Beyond Zero - AMEC’s Approach HSE Management

Auditing Association of Canada
Toronto, ON April 2013
Overview

- Introduction to AMEC
- Beyond Zero – AMEC’s approach to HSE
- Contractor HSE Management
AMEC at a glance

- **FTSE 100 company**
- **Market cap** $4.8 billion
- **Over 29,000 employees in:**
  - Europe 10,000
  - Americas 16,000
  - Growth Regions 3,000
- **Revenue of some $6.6 billion**
- **Operates in over 40 countries worldwide**
- **Serving oil & gas, mining, clean energy and environment & infrastructure markets across the world**

* As at 15 February 2013
Mission

To be a focused supplier of consultancy, engineering and project management services to our customers in the world’s oil and gas, mining, clean energy, environment and infrastructure markets

Vision

By continually delivering excellence, we inspire trust and loyalty in our customers

Samir Brikho, Chief Executive
Where we work....

**Fairfield Energy**
Duty holder for the Dunlin platform in the North Sea

**AIOC**
Developing a sustainable oil and gas business in Azerbaijan

**PotashCorp**
Expanding potash production in Canada

**Bruce Power**
Supporting the nuclear challenge of restarting Bruce A in Canada

**INEOS**
Engineering Waste-to-Bioenergy technology around the world

**Southern**
Delivering an emissions control project in Georgia, US

**US Military**
Decontamination - groundwater cleanup

**Lake Havasu City**
Saving Lake Havasu from pollution

Visit amec.com for more details
Guiding principles

- We want to create an HSE culture within AMEC where strong leadership, personal responsibility and an unyielding commitment to excellence are cornerstones of how we conduct our business.

- We want to be recognised as an employer who never compromises the safety of its people and as a world-class HSE leader who actively seeks to influence the communities in which we live and work.
Beyond Zero is AMEC’s vision and roadmap for realization of its HSE principles

- Three major elements:
  - OUR LEADERSHIP
  - OUR STANDARDS
  - EVERYONE INVOLVED
Our Leadership

- Expectations of Leadership
  - Promoting a behavioural based approach to safety
    - Thinking about safety 24 hours a day seven days a week so that we transfer the best practices from our work to our home life, and our value systems and beliefs that we hold dearly at home to our workplace
  - Challenging at risk behaviours and positively acknowledge the safe behaviours of others
  - Understanding of the importance of personally upholding core safety values and behaviours in developing a healthy safety culture - leading by example
I commit to undertake the following leadership activities in 2013 as part of my commitment to achieving Beyond Zero:

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<tr>
<th>Activity</th>
<th>Q1</th>
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<th>Q3</th>
<th>Q4</th>
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<td>Commit to a personal health and fitness plan</td>
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<td>Seek 360° feedback on personal safety leadership</td>
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<td>Benchmark AMEC’s HSSE approach against two external organisations</td>
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<td>Call Safety Best Performers once per quarter in 2013 and share good practices</td>
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<td>Conduct a safety review across each of the Divisions</td>
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Our Standards

- AMEC's Ten Safety Rules...

1. **PERMIT TO WORK**
   - Permit to work is used to control work in a safe manner. Before we start any work, we must find out if a permit is required.

2. **GROUND DISTURBANCE**
   - Ground disturbance involves a manmade, fire, cavity, trench, or depression in the earth's surface. We should avoid ground disturbance where possible.

3. **DRIVING**
   - Assess the need to travel and eliminate them if possible.

4. **CONFINED SPACES**
   - If possible, eliminate the need to work in confined spaces. In confined spaces, all confined spaces must be controlled by a permit.

5. **WORKING AT HEIGHT**
   - You should eliminate the need to work at height if possible. Where possible, use a permitted, fixed, or self-powered safety device.

6. **LIFTING OPERATIONS & MECHANICAL HANDLING**
   - Before undertaking lifting operations, a lifting plan and an erosion it is approved.

