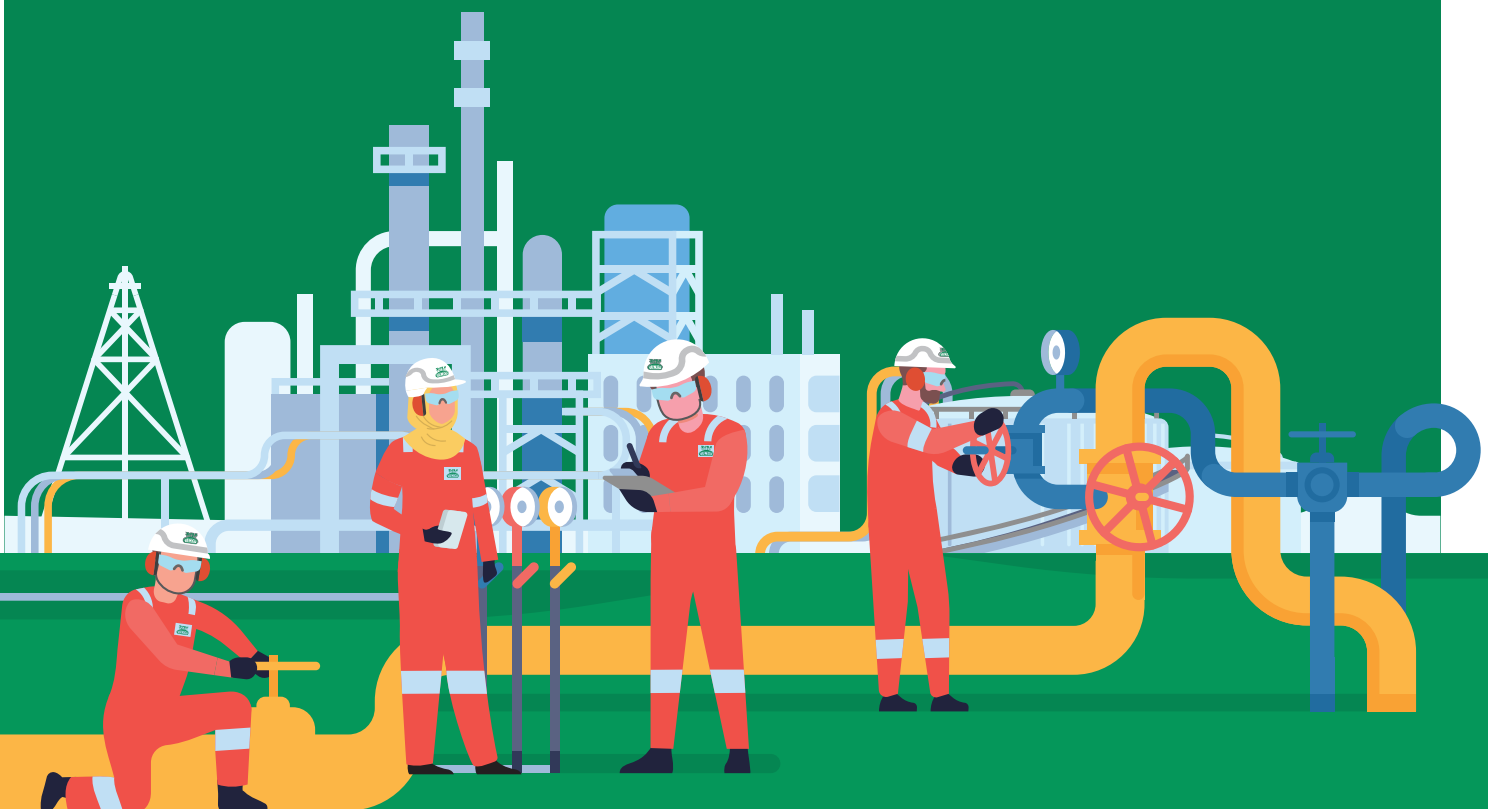




#AMANAHKAMI

# MAKING GOAL ZERO HAPPEN

GUIDE FOR VISIBLE LEADERSHIP ENGAGEMENT





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This e-handbook is a republication of Shell plc - Making Goal Zero Happen - Guide for Visible Leadership Engagement.

Custodian: Head of HSSE Governance and Assurance (HSEG)



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Fundamentals



# OUR DECLARED FUTURE FOR SAFETY

EVERYDAY WE RETURN SAFELY TO OUR LOVED ONES



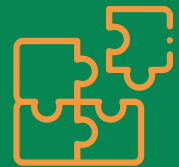
**TRANSPARENT  
& EMPOWERED**



**SUPPORTIVE**



**DISCIPLINED**



**ALIGNED**



# OUR MINDSET AND BEHAVIOURS



# MANAGING DIRECTOR'S MESSAGE

**Assalamualaikum and Salam Sejahtera Everyone!**

Over the last decade, our safety performance has improved despite external challenges faced such as COVID-19, volatile oil prices and on-going supply challenges, which further emphasises our need for Goal Zero of No Harm and No Leak. This is our commitment to our people, our community, and our nation: Every day we return home safely to our loved ones – it is **Amanah Kami**.

As one of the key contributors to the nation's economy since 1969, Brunei LNG must continue to sustain good safety performance. Good safety is not just the absence of injuries, but the presence of robust controls delivered through a competent and engaged workforce.

Therefore, you have an important role in setting the conditions and expected behaviour – How we present ourselves influences the priorities and behaviours of our team. A Safety Leader must continue to build and embed a safety culture, be curious to learn and take a step back to understand how we can improve together, and when there is situation where we fail, we must ensure we always 'Fail Safely'.

I am seeking your full commitment to work together in deepening our legacy as a **Safe, Reliable and Competitive BLNG through One BLNG** – driving a generative safety culture needed for us to remain safe and reliable while fulfilling our commitments to the nation, our shareholders and all our stakeholders.

Lastly, please use this handbook to help facilitate conversations to learn from each other and effectively respond to today's challenges and opportunities. Let us continue to keep each other safe, stay focused and reach out for support to enable us all to take the necessary actions to make BLNG a safe organisation to work with as we continue to uphold **#AmanahKami** and contribute to Brunei Darussalam with pride.

Thank you,

**Hajah Farida Dato Seri Paduka  
Haji Talib**

Managing Director & CEO  
Brunei LNG Sdn. Bhd





## HEALTH, SECURITY, SAFETY, ENVIRONMENT AND SOCIAL PERFORMANCE POLICY

In Brunei LNG, we are all **committed** to:

- Pursue the goal of no harm to people;
- Promote mental health in the workplace;
- Protect the environment;
- Use material and energy efficiently to provide our products and services;
- Respect our neighbors and contribute to the societies in which we operate;
- Develop energy resources, products, and services consistent with these aims;
- Play a leading role in promoting best practice in our industries;
- Manage HSSE & SP matters as any other critical business activity;
- Protect Brunei LNG employees and business partners, information, and assets on site from security threats including cybersecurity; and
- Promote a culture in which all Brunei LNG employees and business partners share this commitment.

