

LEADERSHIP IN SAFETY (LIS)

1 Organisations involved

Saipem S.p.A. Italy (a subsidiary of Eni S.p.A.)

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2 Description of the case

2.1 Introduction

Saipem ranks amongst the largest contractors in the world working in the area of designing and constructing land pipeline systems and associated field upstream facilities, having designed and laid almost 100,000 km of land pipeline on several continents, including entire systems. The company specialises in 'mega-projects' increasingly required by today's market, carrying out feasibility studies and design, engineering, procurement and construction activities. The company's E&C Onshore activities makes Saipem one of the world's largest engineering and construction companies primarily working within the oil & gas industry and related areas but also in the construction sector e.g. infrastructure, marine terminals, the environment, etc.

Saipem has a strong bias towards oil- and gas-related activities in remote areas and deep waters and is providing engineering, procurement, project management and construction services with distinctive capabilities in the design and execution of large-scale offshore and onshore projects and has technological competencies such as gas monetisation and heavy oil exploitation. Saipem is organised into two business units: Engineering & Construction and Drilling.

The company has implemented Quality, OSH and Environmental Management Systems. The company's commitment to workplace health and safety and environmental issues is defined in its HSE Policy (Health & Safety and Environmental Policy), where organisational and preventive methods are presented and where Saipem shows a commitment to being a clear leader in Health, Safety & Environmental (HSE) performance. In order to fulfil this commitment, Saipem maintains an HSE Management System in line with the highest HSE standards, providing guidance for all Saipem Group Companies. The system is based on the following principles:

- HSE values will not be compromised. No job is so important and no task so urgent that the steps necessary for performing it safely cannot be taken.
- It is everyone's right and responsibility to intervene if there are any concerns that safety is being compromised.

Saipem's principal HSE objectives are:

- To comply with all the relevant national & international legislation and standards.
- To identify and assess HSE risks to ensure that appropriate measures for mitigation control are in place.
- To minimise adverse environmental impacts that activities could cause.
- To provide employees with training and tools to ensure they have the required knowledge and skills to perform their work competently.
- To continuously monitor HSE performance and audit key activities in order to foster the continuous improvement of HSE Management System and performance.

This case study refers to the workplace safety programme - 'Leadership in Safety (LiS)'- initiated by the Saipem Company's Top Management in 2007.

The programme reflects the high interest of the company's leadership in and commitment to implementing a genuine safety culture in which the safety and wellbeing of its employees play the key role. It is envisaged for its own employees, but also for its contractors. The 'Leadership in Safety (LiS)' Workshop represents a valuable instrument to facilitate a major and significant change in the culture and attitude to safety in Saipem.

2.2 Aims

Saipem's Top Management has recognised the need for a major and significant change in the culture of and attitude towards safety and that in order to achieve this, the company needs leaders who are first and foremost leaders in safety. For this reason, in 2007, the Top Management tasked Saipem's Corporate HSE Department with beginning the development of the Leadership in Safety (LiS) Workshop - an innovative and highly interactive training program with the far-reaching aim of creating a strong safety culture within Saipem.

The programme aimed to transform the company's leaders into 'leaders in safety' thus enhancing their capability to promote and create a strong safety culture within the company.

2.3 What was done, and how?

Despite the fact that Saipem had a good safety record, it was discovered that some people had been injured whilst working for them and this was morally unacceptable. It was Saipem's CEO who conveyed the message that Saipem expects its people to put their life at risk in order to save time or money. It was also known that 90% of accidents were behaviourally related - so there was a need to target this behaviour if the right culture should be achieved - a culture in which working safely becomes a constant; working unsafely becomes unforgivable.

Saipem researched 'Leadership in Safety' and internally developed its own program. A clearly defined top down approach enabled that each level of management became safety ambassadors giving mentorship to the next levels to involve every manager within the organisation, thus delivering key messages down to every employee. This was done in three distinct phases:

- The delivery of a Leadership in Safety workshop for all management levels;
- Senior Managers cascading the key Leadership in Safety messages to the entire workforce through highly influential events;
- Delivering the Five Stars Intervention training tool throughout the organisation.

The 'Leadership in Safety (LiS)' workshop was designed and disseminated throughout the organisation using a top-down strategy. This one and a half day workshop was part of an innovative and highly interactive safety training programme that aimed to provide a complex approach to safety for the company's leaders participating in this programme.



