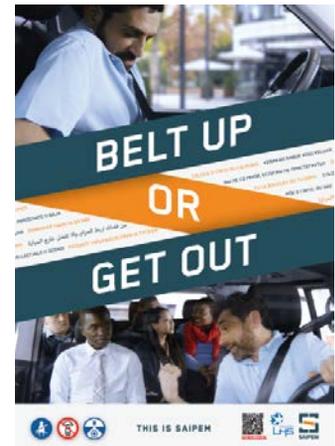
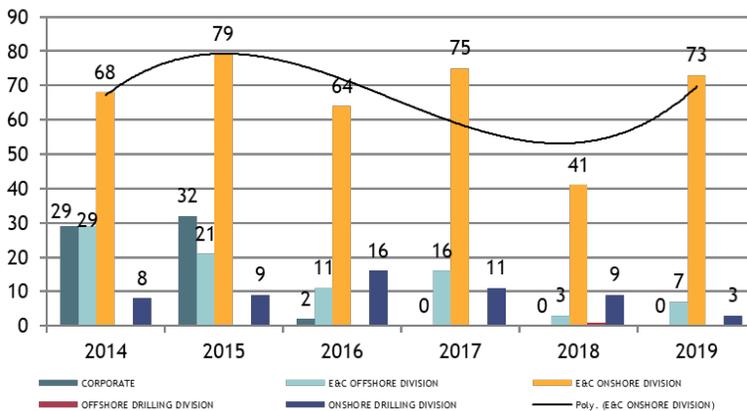
Key personnel worldwide (in particular HSE and Asset, Maritime and Construction people) were selected to receive training and become DROPS Focal Points. This gave them the technical skills to cascade the contents of the program to the Workgroup which is another key element in the dissemination strategy and ultimately will be responsible of disseminate the communication campaign to the whole workforce and implement most of the technical tools. The scheme was designed to support and complement our Saipem HSE Management System with particular reference to Hazard and Risk Management elements.

SAFE DRIVING CAMPAIGN

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.

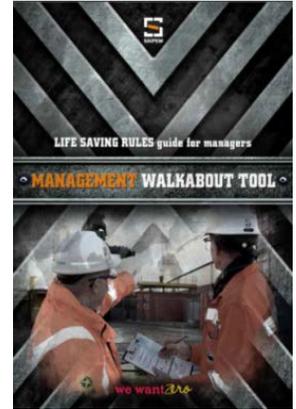
To further support & enhance our Life Saving Rules campaign & to improve awareness & compliance with our specific Vehicle Operations rules our CEO provided us with a mandate to develop a dedicated campaign that would focus solely on these rules. The aim of this dedicated campaign is to serve as a powerful 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.

A 'Belt Up or Get Out' toolkit was developed inclusive of a powerful, short movie clip that provokes viewers to consider the negative actions of unsafe behaviors related to vehicle journeys, trainer cascade tools & a series of high impact posters. All materials are made available to the organisation for the use in locally organised safe driving campaigns & also links to other technical training courses hosted in our DELPHI training portal.



LSR MANAGEMENT WALKABOUT TOOL

Management walkabouts offer a unique opportunity to assess levels of HSE implementation on site and provide an opening for management to demonstrate a firm commitment to improving safety performance. This tool has been designed to assist in the sampling of levels of implementation and compliance of Saipem's Life Saving Rules. It is used to supplement pre-existing management walkabouts, allowing managers to place specific focus on the LSRs, creating extra value within an established process.



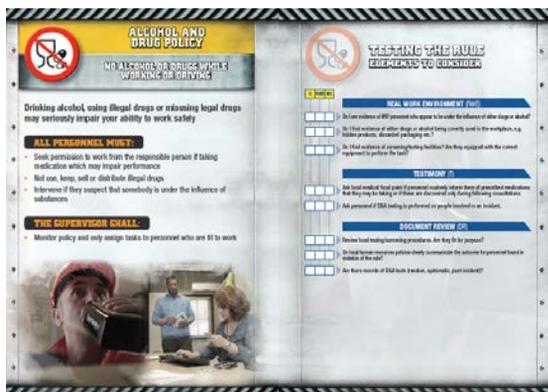
Simply watching is not enough! In order to take a proper sampling of the implementation and compliance of the LSRs during the management walkabout, it is important to gather information from a variety of different sources:

