

10 YEARS OF LEADERSHIP IN HEALTH & SAFETY



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.

THE NEW SAIPEM HEALTH & SAFETY VISION

	<h3>OUR JOURNEY TO A SAFER AND BETTER FUTURE WHERE:</h3>		
<h2>SAIPEM'S HEALTH & SAFETY VISION</h2>	<h4>RESPECT AND WELL-BEING OF PEOPLE COME FIRST</h4> <p>Everyone embraces the same passion for life, safety and health regardless of position and hierarchy.</p> <p>Saipem is a community</p>	<h4>KNOWLEDGE AND COMPETENCES ARE SHARED</h4> <p>Everyone masters their job, cooperating to build a clean, efficient and safe working environment for all.</p> <p>Saipem is a safe workplace</p>	
	<h4>TRUST AND COLLABORATION ARE VALUED</h4> <p>Everyone works in harmony, is aware of hazards and communicates clearly and transparently.</p> <p>Saipem is a team</p>	<h4>TECHNOLOGY AND INNOVATION ARE KEYS TO SUCCESS</h4> <p>Everyone is proud of working for an extraordinary and safe company.</p> <p>Saipem is the future</p>	
<h3>THE SAFER, THE BETTER</h3>	<h3>...AND EVERYONE DEMONSTRATES THE COURAGE TO STOP AND INTERVENE, THE PRIORITY BEING ALWAYS PROTECTING THE HEALTH AND SAFETY OF COLLEAGUES.</h3>		

2007-2017 MAIN HSE PROMOTION ACTIVITIES

	Phase 1 LiHS Workshop	Phase 2 Cascading Events	Phase 3 Five Stars Training	Phase 4 Leading Behaviours	Phase 5 Choose Life	We Want Zero	Life Saving Rules
Events	1,133	1,661	2,053	2,161	674	15	9,425
Participants/ participations*	15,109	55,129	22,664	68,253	11,371**	250	43,992**

(*) Saipem employees, clients and subcontractors.

(**) Number of participations.

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 ERSAl Caspian Contractor Llc 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.

- **CONTINUOUS IMPROVEMENT:** a Lessons Learned system has been set up in which the implementation process of the new tools is periodically reviewed and all the changes and improvements introduced are recorded to make them more effective.

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.