Picture 1: Leadership in Safety (LiS)

Throughout each workshop, a LiS film provided interactivity, showing scenes at strategic points to prompt group discussion, exercises and simulation.

The LiS film entitled *‘The Safer the Better’* was created exclusively for this workshop as the key learning tool for promoting an interactive approach during the workshop.

The film was used as an interactive tool to prompt group discussions and role play. The film presented various aspects of workplace-related safety and constituted a starting point for discussions between the participants, practical exercises and simulations. It showed a fatal accident that actually took place in one of the sites following a chain of events that caused the accident and the dramatic aftermath. This interlinked media tool conveyed strong messages from the CEO to the target audience. It reflected Saipem’s people and operating environments.



Picture 2: Scenes from the LiS film

The film and all the supporting learning materials of the workshop were designed exclusively for the Saipem Company, considering the wide variety of technologies and related operations, the employee profiles, leadership and the company’s multicultural workforce, given its worldwide presence.

Saipem created simple ‘5 steps tools’ to help their employees intervene effectively to reinforce safe behaviour.



Picture 3: Five stars training tools

The Leadership in Safety (LiS) programme was officially launched with a special workshop requested by Saipem's CEO, and his senior management team.

The first LiS workshops began for the senior levels of Saipem with the Business Unit directors and managers. They then became sponsors in their own geographical areas, requesting and launching each workshop.

In addition, the company's top management used the same occasion to present the Saipem Safety Vision. This document outlined the envisaged approaches and goals to be considered by all the company's employees in terms of workplace safety and a solid safety culture at the company level.

The workshops are delivered by a pool of 20 HSE Professionals, developed internally as LiS Workshop Facilitators.

The process continues globally at every level of management, driving, sponsoring, empowering and supporting the next levels. Within eighteen months, over 200 workshops had been organised with more than 3000 participants.

Saipem's Leadership in Safety has been strategically developed from the corporate level to disseminate through the entire organisation. The program was initiated from the very top, with Saipem's CEO and Managing Director acting as catalysts for the projects, as they personally recognised the need for cultural change.

This outstanding initiative on the part of the Saipem Company's top management on the creation of a steady safety culture throughout the entire company was internationally recognised and received prestigious awards e.g.:

- SPE Int. Conference on HSE 2010 – Knowledge Sharing Award;
- New York Film and Video Awards 2009, Best Industrial Film, Bronze World Medal;
- Rome International Short-film Festival 2008, Best Industrial Film - Safe Work;
- International Visual Communication Association 2008, Silver Award for the Film "The Safer the Better" - Best Practical Training;
- Du Pont Safety Award 2008 for Cultural Evolution, etc.

2.4 What was achieved?

Within eighteen months, over 200 workshops have been organised with more than 3000 participants.

Improvements in safety have been seen in the areas where LiS has been implemented and Saipem's managers and employees have acquired and developed a new awareness of health and safety in the workplace.

They are beginning to develop a new perception of safety on an emotional level that has contributed to a change in the behaviour and culture within the organisation: Leadership in Safety principles are now universally recognised and shared. The LiS approach has also forged a new educational path, especially for new employees, and it is also recognised as such by the clients and contractors who have been progressively involved in the process.

2.5 Success factors

The strong interest and commitment on the part of the Top Management and company leaders towards implementing a genuine culture of safety and a clearly defined top down approach were the key success factors. The focus of the programme was on transforming the company's leaders as leaders in safety so that they can promote a safety culture within the company. The training used a variety of interactive approaches such as film and various tools specially prepared for this purpose.

2.6 Further information

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2.7 Transferability

This case is a good example of the global safety approach – i.e. covering all the company's hierarchical levels and it could be used in other big international companies. It is also a good example of how to use various types of media (multimedia, various tools) to promote Safety and Health at work in large international companies.

3 References, resources:

1. <http://www.saipem.com>
2. <http://www.saipem.com/site/Home/Sustainability/OurPeople/Safety/HSEManagementSystem.html> - Saipem's HSE policy
3. <http://www.saipem.com/site/Home/Sustainability/OurPeople/Safety/LeadershipinSafety.html>
4. <http://www.free-press-release.com/>

