

OPENING KEYNOTE ADDRESS

HOW TO CREATE A SUCCESSFUL CORPORATE SAFETY CULTURE – SHELL'S JOURNEY TO GOAL ZERO

Presenter:

Mike Watson

Global Road Safety Manager

Shell

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Creating a Successful Corporate Safety Culture

Shell's Journey to Goal Zero



Mike Watson
Shell Global Road Safety Manager



14 July 2015



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Reserves: Our use of the term “reserves” in this presentation means SEC proved oil and gas reserves.

Resources: Our use of the term “resources” in this presentation includes quantities of oil and gas not yet classified as SEC proved oil and gas reserves. Resources are consistent with the Society of Petroleum Engineers 2P and 2C definitions.

Organic: Our use of the term Organic includes SEC proved oil and gas reserves excluding changes resulting from acquisitions, divestments and year-average pricing impact.

Resources plays: our use of the term ‘resources plays’ refers to tight, shale and coal bed methane oil and gas acreage.

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AGENDA

- Who is Shell
- Why is Road Safety Important to Shell
- Leadership Commitment to Safety
- Shell's Holistic Approach to Road Safety
 - Road Safety Management System
 - Life-Saving Rules
 - IVMS
 - Driver training
- Road safety in projects
 - Qatar Case Study
- Global Issue
- Shell Road Safety Partnerships
- Q & A



TIME FOR ACTION
DECADE OF ACTION FOR ROAD SAFETY 2011-2020

Who is Shell

Upstream International

Upstream Americas

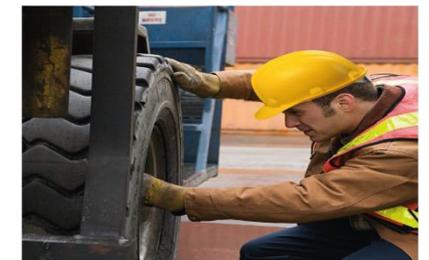
Projects & Technology

Downstream



Profile

- We are active in more than 90 countries
- Worldwide, we have 93,000 full-time employees
- We use over 450,000 contractors
- Our fuel retail network has around 43,000 service stations
- In a year, we sell 45 billion gallons of fuel to our customers



Why is Road Safety Important for Shell?



