Carmon Creek Project
EARNING THE 2015 SHELL CEO’S GLOBAL AWARD FOR EXEMPLARY SAFETY PERFORMANCE

TWICE AS SAFE

TWICE AS PRODUCTIVE

Paul Pickering – Shell CC Project Director
In October 2015, the Carmon Creek Project was Awarded the prestigious Shell CEO’s Global Award for Exemplary Safety Performance competing against projects globally.
How well can you see
The things you're not looking at?

Hard eyes we use these to stare directly at an object focusing on nothing else.

When you use your SOFT EYES you were keeping the object in your general vision but also using your peripheral vision to see so much more around you.
Where we focus our attention determines how much we see. Our Vision is a powerful thing, this vital tool impacts how we...

Think Safe, Work Safe, Be Safe
Eliminate risk from your periphery focus on your work but be mindful and use your soft eyes to stay alert to changing conditions.
CARMON CREEK PROJECT

Map showing locations of Peace River Oil Sands, Athabasca Oil Sands, Cold Lake Oil Sands, and Edmonton. The map also indicates the Lease area. The distance scale is marked in kilometers (km), with 0 km at the bottom and 200 km at the right side.

Images of construction sites and operations related to the CARMON CREEK PROJECT are also shown. These include industrial buildings, machinery, and a general overview of the site.
BP ROAD MAP FOR SAFETY LEADERSHIP – *DEFINE, DEMONSTRATE, DEMAND*

- Annual HSSE Plan to manage resources and prevent initiative overload (define)
- CEO Summits site HSE steering committees (define)
- Visible, engaged and committed leadership (demonstrate)
- Resource the line and HSSE teams with the correct skill sets and materials (demonstrate)
- Learn from each other - drive to incident root causes with open participation by both Shell and Contractors - “Care of the workers” at the heart of all responses to Incidents (ie. No “witch hunts”) (demonstrate and demand)
- Accountability through weekly Contract progress meetings and regular Contractor Business Performance Reviews (demand)
- “Choices YOU make, YOU and I each make” for performance management (demand):
  - Structured Site Access Review Committee
  - Site recognition program provided positive balance thru points system
- BEHAVIOURS TO ENHANCE FIELD SAFE PRODUCTION

- Foundation - sincere, transparent partnership between Shell and Contractor Leaders to create a respectful, caring workplace:

- Proactive behaviors focused on safe production to be the expected norm

- BE consistent in words and actions = Develop trust and compliance value system:
  - Provided high quality camp where everyone treated the same
  - Open communication by Project Director and leadership team on ALL matters
  - Workforce concerns listened to, actioned and followed up – “don’t ignore the small stuff”
  - Communicate, communicate, communicate

- Branding – “I have your back, You have mine”
SUPPORTING TOOLS

- Aligned single site HSSE program agreed with all Contractors – but leverage contractor proven tools
- Simple rules (Life Saving Rules, Construction Site Standardization)
- Interactive Orientation & Shell HSE Leadership Training Program (soft skills for all site leaders) - opened & championed by Shell and Contractor Leaders.
- Diligent and structured contractor management: formal assessments, line management led contractor mobilization – monitored by HSSE formal field activities.
- Use of video media to deliver messages across site
- Camp Committee; and drug dogs used to deter illegal drug use and thus related social issues
- Having state of the art medical facility and pre access assessments – setting new boundaries but also explaining and introducing so it is welcomed not enforced
- INJURY ALBERTA TESTING: https://mysafetysurvey.com/home/about
CALGARY, Oct. 31, 2013 /CNW/ - Royal Dutch Shell plc (Shell) today announced its decision to proceed with its Carmon Creek project in Alberta, Canada, expected to produce up to 80,000 barrels of oil per day.
When Carmon Creek was announced, the Alberta Construction industry was projected to be headed into another Boom period and estimated that the industry would be short over 21,000 workers.

The Carmon Creek team pressed on focused on building a project that would be considered the Project of Choice in the province focusing on worker wellness, HSE excellence and creating a satisfying respectful workplace where people and careers could flourish.