7. **ENERGY ISOLATIONS**
   - All work in connection with energy isolations must be controlled by a permit to work.

8. **PRESSURE TESTING**
   - All pressure testing should be a part of a plant, pressure testing, and temperature conditions.

9. **PLANT AND EQUIPMENT**
   - Adequately maintained, inspected, certified, designed, purchased, and equipment is a basic requirement within AMEC.

10. **HOUSEKEEPING**
    - We are responsible to keep our workplace safe, clean, and free from hazards.
Our Standards

....and Six Safety Essentials, establish a consistent set of rules that are applied globally.

- **ALWAYS TAKE CARE**: Be observant, take your time and think safety first. Nothing we do is so important that we cannot take time to do it safely.

- **FOLLOW THE RULES**: Safety procedures are designed to stop you getting hurt. Ignoring them is unacceptable. If a procedure is unclear or unworkable, then you must inform your supervisor.

- **DO A RISK ASSESSMENT**: Before starting work, a risk assessment identifying potential hazards and selecting control measures must be in place. Risk assessments associated with routine tasks should be re-examined regularly.

- **YOU MUST INTERVENE**: If you believe your safety, or the safety of others, is being compromised, you have a right to intervene and stop the work. You have our support to exercise this right without any repercussions.

- **MANAGE ANY CHANGE**: If there is a change or deviation to the planned activity you must stop the job and re-evaluate the risk assessment and the precautions taken.

- **WEAR THE CORRECT PPE**: You must ensure that when you undertake any work, you wear the full PPE correctly as identified in the risk assessment for that specific task.
Engagement tools for staff:

- Making a personal or group HSE commitment (e.g. Beyond Zero action plan)
- Assessing your HSE leadership (e.g. *What I am doing for HSE in AMEC?*)
- Taking time out for safety (e.g. *Safe Start*)
- Consulting widely on HSE matters (e.g. HSE coffee mornings)
- Recognising and rewarding positive HSE contributions (e.g. Global COO Awards)
- HSE sharing and learning (internal and external)
Managing Subcontractors

- Process governed by AMEC’s *Subcontractor Health, Safety, and Environmental (HSE) Loss Prevention Policy*
  - Establishes clear expectations with respect to HSE performance for subcontractors – covers everything from regulatory and compliance to AMEC’s policies to staff training
- AMEC manages subcontractors through the full lifecycle of a project
Contractor Pre-qualification

- Invite prospective contractors to complete a pre-qualification process
- On-line pre-qualification process is administered by Supply Chain Management (SCM) group separate from the HSE function
- Identify the need, level of engagement and support plans for potential contractors
Selection

- Safety performance is an influential feature in the selection decision
- Conduct additional detailed reviews or audits as required by safety performance
- Review contractor’s safety management system and programs
- Develop engagement and support plans for higher risk contractors
Pre-mobilization

- Hold structured project initiation meeting
- Finalize and agree on the safety plan and detailed safety procedures for the project
- Confirm safety objectives and targets, including leading and lagging performance indicators
- Jointly review and approve any engagement and support plans
Mobilization and Performance Management

- Ensure that all contractor employees have completed the project safety orientation prior to mobilization and approval to work
- Develop and implement a safety induction and training program for the contractor’s line management and supervisors
- Develop an audit program that includes key elements of contractor’s HSE program and plans within the audit scope
- Project management team to regularly engage with managed contractors to review performance against indicators and undertake audits
Demobilization and close-out

- Contractor to prepare a plan that addresses the risks associated with the demobilization process
- Complete a joint evaluation of contractor performance against agreed to safety objectives and targets
- Prepare a close-out report for future contractor engagements
- Post close-out, periodically evaluate safety performance of approved contractors
Beyond Zero

Beyond Zero was developed to help achieve sustainable world-class Health, Safety and Environmental (HSE) performance for AMEC globally.

- Beyond Zero has fostered an HSE culture where leadership, personal responsibility and an unyielding commitment to excellence have become cornerstones of how we conduct our business.
Thank You