**Delivering
Products**



Building projects



Our people



**Local
Communities**

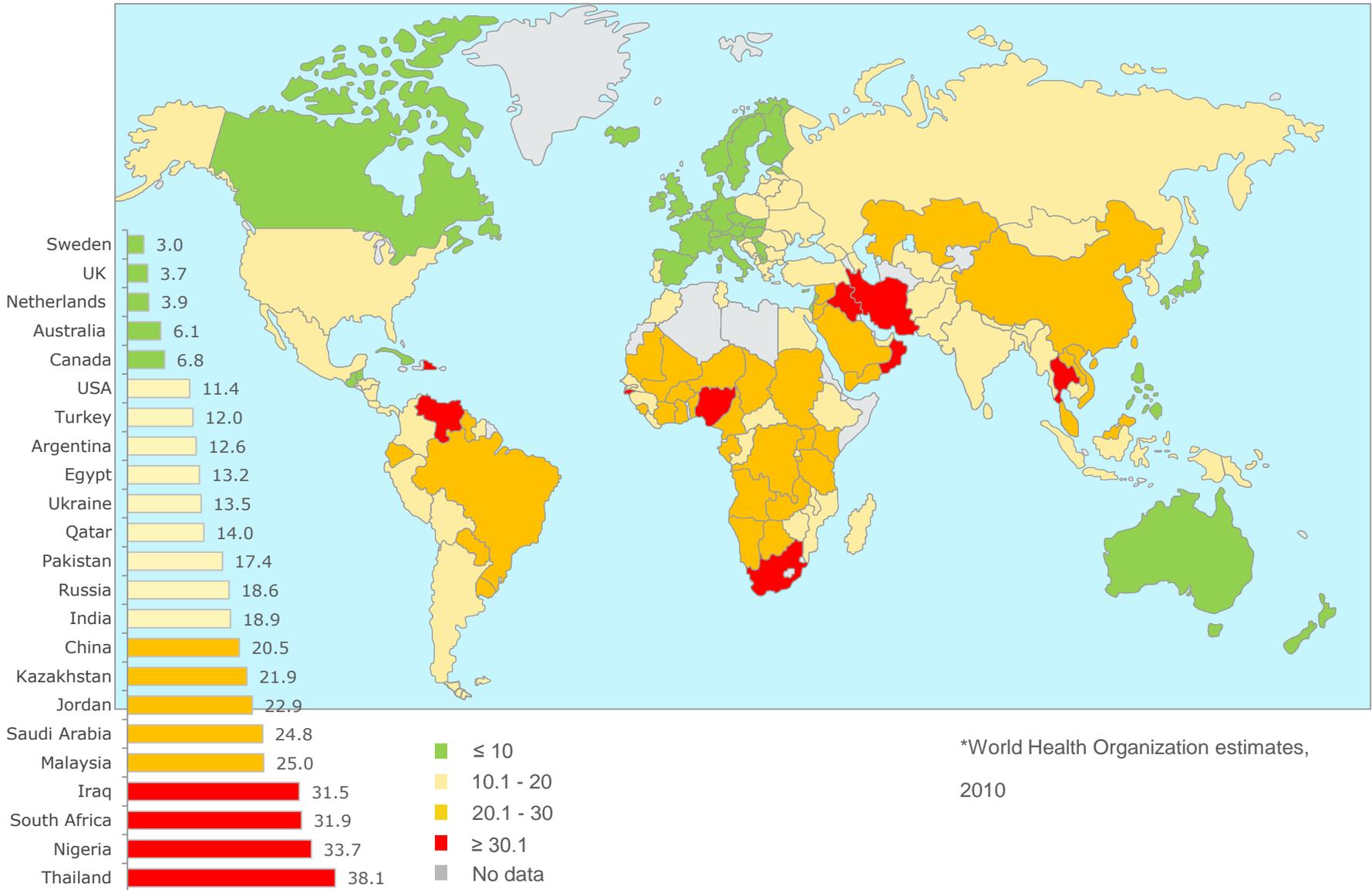
A photograph of a dirt road winding through a mountainous, rocky landscape. Two white pickup trucks are driving away from the viewer on the road. The text is overlaid on the image.

1.1 Billion kilometers per
year

75 times round the world
each day....

We have road transport operations in challenging environment

Road transport fatalities per 100,000 population*



Shell Commitment and Policy on HSSE & SP

SHELL COMMITMENT AND POLICY ON HEALTH, SECURITY, SAFETY, THE ENVIRONMENT AND SOCIAL PERFORMANCE

COMMITMENT

In Shell we are all committed to:

- Pursue the goal of no harm to people;
- Protect the environment;
- Use material and energy efficiently to provide our products and services;
- Respect our neighbours and contribute to the societies in which we operate;
- Develop energy resources, products and services consistent with these aims;
- Publicly report on our performance;
- Play a leading role in promoting best practice in our industries;
- Manage HSSE & SP matters as any other critical business activity; and
- Promote a culture in which all Shell employees 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 neighbour and to contribute to sustainable development.

POLICY

Every Shell Company:

- Has a systematic approach to HSSE & SP management designed to ensure compliance with the law and to achieve continuous performance improvement;
- Sets targets for improvement and measures, appraises and reports performance;
- Requires contractors to manage HSSE & SP in line with this policy;
- Requires joint ventures under its operational control to apply this policy, and uses its influence to promote it in its other ventures;
- Engages effectively with neighbours and impacted communities; and
- Includes HSSE & SP performance in the appraisal of staff and rewards accordingly.