CONSTRUCTION LOOKING FORWARD COAA 2013

“The Alberta labour force will expand by 14,000 workers across the 2013–2021 scenario. Over the same period, replacement demand adds requirements estimated at just over 30,000 workers. With first-time new entrants estimated at 23,000, this leaves a gap of 21,000 workers that need to be found from outside the construction industry.”
CBC Broadcasting - Alberta and the oil crash, - 12 months ago, oil was trading at $106 US a barrel. How has Alberta survived the crash, so far?

Macleans Magazine - The death of the Alberta dream. Large-scale layoffs, empty office towers, falling house prices: Alberta has been gutted by the glut.

Financial Post - Oil industry to lose 100,000 jobs by the end of 2015 as policy uncertainties, low prices decimate sector
• **Early Contractor Engagement** and meaningful involvement in development of HSE system – bring the best programs and build a program that is fit for purpose.

• **Think Different, Build Better** - Promote collaboration among all team members - project leaders, field leaders and craft. Meaningful involvement promotes ownership from conception through to execution.

• Daily examination and actioning of **field observations** reinforced that the craft teams had a prominent voice in Safety.

• **Craft engagement** that is focused on bring out the best our people have. The Vigilance program was designed and implemented for the end user. Designed to bring the best qualities and instincts out to improve HSE performance.
HSE FOCUS DESPITE DISTRACTION

• The people at Carmon Creek continued to pursue Safety Excellence by refusing to become victims to the global factors that were beyond their circle of influence.

• The leaders chose to continue to focus on building the Culture of Safety Excellence and;

• The field crews held on to the principles of safe work in the face of significant personal distractions and massive uncertainty.

• As a team and as a family, chose to “Stay Above the Line”

• This team of extraordinary people demonstrated to the world that when we cannot change external factors, we can still choose our response.
THE RESULTS

- Significant Milestones Achieved:
  - Over 1 year without sustaining a recordable injury August 8 2014 – Oct 2 2014, 421 days
  - Over 2 million work hours recordable injury free, 2,435,466 work hours.
  - Over 2 years Lost Time Injury free on the Construction Project - No LTI for the Project
  - Over 6,092,264 million work hours Lost Time Injury free for the Carmon Creek Project worldwide
  - 2015 TRCF of 0.54 to end of November (1,805,798 1,860,016 exposure hours)
  - PTD TRCF of 1.12 (4,026, 063 work hours
  - The project won the Shell CEO global ward “2015 CEO HSSE & SP Award in the category of Improving Performance in a Global Risk Area”.

- ….. and productivity beating targets at the same time!!!!
## PTP – Projects & UA (Alberta) HSSE PERFORMANCE Q1 2016

<table>
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<th>Incident Month</th>
<th>Workhours</th>
<th>Total Recordable Count (TRC)</th>
<th>Total Reportable Case Frequency (TRCF)</th>
<th>Lost Time Injury Frequency (LTIF)</th>
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**Graph:**

- **Working Hours (mln)**
- **TRCF**
- **LTIF**

- January: 1.7 (TRCF 2.90, LTIF 0.58)
- February: 1.8 (TRCF 1.68, LTIF 0.00)
- March: 1.9 (TRCF 4.22, LTIF 0.00)
BUT IS IT SUSTAINED EVERYWHERE?

In first 4 months of 2016, one area of our Alberta Construction business has had a Cumulative TRCF of 2.96 for Q1 2016 based on a million hours…4.22 in March

- The downturn brings uncertainty and distraction and….
  - An upturn brings inexperience, rush to market, revolving doors of craft
  - …. So how do we make this our Canadian norm..

- Its morally and imperative… and it is a foundation for efficient business which = survival.
THINK SAFE, WORK SAFE, BE SAFE

Paradigm

See

I am free to choose my Values and set my Priorities to bring those Values to life

Get

Do

Behavior
- Engage workers
- Take every opportunity to act on your priorities
- Demonstrate your unwavering commitment

Result
- Crew engagement
- Improved Perception
- Great Culture
- Great Performance

Effective – All Injuries are preventable

Ineffective – We cannot control all factors to prevent all injuries
WORKING SESSION – LET’S LEARN FROM ONE ANOTHER

- Quick look and say where are you on this journey in your org
- Give top 1 or 2 points you would prioritize to move your company onward
- List 1 or 2 top practices you could make more efficient or eliminate to make safe delivery more efficient and effective