In this way, we aim to have an HSSE & SP performance we can be proud of, to earn the confidence of customers, shareholders, and society at large, to be a good neighbor and to contribute to sustainable development.

In Brunei LNG, our policy:

- Has a systematic approach to HSSE & SP management designed to ensure compliance with Brunei law, and industry standards, and to achieve continuous performance improvement;
- Sets targets for improvement and measures, appraises, and reports performance;
- Requires business partners to manage HSSE & SP in line with this policy;
- Engages effectively with neighbors and impacted communities; and
- Include HSSE & SP performance in the appraisal of staff/business partners and rewards accordingly.

*If you believe that a job cannot be done safely, the job shall not be started or continued. Each of us has the right and duty to intervene with non-compliant acts, conditions, or business decisions.*

**Hajah Farida Dato Seri Paduka Haji Talib**  
Managing Director & CEO



# EXPECTATION OF LEADERS



**Your safety performance is a direct reflection of the quality of your leadership engagement, and the culture you create.**

**We expect you:**

To create a culture that drives our commitment of no harm to people and to protect the environment.

**We want you to:**

1. Be mindful of risks. Understand the safety risks in your business and effectiveness of controls.
2. Demonstrate visible and felt safety leadership through measurable actions.
3. Motivate, coach, and develop personnel in effective safety management.
4. Hold individuals accountable for their safety behaviours and performance.
5. Engage with stakeholders about HSSE & SP.

**Your HSSE safety leadership is measured through the annual appraisal process and assurance system.**



# CRITICAL LEADERSHIP QUESTIONS FOR PERSONAL REFLECTION

**Learner Mindset is the core of BLNG's Leadership Framework.**

## **How do I role-model Learner Mindset?**

1. How do I get feedback on my visible leadership and the culture I have created?
2. How curious am I to understand what motivates my team and the conflicting pressures they face?
3. Are we fair in the way we respond to HSSE events? Does my team truly believe that learning is the priority, not assigning blame?
4. Do I understand how my decisions have helped set the context for an HSSE event?
5. Are my intended HSSE messages understood at all organisational levels?
6. Does my team continuously learn from our incidents and their causes?
7. Am I identifying potential hazards, ensuring we have the right controls and verifying that those controls are working as intended?
8. Do I visibly demonstrate care?
9. Does the culture I create have enough psychological safety for everyone to speak up about their dilemmas?
10. Can our critical risk controls be strengthened in line with the Human Performance Principles? If a control/human barrier failed today, would we fail safely?

# DO YOU FEEL IN CONTROL?



1. How and why might work onsite be done differently to how that work is described in our procedures?
2. How am I personally involved in verifying the controls for our top hazards?
3. What did I learn from speaking with the workforce on my most recent safety visit?
4. Who will tell me when competence or resourcing challenges safety?
5. What have I done to find out if my HSSE communication is clear and understood by my workforce?
6. Have there been serious injuries in my business? If so, how did I ensure care was provided to all those involved, and learning (not retribution) was the goal?
7. What did I do last time we “failed lucky” to reduce potential consequences, and rely less on luck?
8. How do I know my contractors do what they say when it comes to safety?
9. How do I celebrate genuine HSSE improvement with my team?
10. How did I thank my team for improving my understanding when they shared “bad news” with me about safety?
11. Do I know how I influence Human Performance with my words, body language and actions?
12. When I ask a question, what might my team interpret about my priorities?

# LIFE-SAVING RULES (LSR)



**We care about the health and safety of all our employees and contractors. The Life-Saving Rules exist to do exactly what they say: save lives! The simplified industry-standard rules introduced in 2022:**

**Cover the risk areas related to 80% of incidents across our industry – the additional rule on Line of Fire relates to 20% of industry fatalities.**

1. Are written as intent based “I statements” for personal ownership.
2. Apply to all BLNG employees and contractors when on business or BLNG sites.
3. Apply to all operations under BLNG’s operational control or governance.
  - a. We should understand and learn from Life-Saving Rules observations
  - b. We help each other comply 100% with the industry Life-Saving Rules.
4. Everyone must understand that work only starts when everyone is clear on how the rules apply and feels safe.
5. Leaders must make sure everyone is fully aware of the Life-Saving Rules and regularly engage their people on why they matter.

Learning together how to fail safely is our priority. Leaders must create the conditions for people to feel safe and responsible to speak up. When the Life-Saving Rules are not followed, leaders take a 'whole systems approach' that prioritizes learning. If a Life-Saving Rule is not followed, despite all enabling conditions being in place, then **consequence management** may have a place.



# LIFE-SAVING RULES

## – LEADERSHIP EXPECTATIONS

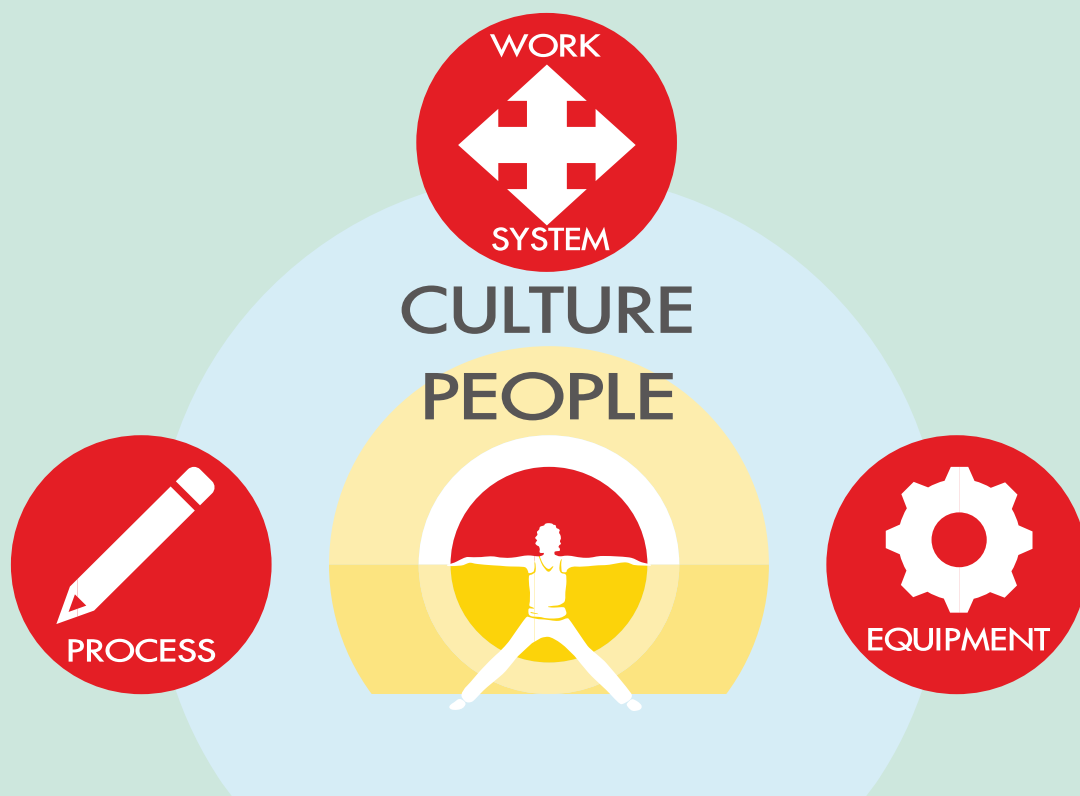
- Ensure an introduction to the Life-Saving Rules is included in the onboarding for all new team members.
- Set clear expectations so everyone understands their responsibilities.
- Create opportunities to talk to your employees and contractors about the rules through toolbox talks and safety meetings. Invite sharing of dilemmas.
- Lead by example by role-modelling and creating a culture of intervention.
- Reinforce the purpose of Life-Saving Rules is to save lives.
- Encourage peer-to-peer intervention and reporting without consequences.
- Respond to Life-Saving Rules observations with Learner Mindset. Apply Fair Event Handling and a whole-systems approach to encourage future reporting, and learning. Role-model selfreporting to set expectations.
- Investigate observations where there is learning opportunity or high risk, with a focus on sustainable improvement/consistent future compliance.
- Learn from trends in observations and take action to improve the controls.

