Saipem launched a new research project in 2006 to develop a cultural change programme aimed at significantly reducing accidents, events considered unacceptable. As a result the LiHS (Leadership in Health & Safety) programme was launched in 2007. Ten years on, the Leadership in Health & Safety programme has been applied successfully not only at Saipem, but also at many other organisations, which have implemented it to initiate a safety cultural change within their company.

What are the key elements that have determined the success of this programme?

Surely one of them is the commitment and the willingness of the top management to extend this programme at every level of the Company. Secondly it is the quality of the organisation of the workshops, the development of teaching and support materials and, above all, the passion of the trainers in sharing the contents of the programme. But more than anything else, was the idea of using the language of cinema, which at the time was a rather new way to involve people in a training course, that was the key factor that allowed participants to be involved in a touching experience with such a huge emotional impact, that could break down linguistic and cultural barriers.

Over 1,000 workshops were conducted at Saipem between 2007 and 2017. The last one held in September for Saipem’s Top Management was of particular importance not only because it celebrated 10 years of LiHS, but also because it served to build the new Saipem Health and Safety Vision aimed at strengthening the safety culture within the new corporate organisation. However it is also outside of Saipem that the LiHS programme can really make a difference and that is what the LHS Foundation (a non-profit organisation established in 2010) is trying to do: support companies that want to improve their safety performance by focusing on two key factors: leadership and culture.
TEN YEARS OF LIHS IN EGYPT

A series of workshops, organised by Saipem MISR (Saipem’s subsidiary in Egypt) Management to celebrate 10 years of the LiHS programme, saw the participation of the Saipem 10000 crew.

During the workshops the new Saipem Health and Safety Vision was introduced and shared with participants and input was collected on issues and concerns which provides material for the next steps.

Workshops organised in Egypt: 16

Attendees: +170

A TAILOR-MADE LIHS IN KAZAKHSTAN

‘Leadership in Health and Safety’ is a dynamic programme which, adapting to the needs and requirements of each operating reality, contributes to the consolidation of the safety culture in the workplace.

From this point of view, implementation of LiHS within the TCO project (contract for onshore fabrication modules between TengizchevrOIl - TCO and the ERS Al Caspian Contractor Ltd and DSME Kazakhstan Llp consortium) is certainly an example of versatility and personalization of the programme both in terms of project and client needs, as well as with regard to dialogue and integration among the parties. The entire LiHS implementation process for TCO has seen the participation and continuous collaboration between the Client and Saipem. Accepted as a replacement programme to the more widespread IIF (Incident and Injury Free), LiHS showed strengths, as well as improvement options that were addressed by developing specific tools.

In particular, the areas that required attention were:

- **REPORTING OF THE IN FIELD RESPONSE:** to monitor the impact of LiHS initiatives at project level and among the workforce, the Cultural Assessment Tool was created; it consists of a package of tools that makes it possible to understand the perceptions and attitudes towards safety. The tools developed include a Safety Climate questionnaire and a series of Safety Interviews.

- **CONTINUOUS MANAGEMENT INVOLVEMENT:** to create a process of shared responsibility and continuous involvement of all project management, the Site Safety Leadership Team (SSLT) was created; it is an integrated team that involves both client and project representatives who meet monthly to analyse and integrate data from the Cultural Assessment Tool with accident indicators in order to direct possible initiatives or interventions aimed at improving culture and behaviours on site.

The Cultural Assessment Tool is proving to be a fundamental tool for providing data on the status of a safety culture at the sites involved in the projects.