

# 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

## Our mission and vision

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### 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

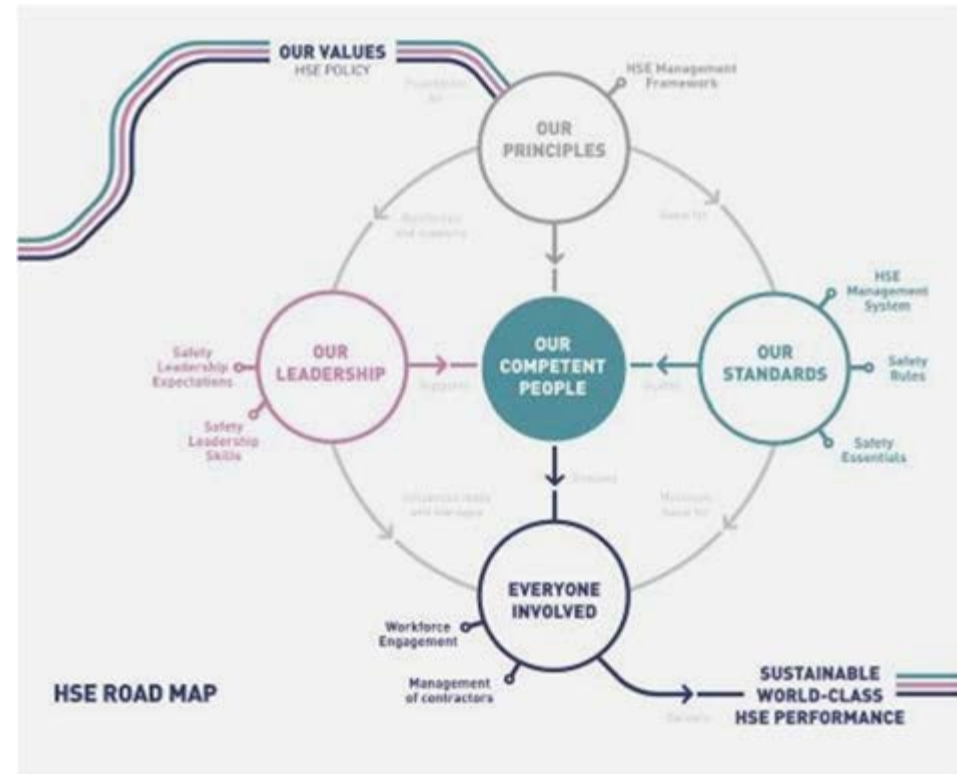
Visit [amec.com](http://amec.com) for more details

- 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



- Beyond Zero is AMEC's vision and roadmap for realization of its HSE principles
- Three major elements:
  - **OUR LEADERSHIP**
  - **OUR STANDARDS**
  - **EVERYONE INVOLVED**



- 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*



# 2013 Beyond Zero Action Plan

Name: Samir Brikho



**I commit to undertake the following leadership activities in 2013 as part of my commitment to achieving Beyond Zero:**

	Q1	Q2	Q3	Q4
Commit to a personal health and fitness plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Seek 360° feedback on personal safety leadership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Benchmark AMEC's HSSE approach against two external organisations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Call Safety Best Performers once per quarter in 2013 and share good practices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conduct a safety review across each of the Divisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



# Our Standards



## ■ AMEC's Ten Safety Rules...



ALWAYS TAKE CARE    DO A RISK ASSESSMENT    FOLLOW THE RULES    YOU MUST INTERVENE    MANAGE ANY CHANGE    REPAIR THE CORRECT ONE

# Our Standards



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



## ALWAYS TAKE CARE

### 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



## YOU MUST INTERVENE

### 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



## FOLLOW THE RULES

### 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.



## MANAGE ANY CHANGE

### 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.



## DO A RISK ASSESSMENT

### 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.



## WEAR THE CORRECT PPE

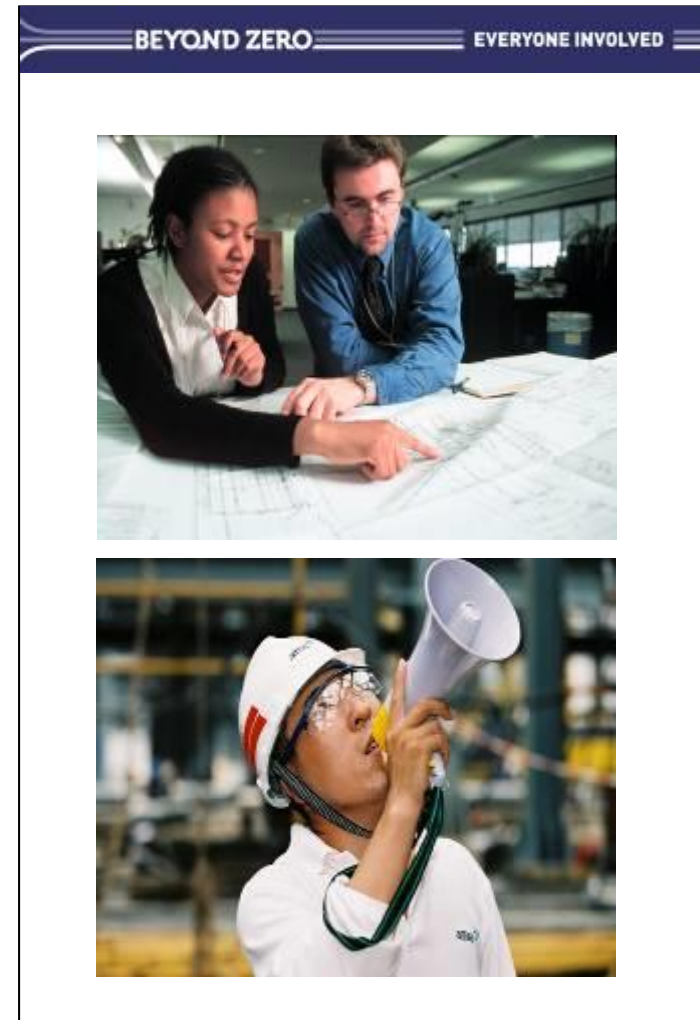
### WEAR THE CORRECT PPE

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.

# Our People - *Everyone Involved*



- 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

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