# PERSONAL CHARACTERISTICS OF A GREAT SAFETY LEADER

1. I always demonstrate respect and care for every one of our people, including our contractors. I welcome Diversity, Equity and Inclusion and the value it brings.
2. I demonstrate vulnerability, acknowledging I do not always have the answers, and am genuinely curious to learn.
3. I am an active partner to our contractors, creating strong relationships and common language for safety and collaboration.
4. I welcome honest dialogue, surfacing (rather than glossing over) operational issues, dilemmas, weak signals, and anything preventing my team from reaching their best human performance.
5. I create an environment where it is safe to share opposing views.
6. I am meticulous about doing what I say and insist on everyone doing the right thing. When mistakes are made, I avoid judgement, instead focusing on inclusive and Fair Event Handling to maximise learning.
7. I actively seek and welcome feedback and coaching from others, while also offering coaching myself.
8. I actively find and recognise those who protect their teammates by coaching, intervening and self-reporting.
9. I am visible from the office to the front line, listening, engaging, and committing to take personal action, including for my people in out-of-sight locations.
10. I work across interfaces to simplify, standardise, manage risks to As Low as Reasonably Practicable (ALARP) and make informed decisions in execution.

# THE HUMAN PERFORMANCE IN SAFETY PRINCIPLES

1. We all make mistakes.
2. Organisations influence their systems and people, context drives behaviour.
3. Actions are rarely malicious but typically are well-meaning behaviours intended to get the job done.
4. The majority of errors associated with incidents stem from latent conditions.
5. Understanding how and why errors occur can help us prevent them.
6. We can predict or prevent, and always have to manage error-likely situations.
7. How leaders respond to failure matters; we need to learn from mistakes.
8. People who feel valued are more engaged.
9. Our people are the masters of their jobs and the key to solutions.





# FRONTLINE WORK EXECUTION

“Frontline Work Execution is about saving lives by bringing the principles of Human Performance and Learner Mindset to the frontline, where the work happens.”



## Frontline Work Execution focuses on four priorities:

- Creating the right working environment based on trust.
- Strengthening line leader coaching and engagement skills.
- Consistent application of Start Work Checks (SWC) and,
- Consistent application of Step 7 Conversations (an example and guide are shown on the next page).

## Recommended practices: job debrief, shared learnings, work assurance, and procedural simplification

Our **Step 7 Conversation** focusses on coaching and engagement to create trust-based learning environments and simplification of procedural controls through a Human Performance lens to make them more effective. The process is designed to be equally applicable to our workplaces worldwide, from laboratory security to LNG carriers.

# STEP 7 CONVERSATION

“STARTING WORK IS **NOT** STEP #1”

|          |                        |   |
|----------|------------------------|---|
| <b>1</b> | <b>PLAN</b>            | How will we do the job; risks understood<br>Roles clear & Failing Safely by design<br>Review debriefs and incidents |
| <b>2</b> | <b>COMMUNICATE</b>     | ToolBoxTalk - Ask Open Qs<br>Understand Personal & Process Risks<br>Communication lines clear                       |
| <b>3</b> | <b>CHECK EQUIPMENT</b> | Certified / Tested / Rated<br>Fit for Purpose / Calibrated<br>No Damage / not home-made                             |
| <b>4</b> | <b>PREPARE AREA</b>    | Flat & level / Housekeeping<br>Exclusion Zones<br>Check above and below   |
| <b>5</b> | <b>CONTROL ENERGY</b>  | Isolate (LOTO & Test)<br>Line of Fire / DROPS / Hands Free<br>Escape Route tested                                   |
| <b>6</b> | <b>FINAL CHECK</b>     | Start Work Checks Verified<br>How to Fail Safely when it goes wrong<br>Emergency Response practiced                 |
| <b>7</b> | <b>START WORK</b>      | Adhere to Life Savings Rules<br>Follow Process Safety fundamentals<br>PAUSE when things CHANGE                      |



## AFTER ACTION REVIEW

Highlights - improvement areas - interventions - actions



Bypassing Safety Controls



Confined Spaces



Driving



Energy Isolation



Hot Work



Line of Fire



Safe Mechanical Lifting



Work Authorisation



Working at Height



No Drugs or Alcohol while working

# REFLECT - SELF

- How do I demonstrate my understanding of the Frontline Work Execution “what” and “why” in my discussions with the frontline?
- Where and when is Frontline Work Execution discussed by site, frontline, and contractor leadership?
- Who serves as mentors to the frontline leaders in my organisation to maintain their coaching and engagement skills?
- How is my Learner Mindset felt by my team in planning meetings, toolbox talks, shift changes and job debrief?

# ASK – OTHERS

- How do frontline leaders keep their coaching and engagement skills up to date?
- How do frontline leaders support each other in their coaching and engagement skills (e.g., informal networks)?
- How well do our frontline leaders, staff and contractors understand Step 7 Conversations? and Start Work Checks?
- How open are the Step 7 Conversations?
- What examples do you have of employees and contractors pausing work because of a lack of understanding or a safety concern?
- When are Step 7 Conversations and Start Work Checks used?
- Who was present and who conducted the Step 7 Conversation for this job?
- Where are start work checks made available? Are they always available?
- Is everyone involved with the job fully engaged in the start work check, and are multiple views sought to identify hazards and potential concerns?
- Are appropriate individuals designated responsibility for each control measure? What was discussed in your most recent after-action review/job debrief?

# ROAD SAFETY



“Controls to manage road safety are established for drivers, vehicles, and journeys. Extra controls are established for professional drivers and in areas with high road safety risks.”