Ben van Beurden
Chief Executive Officer

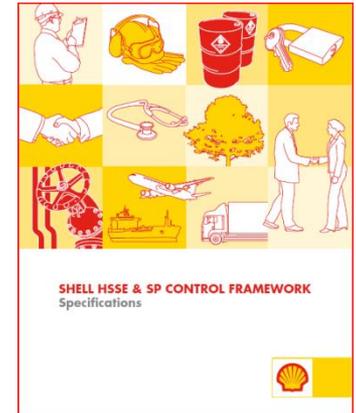
Originally published in March 1997 and updated by the Executive Committee December 2008

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Shell's Safety Journey: Goal Zero

- Safety is always our top priority
- We aim for **Goal Zero** = zero fatalities and no incidents that harm people, or put our neighbors or facilities at risk.
- Supporting our Goal Zero journey and drive for a compliant safety culture:
 - Leadership at all levels
 - HSSE & SP Control Framework
 - 12 Life-Saving Rules



COMPLY, INTERVENE, RESPECT

Working together to achieve Goal Zero



SAFETY LEADERSHIP

- *Leaders face choices /dilemmas e.g.
safety vs. costs vs. schedule*

- *Leaders are role models – whether they
choose to be or not.*

*A leader's behaviour impact those around
them and creates the culture of the
organisation.*

- *Leaders are judged by the **things they do
& say** – not **by their intent**.*

*Good safety means good focus, good
discipline, shared vision and the*

*professionalism of our teams and our qualities
as leaders*



A photograph of Peter Voser, former CEO of Royal Dutch Shell, in a factory setting. He is wearing a dark blue jacket with a "FLEXIBLE FLAGSHIP CREW" patch and safety glasses. He is gesturing with his right hand while speaking to a group of people. The background is slightly blurred, showing other people in a factory environment.

“Poor safety is nothing more than a lack of leadership.”

“Safety is not only our number one priority and value, it is a fundamental reflection of our performance”

Peter Voser – former CEO of Royal Dutch Shell plc

Holistic Approach to Road Safety

- Leadership and Commitment
 - Management Controls
 - Driver Behavior
 - Vehicle specifications
 - Journey Management
 - Assurance and Sustainability
-
- Hierarchy of Controls:
 - 1) Eliminate the journey
 - 2) Change to a lower risk transportation mode
 - 3) Apply driver, vehicle & journey controls



While driving, do not use your phone and do not exceed speed limits



Wear your seat belt



Follow prescribed Journey Management Plan

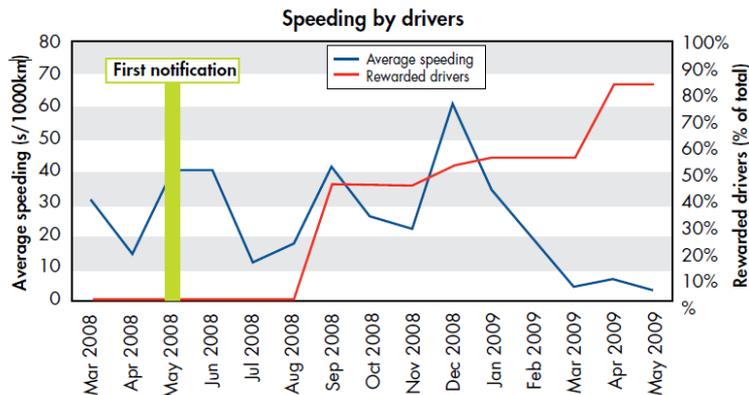


No alcohol or drugs while working or driving

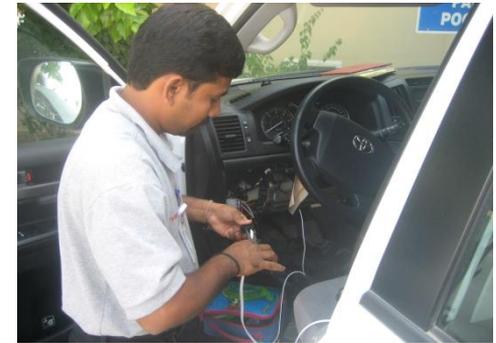
In Vehicle Monitoring Systems (IVMS)

IVMS , including the feedback mechanism to drivers, training and recognition:

- Incident reduction potential 20 – 30 %
- Reduces speeding by up to 90%
- Monitor and manage driving hours and rest break regulations (reduce driver fatigue)
- Other benefits include reduction in:
 - Fuel consumption (5 – 10%)
 - Vehicle maintenance costs



From installing an IVMS Device...



