2023 HSE & CSR Workshop

«Improving Corporate Safety Memory »

Answers to the questions

1. **How can we better determine what good risk perception looks like?**

   - Have personnel discuss risks before workday and bring them to the security meeting in the begging of the day - check and balance between people with different expertise ;

   - BEFORE and AFTER test using photo or video (before) and site visit (after) associated with training as needed - NOT usually included in inductions - LEARNING POINT ;

   - Daily pre-start site briefings / toolbox talks ;

   - Challenge / test using someone outside the team to challenge group think / audit ;

   - Deliberate disruption of routine e ;g ; swopping supervisors ;

   - Identify and measure near misses and incidents ;

   - Have a n internal and external audit ;

   - Ask staff and get feedback / comments ;

   - Competitions and quizzes and rewards ;

   - Think of what we are doing (energy wheel) while also how we are doing it ;

   - Not just quantity but quality of our observations and reports. How can we achieve this? Maybe thought KPIs, validated checklists, quality evaluation in a binary, quantified way ;

   - Idea that we may should work upfront on risk perception directly ; Doing evaluations before work starts and get different documentations out and communicated, and verified ;

   - Eliminate complacency ;

   - Attitudes beliefs ideas influencing behaviour ; Differentiate between behaviour and attitude ;

   - Be able to understand what the consequences are and being able to measure what the impact is on safety ;

   - Top management clearly communicating on risks involved – set clear expectations on risk management ;

   - Get worker's feedback and back the other way (return).

2. What work tasks could we reorganise to enable direct controls for the most common STKY (Stuff That Kills You) hazards?

- Set up effective risk management tools, have potential to manage change and have effective supervision ;

- Brace for blasting and grinding, have a security man that stops the machine in case the machiner drops – examples that need direct control ;

- Question ourselves on the amount on leverage that we as a community have on the industry of installing such security on tools ;

- Use mechanised equipment and not have human element do the risky work ;

- Do a job risk analysis ;

- Vehicle / machinery movement – reversing indicators and cameras that stop the machine ; Use governers/limiters to limit speed ; Automatic braking if too close ;

- Pipe handling – use methods that enable 100% remote operation ;

- Welding radiation – tents and exclusion zones ;

- Pipe split during welding close to bends as under pressure/tension to fit together – use pillow cushion (air bag) ;

- Side boom operation – trench boxes NOT cost-effective ;

- Have remote controlled boring and excavating technology for crossings ;

- Have remote cable operated pipe stringing on steep slopes ;

- Use trenchers rather than 360s on steep slopes where feasible ;

- Use of CSRA stickers – any task can be reorganised as per the energy wheel and we will be able that those controls are appropriate and not prone to human error ; If we cannot then do not reorganize.

3. **How can we improve safety in cross-cultural / multicultural work environments?**

Issues: fatalistic / poor working conditions / poor skills / Second jobs / long chain of sub-contractors

- Have a good translation and interpretation for pictorials and posters ;
- Mix teams up – international / national ;
- Redouble training on identifying risks and ensuring local perceptions/risks actively encouraged:
  a. Language training ;
  b. Cultural awareness training – respect/knowledge – we do not necessarily see the same things ;
  c. Share ideas with local staff ;
- Reward people who are informal leaders/translators. Leadership must be an example ;
- Understand and accept positively different cultures (religion, food, language barriers). Give a possibility to all to continue with their own culture. Understand they are part of a group regardless of the culture ;
- Ensure things are in multiple languages ;
- Leaders and managers to be an example for all to guide them in the same direction of risk perceptions ;
- Cultural exercise additional to safety exercise – pull all aspects into a meaningful project ;
- If you had a very robust direct controls safety program and everyone was coached then you have a safe project ;
- We need to understand different cultures, adapt negotiate and share. Be involved in sharing values and try to separate work from religion/beliefs ;
- Use effective communication and get people to feel part of the team ;
- Maximise the use of coached supervisors, used as an ambassadorial interface with the rest of the workforce. Maximise efforts of education of key positions.

4. **In what ways are we learning (organisationally) about safety and how can we improve?**

- Random checks ;

- Encouragement of hands-on staff to reformulate/report on risks good/poor performance via suggestion cards/tool box talks ;

- Have a dedicated safety staff ;

- Identify high energy risks and direct controls (HERAS) – not common ;

- From key /flagship projects ;

- Secondments / "Cooks tours" to expand knowledge including time in safety discipline ;

- Focus effort on the competence / leadership / training of supervisors ;

- Improve feedback - "Just Culture" system ;

- Share lessons after an accident or near-miss. Learning meetings across the company, not only on the accident site – online and verbally ;

- Go in depth with individuals, find out as much information to improve the procedure or process ,

- Encourage, reward, positively recognise those who are involved ;

- Safety leadership – vision and commitment by management to get the desired results – goal setting ;

- Effective training, utilising and improving learning tools ;

- Safety is cost-effective (CSRA doing experimental work on this topic currently) ;

- Learn from success: do an adequate debrief after a phase or project that was successful ;

- Get involved contractors and subcontractors in fails and successes.