**Getting road safety right has long been a priority for us, and a serious challenge.**

- While BLNG have improved performance significantly over the years, road transport remains the most pervasive hazardous activity in our businesses, which kills and injures people every year – at work or in their private time.
- Between 2011 to 2022, Brunei Darussalam have recorded 289 fatalities related to road accidents, with an average of 24 deaths in a year.

BLNG Commuters and Professional drivers drive close to **9 million kilometers** every year (excluding Turnaround).

**Key tools and processes, such as In-Vehicle Monitoring Systems (IVMS), Journey Management, and Defensive Driving Training focus on specific areas such as personnel road transport to help drive performance improvement.**

## REFLECT - SELF

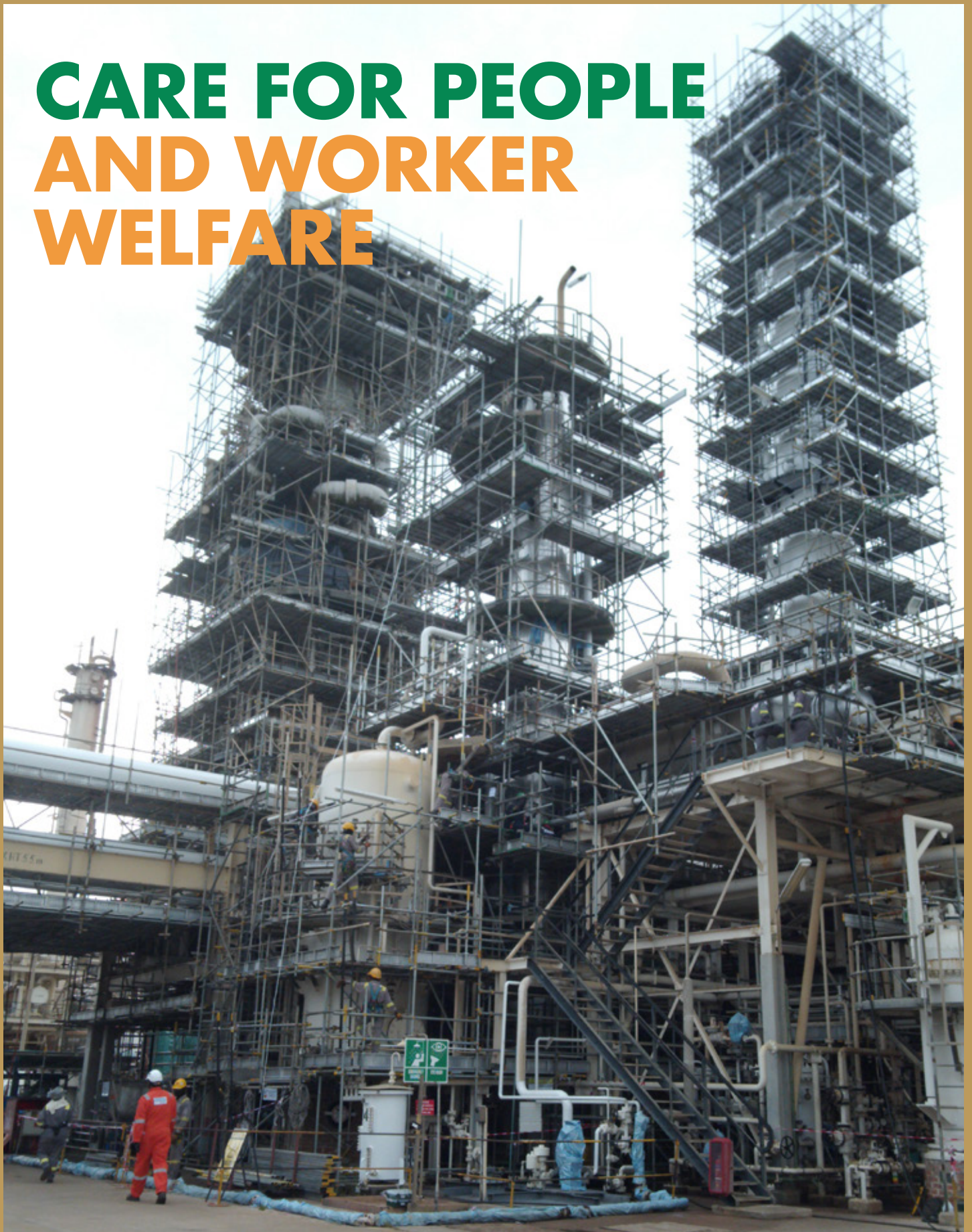
- Do I need to make this journey? If I do, are there safer alternatives to driving?
- How do I ensure I understand the risks of driving in my area of responsibility?
- How do I know that the key road safety controls including the Life-Saving Rules are being robustly implemented and monitored in my area of responsibility?
- When was my last visit to a road transport contractor and what was the result of my engagement?
- How do I stay up to date on the road and weather conditions?



# ASK – OTHERS

- Where are personnel using road transport services e.g., mini-buses or taxis? Who is accountable for managing these risk areas?
- How do you manage the Line of Fire hazards, e.g.: road vehicle “blind spots” and reversing near busy pedestrian areas?
- Who is accountable for managing road transport contracts?
- What have you done to make sure that drivers understand and follow Journey Management plans?
- Which of your company and contractor vehicles have In-Vehicle Monitoring Systems (IVMS) installed?
- How do you manage IVMS data? How are you coaching and recognising personnel who monitor and interpret that data, including drivers?
- What exposure to road journeys is being managed by a contractor or sub-contractor?
- What do you do to help manage this exposure?
- Are the five behavioural elements for safe driving being consistently applied?
  1. No distracted driving
  2. Prevent driver fatigue
  3. Follow Journey Management planning
  4. Take care at a new destination
  5. Use Defensive Driver Training

# CARE FOR PEOPLE AND WORKER WELFARE



“Intentionally creating a caring environment and good worker conditions is an enabler of Human Performance with good evidence that it drives engagement, productivity and safety.”

Our ambition is to respect and promote the rights and welfare of our employees and contractors. Worker Welfare and Care for people is about inspiring every individual you work with to perform at their best.

It is a mindset, where every effort is taken to ensure that every individual feels cared for and has what they need in terms of both 'hardware' (e.g., access to passports, facilities, and equipment) and 'software' (e.g., respect for labour rights, inclusion, and recognition).

Worker Welfare and Care for People is proven to lead to greater engagement which results in improved quality, safety, productivity, health, security, staff retention and reputation.

Because it is the right thing to do, BLNG supports the Building Responsibility Principles\* which address labour rights, working conditions and living conditions.

Worker Feedback is a critical element in understanding your Worker Welfare risks and opportunities. Leadership plays a key role in enabling an environment where workers feel cared for and free to speak up.