...To improved driver behaviour



Driver Training

- Focus on Driver behaviour
- Defensive Driving Training
 - Driver Behaviour Indicator
 - Instructor Led Training
 - E-learning modules
- Hearts and Minds – Driving Safely programme
- Additional elements:
 - Driver fatigue
 - Journey Management Planning
 - Rollover awareness

Driver fatigue is a causal factor to approx. 20% of fatal road transport incidents

- Strict duty, driving and rest hours regulations
- Journey Management Plans
- Driver fatigue awareness training
- Driver Fitness to Work requirements



Shell Qatar Road Safety Leadership

- Start of Pearl GTL Project
 - Risk assessments indicated there could be 8 road related fatalities on the project
- Management commitment to achieve goal zero
- Contractor road safety made a key priority
- Policies and controls put in place to drive compliance.
- Strict enforcement of Life Saving Rules
- Use of IVMS (5.000)
- Defensive Driver Training (15.000)
- Seat belt convincer (16.000)
- Road Safety Compliance Monitoring Team



Driver forums



Review of Life Saving Rules

Shell Qatar Road Safety Leadership

- Driver recognition (Driver of the Month award)
- Road Safety Contractor of the year
- Awareness Campaigns
- Management commitment programmes
- Leadership were well known to Drivers

At the end of the project

- 220 M miles driven without serious injury
- Reduction of 300 M miles potential travel in passenger cars by bussing up to 52.000 workers
- Less vehicles on the road moving through villages
- Reduction of vehicle emissions



Wael Sawan, Managing Director of Qatar Shell congratulates driver of the month



Safe busing of employees to worksite

Road Safety – a global issue

- Road traffic crashes take the lives of nearly 1.3 million people and injure up to 50 million more every year
- Shell is an active member of the United Nations Road Safety Collaboration Committee
- Shell are proud members of the Decade of Action
- Shell works with several NGO's, governments and private sector companies around the world to deal with the epidemic.
 - Education of school children
 - Improve road lay-out and design
 - Road safety campaigns
 - Post crash emergency response



2050

**2 billion
vehicles**

**(1 billion at the
moment)**



We work with NGOs, private sector companies and industry associations around the world to improve road safety.

- Network of Employers for Transport Safety (NETS)
- Global Road Safety Partnership (GRSP) and Global Road Safety Initiative (GRSI)
- United Nations Road Safety Collaboration Committee (UNRSC)
- Eastern Alliance for Safe and Sustainable Transport (EASST)
- European Transport Safety Council (ETSC)
- Road Safe & BRAKE
- International Service Company (ISC) road safety team – Focus on subcontracting
- OGP Land Transport Subcommittee
- GBG road transport subcommittee (Benchmarking, LFI's and risk mitigation)
- Europe Outside industry and Cranfield University Road Safety Collaboration Network



More information: www.shell.com/roadsafety



GLOBAL
Change Location

- Environment & Society
- Safety
- Road safety**
- Improving road safety
- Road safety in the community
- Driving safety home

- Future of Energy
- Products & Services
- About Shell

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Road safety



Getting road safety right has long been a priority for us, and a serious challenge. We have the largest network of service stations in our industry. Shell staff and contractors drive more than 1.1 billion kilometres each year, around 75 times around the globe every day. We are making progress through our company-wide road safety standards and our proactive driver safety programmes. We are also working in partnerships to help set industry standards and pool skills and resources.

-  **Improving road safety**
Road safety is a priority for us and we have introduced a number of programmes to help keep drivers safe.
-  **Road safety in the community**
We work with others to help set industry standards and share resources as part of our efforts to reduce road incidents.
-  **Driving safety home**
A road safety scheme helps raise awareness of risks on the road and encourages drivers in the wider community to follow simple rules to stay safe.

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DISCOVER MORE

Shell Bitumen and road safety



From providing high-visibility asphalt for cycle paths and traffic zones to paving rural roads in developing countries, we help improve the safety of transport routes.

-  [Shell Instapave](#)
-  [Shell Mexphalte C](#)

Online Report



[Read the story](#)

Staying on the road for safer deliveries

WEAR. BELIEVE. ACT.

DECADE OF ACTION FOR ROAD SAFETY 2011-2020

Mike Watson
Email: mike.watson@shell.com
Cell: 1 832 269 7086

Questions