- **Real Work Environment (RWE)**
You must take time for passively observe the work activities. Look for how personnel operate in the real world while performing their associated tasks. Watching what is happening may reveal the culture of the work site.
- **Simulation (SIM)**
Ask personnel to practically demonstrate their skills relating to the rules that they wish to sample. Sometimes it will not be possible to observe an activity, so we need to consider how personnel can replicate workplace tasks that would demonstrate the knowledge and skills required to comply with the rule.
- **Testimony (T)**
Asking well-constructed questions may provide you with a deeper level of understanding relating to individuals' levels of knowledge. Speaking with workers, supervisors, team leaders, etc. using the example question provided within this tool. Actively listen to the answers and be prepared to dig deeper with further questions in order to have a more accurate and broader understanding of a person's knowledge.
- **Document Review (DR)**
What documents that confirm implementation and compliance with the rules are available for sample? For example, permits, isolations, certificates, tool-box talks, risk assessments and JSAs may provide valuable evidence of relating to how established the rules are within the working environment.

Management Walkabout Tool Process:

- ✓ PRE-WALKABOUT MEETING
- ✓ WALKABOUT
- ✓ POST-WALKABOUT MEETING

This tool provides practical examples of what you should look for, what questions you could ask and how to communicate, gathering information from a variety of different sources providing a 'snapshot' of your work area and personnel's knowledge and skills.



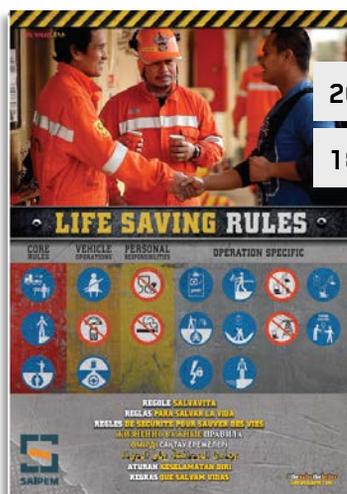
We are confident that, as with all the other tools available in the LSR arsenal, the Management Walkabout tool will add real, extra value and further embed the rules in Saipem's consciousness.

FUTURE DEVELOPMENT & SUSTAINING FOCUS

EVOLUTION - LSR 2020 EDITION (UPDATE)

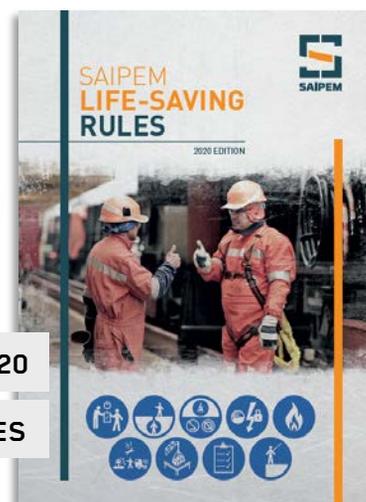
Aim of the change : To support the continued improvement in safety performance within the oil & gas industry Saipem has undertaken to update our LSR's in alignment with the IOGP rules released in 2018. In doing so we will achieve;

- Better transfer of knowledge, experience and lessons learned
- An increase individual awareness and ownership of critical safeguards
- A positive contribution toward creating an industry-wide common safety language
- Facilitation of widespread implementation and adoption by all personnel inclusive of clients, partners and sub-contractors



2015

18 LIFE SAVING RULES



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LSR eLEARNING PLATFORM

Saipem is embracing the eLearning revolution as a means to share knowledge efficiently & effectively throughout our organisation. We recognise that the traditional tools that are used to deliver information can be further enhanced by the use of new technologies & methodologies that allow learners to engage with content using a variety of applications & learning strategies which will not only increase awareness of our rules but also serve as a means of evidence that personnel have been provided with the correct knowledge to perform their work activities safely.

When the LSR eLearning tool comes online personnel will be able to use the tool at the instruction of a manager to fore fill training requirements or can increase knowledge through self-led learning.



CONCLUSION

Saipem recognises the fact that often rule violations are the root cause of many accidents. By establishing a strong internal communication campaign to transmit the Life Saving Rules, Saipem has ensured that personnel across the entire organisation have the appropriate knowledge & skills to enable rule compliance in every operation and activity. The LSR Campaign has been received very positively by the participants. The strong performance results are an indicator that this innovative campaign has struck the right chord and has been a huge success. The campaign has changed the way personnel perceive everyday activities, influencing the behaviors of Saipem personnel on a professional and personal level. We are extremely proud of our extraordinary achievements & will continue to invest time, effort & resources in ensuring that everyone, irrespective of who they may be are able to work safely &, more importantly, go home to their families & loved ones when the working day is done.