*\*Please note that the Worker Welfare Principle #9 is not applicable to BLNG, and BLNG adhere to Brunei Darussalam's Employment Order, 2009.*

# REFLECT - SELF

- What are the worker welfare risks and opportunities for my workforce (refer to the Building Responsibly principles)?
- How did I act on the last engagement for workers feedback?
- What am I doing to create an atmosphere where workers feel free to speak up without fear of consequences?
- Do I know where our contracted workforce comes from? (Local, migrant)
- What is a typical 'day in the life of' a worker, including journey to and from work?
- Do I know what standards or expectations we have set with our contractors for worker accommodation and welfare conditions?
- Do I know where the regularly contracted workforce live?
- When did I last visit their accommodation? Would I eat and sleep there?
- How have I made sure that contracted workforce know how to raise a grievance and how do I ensure that a remedy is provided?

# ASK – OTHERS

## **(CONSIDER USING THE WORKER WELFARE MANUAL FEEDBACK SURVEY STANDARD SET OF QUESTIONS)**

- How are you treated when you bring up concerns or ideas on improvements?
- Do you know who is your site / asset representative working with senior management / leaders when you want to share any concern or feedback, e.g., workers union?
- How do you raise grievances and, if a grievance is raised, how was a remedy provided?
- Do you know if workers do not feel treated with dignity, respect, and fairness?
- What is the maximum number of workers per bedroom?
- How do workers communicate with family: via phone, internet?
- Are there sports, recreation facilities and open spaces for all workers?
- Are there concerns about (e.g.) secure environment, good nutritious food, quality sleep and privacy, etc?

# CONTRACTOR HSSE MANAGEMENT

"Contractor Safety performance is critical to delivering Goal Zero. No Harm. No Leaks."

- Over two-thirds of BLNG exposure hours are delivered by contractors.
- Most high-risk activities involve contractors.
- Most of our serious incidents and fatalities involve contractors.

**The principles of Contractor HSSE Management are to:**

1. Manage direct HSSE risks associated with contracted activities, starting with unmitigated risk.
2. The risk management level for mitigated risk aligns with ALARP (As low as reasonably practicable)
3. Risks are managed by the party best able to control them – the party with clearest line-of-sight and capability.
4. The 'how' of risk management applied by specific contractors may vary from BLNG's approach.

# REFLECT - SELF

- Who are the members of my Contract Management Teams?
- What are the HSSE risks associated with the contracted activities?
- How do I know the contractor company has the capability and resources to manage these HSSE risks?
- Which Subject Matter Experts (SMEs) do I engage to assist me in understanding and managing high HSSE risks?
- How well would I understand what is expected if I received this contract as someone new to working with BLNG?
- How do I know the contractor is implementing the agreed HSSE controls, and that these are working effectively?
- How do I monitor and appraise the HSSE performance of contractors?
- How often do I meet with the contractor management, and what are the topics for discussion?
- How do I monitor the contracted activities for changes in scope and risk?
- How do I learn from contractor best practices, incidents and the other unique knowledge and experiences they bring?



# ASK – OTHERS

- How have the contractor's personnel been made aware of the HSSE requirements of the contract and any associated Contract HSSE Plan? What HSSE induction is given to contractor personnel?
- Where can I find the Contract HSSE Plan and is it regularly reviewed and updated?
- Does the contractor take corrective actions to address any identified gaps?
- Does the contractor work to understand the underlying causes of incidents? Do they share their learnings with us?

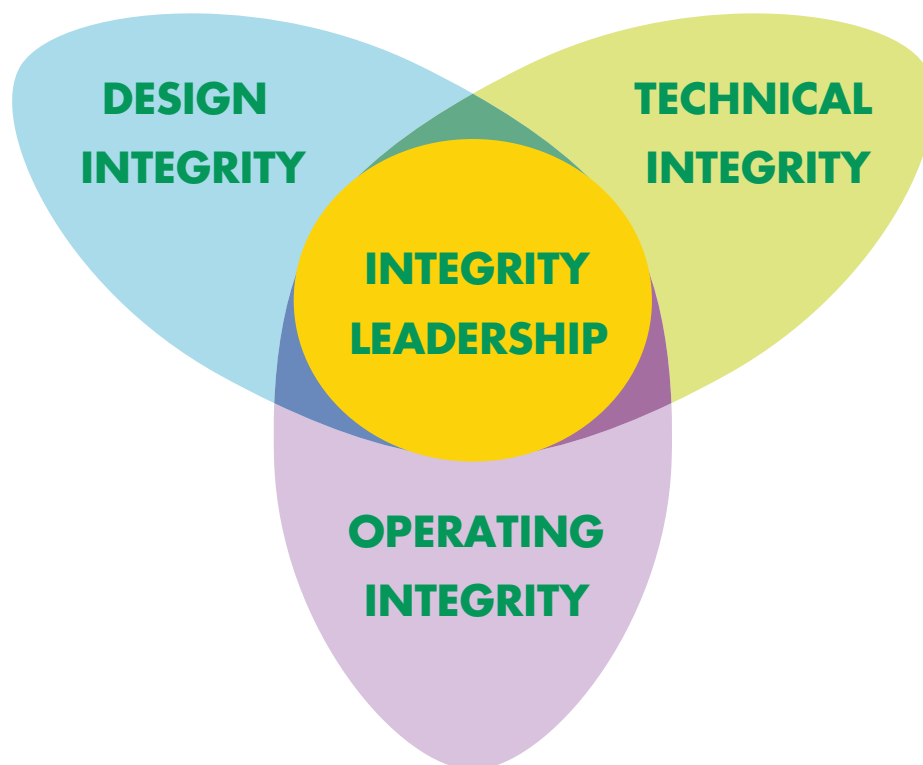
A photograph of three industrial workers in safety gear. One worker in the foreground is kneeling on a metal grating, wearing an orange jumpsuit, a white hard hat, and safety glasses, and is using a tool on a piece of machinery. Two other workers, one in a blue jumpsuit and yellow hard hat, and another in an orange jumpsuit and white hard hat, are standing behind him, observing the work. The background shows a complex industrial facility with various pipes, valves, and structures under a clear sky.

# ASSET INTEGRITY / PROCESS SAFETY MANAGEMENT

"Our assets are safe, and we know it."

**This means:  
We design and  
build so that risks  
are As Low As  
Reasonably**

**We maintain the  
hardware barriers**



# REFLECT - SELF

- Am I regularly reviewing leading and lagging Process Safety KPIs? Am I challenging the greens and supporting the reds?
- How well do I welcome “bad” news?
- How do I know the people in HSSE Critical Positions are competent?
- Do I know and keep a record of the significant process safety risks associated with operational activities for my area?
- Do I communicate how Technical Integrity, Design Integrity, and Operating Integrity impact on my assets area?
- Are Process Safety risks managed to As Low As Reasonably Practicable (ALARP) and do I maintain a sense of chronic unease around the controls?
- Do I provide constructive feedback to staff on how their behaviour affects Process Safety performance, and do I communicate and celebrate success?
- Do I hold individuals accountable for their process safety behaviours and performance?

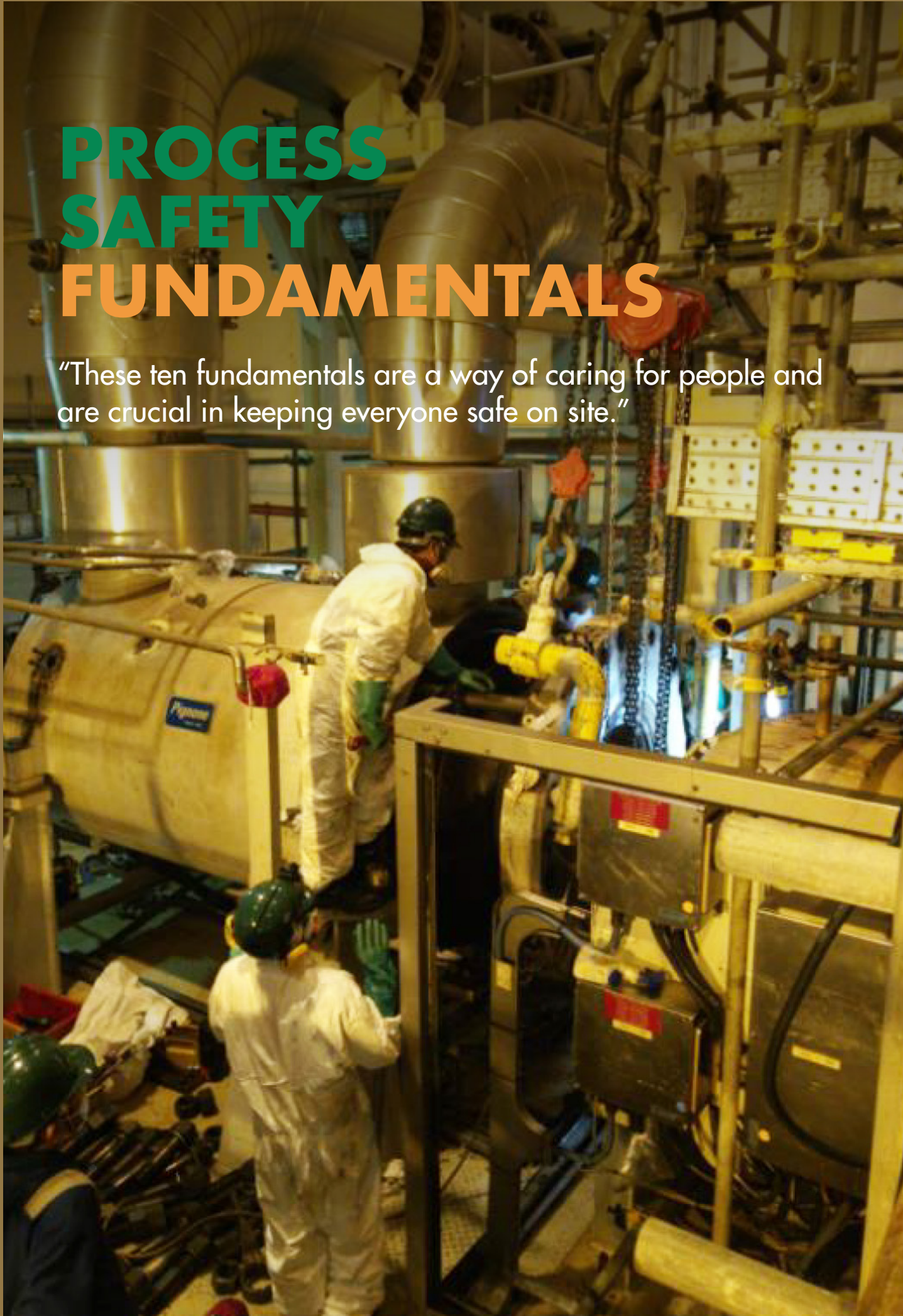
# ASK – OTHERS

## (ESPECIALLY OPERATORS AND SHIFT PERSONNEL)

- Which operations give you a feeling of unease, and why?
- How do you incorporate learning from Process Safety incidents and audits into procedures, work processes and training programs? How do you track and communicate the closure of actions?
- Could you take me through a few scenarios where you act as a human barrier? What could hinder you? Are there alternatives?
- What in your view are the Process Safety critical activities, and which ones could be improved?
- How do you manage your operational alarms, and how do you escalate and respond when a safeguarding limit is exceeded?
- How do you obtain approval for overriding Safety Critical Equipment?
- How many overdue overrides do you have active at the moment?

# PROCESS SAFETY FUNDAMENTALS

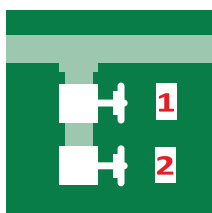
"These ten fundamentals are a way of caring for people and are crucial in keeping everyone safe on site."



## Include the Process Safety Fundamentals (PSFs) in your site visit agenda.

These ten fundamentals are a way of caring for people and are crucial in keeping everyone safe on site. During field visits, show your interest by deep diving into 2-3 PSFs. Ask people to show you how PSFs are applied in practice and how you as a leader can help create a more enabling environment. The risk we may implicitly accept will define our safety culture.

Always use two barriers for hydrocarbon and chemical drains & vents



Do not leave an open drain or critical transfer unattended



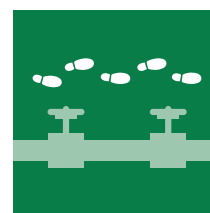
Take interim mitigating measures in case of failure of Safety Critical Equipment



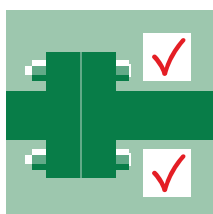
For all defined high risk activities, follow the procedures and sign off after each step



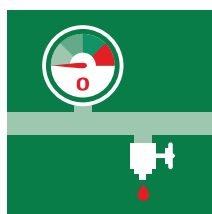
Walk the Line – Verify and validate any line up change



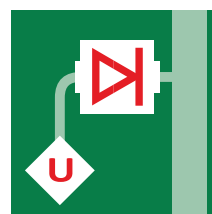
Do not make a change without a proper MOC



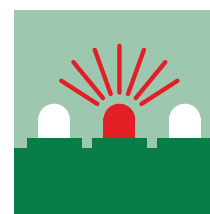
Verify for complete tightness after maintenance work



Always check that equipment is pressure free and drained, and provides safe isolation before starting maintenance work



Perform MOC and install backflow protection when connecting utilities to process



Respond to critical alarms

# REFLECT - SELF

- What does risk normalisation mean to me, and to those executing the tasks?
- How well do I advocate the PSFs in conversations with the front-line?
- What is my role as a leader in maintaining focus on HSSE critical operator tasks?
- Before I allow for deviations, how can I better understand the need for them?  
Am I willing to accept the risks PSF deviations bring?
- How do I know that PSF dilemmas are thoroughly resolved with transparent feedback?



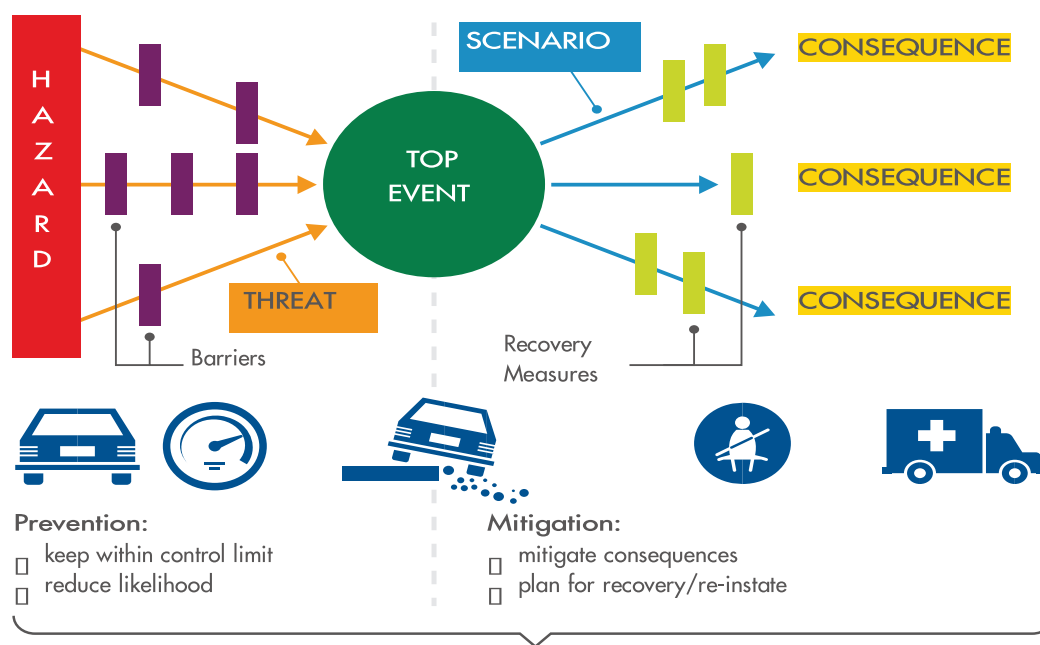
# ASK – OTHERS

**(ASK THE FOLLOWING QUESTIONS TO HELP A DEEP DIVE CONVERSATION AND LISTEN FOR ANY DILEMMAS PEOPLE MIGHT BE FACING):**

- Where does this PSF show up at our location and why is it important?
- If this PSF wasn't followed, what could happen?
- Where is it difficult to comply and why is it difficult? How are these dilemmas discussed with your leaders and tracked until they are resolved?
- What should we do to get this right? What can I do to help?
- How do you know your front-line leaders are always clear on how to respond when PSF dilemmas are raised?

# BOW TIE MODEL

The 'Bow Tie' Model illustrates the importance of both preventive and recovery measures in dealing with risk. Risk is defined as the likelihood that a Top Event (hazard release) will occur, combined with the severity of the consequences of the event:



## RISK MANAGEMENT RESPONSES

|                    |  |
|--------------------|--|
| Hazard:            | Potential to cause harm.   |
| Threat:            | A possible cause that will potentially release a hazard and produce a 'Top Event'. |
| Control Barriers:  | Measure to prevent threats from releasing a hazard.                                |
| Recovery Measures: | Limit the consequences arising from Top Event.                                     |
| Consequence:       | Event(s) that result from the release of a hazard.                                 |

# ASSESSING RISKS

## - I KNOW MY RISKS!

The Risk Assessment Matrix (RAM) highlights the urgent need to reduce risk if the risk is assessed in the red area ("Intolerable Area") of the RAM and prompts the question: "Are we doing enough and are we doing it quickly enough?"

| SEVERITY                            | CONSEQUENCES    |                 |                 |             | INCREASING LIKELIHOOD          |                          |   |   |  |
|-------------------------------------|-----------------|-----------------|-----------------|-------------|--------------------------------|--------------------------|---|---|--|
|                                     | People          | Assets          | Community       | Environment | A                              | B                        | C   | D   | E  |
|                                     |                 |                 |                 |             | Never heard of in the Industry | Heard of in the Industry | Has happened in the Organisation or more than once per year in the Industry | Has happened at the Location or more than once per year in the Organisation | Has happened more than once per year at the Location |
| 0<br>No injury or health effect     | No damage       | No effect       | No effect       | Light blue  | Light blue                     | Light blue               | Light blue  | Light blue  | Light blue   |
| 1<br>Slight injury or health effect | Slight damage   | Slight effect   | Slight effect   | Light blue  | Light blue                     | Light blue               | Light blue  | Light blue  | Light blue   |
| 2<br>Minor injury or health effect  | Minor damage    | Minor effect    | Minor effect    | Light blue  | Light blue                     | Light blue               | Light blue  | Light blue  | Light blue   |
| 3<br>Major injury or health effect  | Moderate damage | Moderate effect | Moderate effect | Light blue  | Light blue                     | Light blue               | Light blue  | Light blue  | Light blue   |
| 4<br>PTD or up to 3 fatalities      | Major damage    | Major effect    | Major effect    | Yellow      | Yellow                         | Yellow                   | Yellow  | Yellow  | Yellow   |
| 5<br>More than 3 fatalities         | Massive damage  | Massive effect  | Massive effect  | Yellow      | Yellow                         | Yellow                   | Yellow  | Yellow  | Yellow   |

CHECK

Do I have a list of the most critical scenarios for my areas of responsibility?  
 Have I placed them correctly on the Risk Assessment Matrix (RAM) and tested my mitigation measures to ensure the risks are ALARP?

# BEFORE A WORKSITE VISIT

- Clearly communicate your reason for being there – a true learning experience.
- Schedule field time in your diary and stick to your commitment. Turn up in your own PPE.
- Agree upfront an agenda 75% on site and 25% office meetings. Know what activities are happening on the day of your visit.
- Know what the recent site achievements are. Use in communication to site staff.
- Prepare prior to your visit by knowing current operations and sharing learnings from similar activities; understand the essential people-related and operational topics deeper than a high-level summary.
- Know the HSSE performance of the site. Know about the latest HSSE events.
- Prepare enough to adequately understand the real challenges.
- Know the key contractors on site. Review the contractor-focused HSSE Action Plan.
- Understand the welfare issues that the workforce care most about.
- Invite a key Contract Holder/Line manager. Ask how you can support him/her. If a request is made, make sure you follow through and seek feedback on whether your input has helped.
- Know the number of Life-Saving Rules observations for this site. Pick 1-2 to specifically discuss improvements made within the system to prevent recurrence.
- Ensure you have sufficient time. Plan to stay “overnight”.

# DURING A SITE VISIT

## IMPORTANCE OF LEARNER MINDSET

If your site visit is based on curiosity, active listening and demonstrates care for people, it will have a profound and positive impact on who you talk with.

Involve contractor leaders by holding joint visits. Engage with those doing the work and test their understanding of the risks and how they are managed.

### **You role-model Learner Mindset when you:**

- Spend the majority (~75%) of your visit in the field.
- Get to know the people working at the site and talk about the activities which really matter to them to show that you hear their priorities.
- Observe people's behaviour rather than assessing site conditions.
- Build relationships with both BLNG and contractor personnel.
- Acknowledge uncertainty, share that you do not have all the answers – that we can always learn and improve.
- Join a Tool Box Talk or Job Hazard Analysis. Thank the people who speak up.
- Focus on the behaviour of people during work site visits. Visibly celebrate when the team learns from mistakes.
- Ask individuals and groups questions about their view of the effectiveness of critical controls to breathe life into HSSE critical processes.
- Feed back to the team on why ideas are taken forward or why they are not.

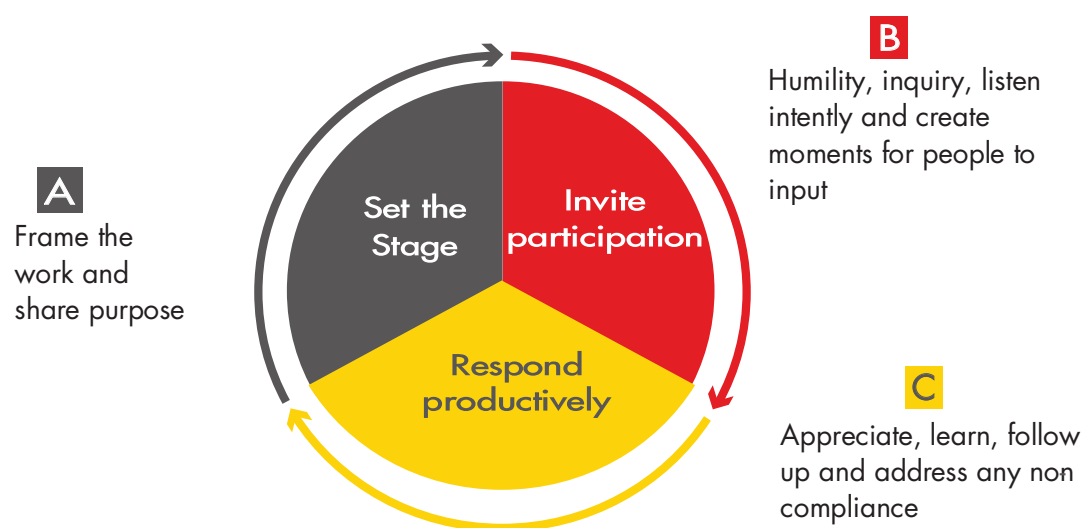
## **Suggested conversation starters:**

- Tell me about your job? Show me what it's like.
- When are you able to perform your best? What gets in the way of this?
- What did you and your team learn last time something went wrong?
- When was an activity last stopped or paused due to safety?
- Which HSSE hazards do you think need more control?
- Which tasks or activities have the potential to seriously hurt someone? How do you know?
- What needs to change for you to be more confident we can fail safely? Where are we relying on people as our main barrier?
- For which of these activities do we always depend on someone to do the right thing to keep themselves and others safe?
- For this activity / barrier, what can make the chances of a mistake more likely? What can we do to make it less likely?
- Create more impact by capturing the actions you will take to improve performance on site. Avoid leaving actions lists for others.

# AFTER YOUR VISIT

- So It is of utmost importance for your credibility and the value of the visit to follow up on what you learn or actions you take away.
- Take the time to talk personally to the relevant leader who will implement an action at site – follow up with an email and CC the person who raised the dilemma.

# EFFECTIVE CONVERSATIONS



- Set the stage: everyone is clear on outcomes and performance expectations. Starting work is not the first step; work only starts if everyone is ready, focused, engaged with the right knowledge and aware of hazards and controls. We always help each other to comply 100%.
- Invite participation: create the conditions in which people feel safe and responsible to share about the potential variations in the way work gets done (Human Performance), listen carefully and answer critical questions in order to keep everyone safe.
- Respond productively: always thank someone who speaks up and follow through on improvement opportunities, especially when things go wrong. Prioritise learning when adverse events occur, be curious to discover what went right as well as wrong and latent contributory conditions. If there is an investigation, leaders wait for outputs before determining accountabilities. We call this Fair Event Handling.



# INVESTIGATE AND LEARN

## EXPECTATIONS OF LEADERS

1. Demonstrate care for the investigation team and all those impacted.
2. Ensure the investigation team is curious and wants to understand the causes of the incident.
3. Support your team in investigating incidents with high value learning, encourage them to actively participate in learning sessions, and challenge them to adopt actions that will address the causes identified.
4. Support, challenge and encourage investigation teams to make the performance system of the organisation visible by discovering the technical, procedural, and behavioural causes.
5. Create an environment in which gaining insight and preventing a repeat is the primary objective following an incident or near miss:
  - a. Encourage staff to report incidents; remove blockers to reporting
  - b. Openly recognise worksite staff who report events
  - c. Avoid a rush to judgment
6. Allow your team to give priority to implementing corrective actions and verifying the effectiveness of actions.
7. Look back on previous notable incidents and verify that the actions are effective and sustainable.
8. Drive learnings and change based on BLNG and external incidents:
  - a. Establish clear roles and responsibilities.
9. Ensure that, for the incidents that are relevant to your assets, engagements take place with the relevant audiences and relevant action plans are established.

# REFLECT - SELF

- How do I engage my organisation to value and prioritise high value learning?
- How do I ensure that we incorporate causally-reasoned Human Performance analysis and Barrier Analysis in our investigations?
- How do I know whether my organisation has learnt effectively from its own incidents and from the incidents of others?
- How do I drive effective and sustainable change in addressing causes and taking corrective actions that prevent repeat incidents?
- How do I involve contractors, to learn effectively from their and our incidents?

# ASK – OTHERS

- What are the key themes of our HSSE data profile? What has been put in place to address them?
- How do you ensure you spend sufficient time to embed learnings (through engagements and corrective actions) from past incidents?
- How was the learning from these incident investigations organised (e.g., for operators, SMEs, or contractors)?
- What are the latest learnings this organisation has used to improve safety?
- What changes were implemented?
- How is it known whether learning from incidents, addressing cause and taking corrective actions is effective and happening in a sustainable way?
- What are the strengths and areas for improvement of learning in this organisation?
- How can it be improved?

# ABOUT THIS GUIDE

## WHY

To provide a tool for unlocking HSSE leadership at all levels to create a safe working environment for staff and contractors at all times.  
To create an enabling environment that unlocks leadership and inspires people, creating a culture that delivers durable high performance.

## WHO

Leaders at every level.

## WHAT

Maintain the focus on Goal Zero. No Harm. No Leaks. And provide questions and tools to leaders for effective HSSE management.

## Note:

*Business Partners are also called contractors.*



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