

# “From Paper to People”

WindEurope Summit, Hamburg, 28 September 2016

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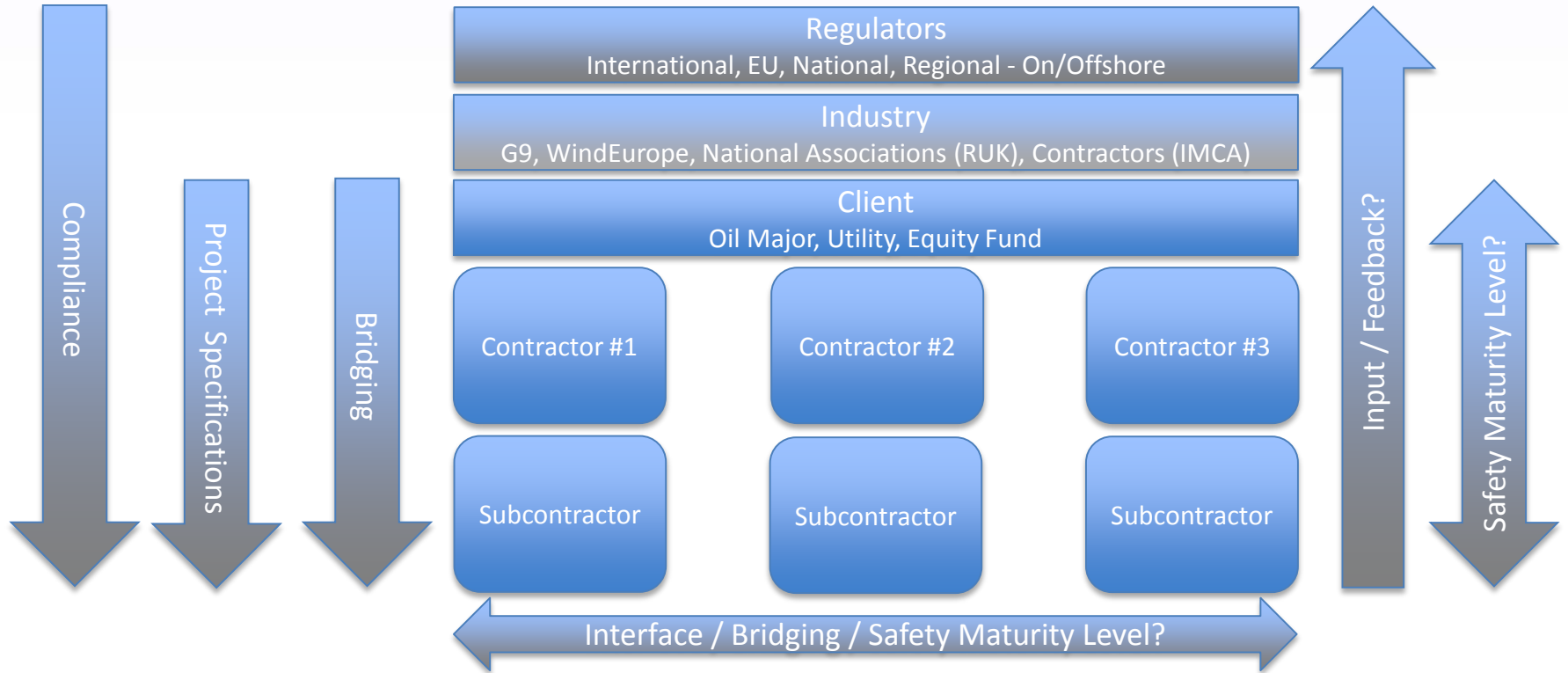


## From Paper to People

- How do **safety standards** translate from back office to front end operations?
- How do we ensure **safety culture** maturity throughout the supply chain?

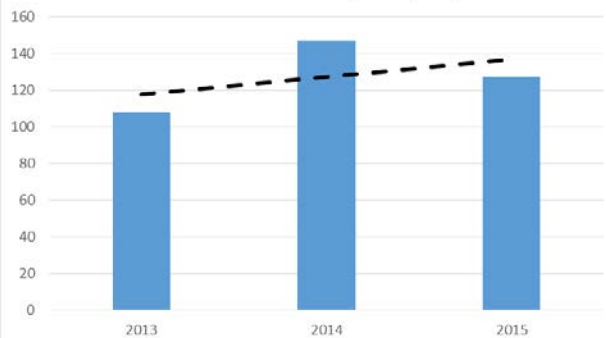


# The Typical OWF Project



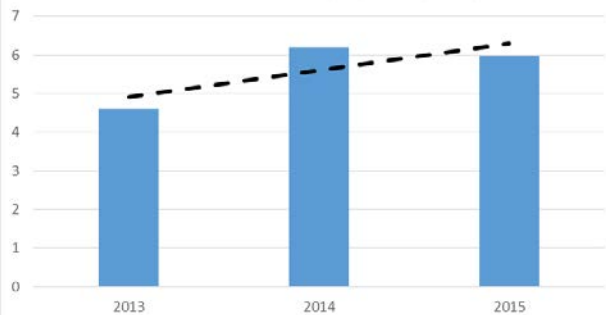
# G9 Incident Summary 2013-2015

Total Recordable Injuries (TRI)



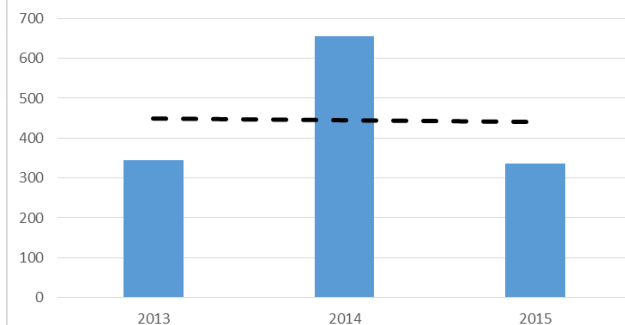
LWIs:  
-7%  
2014 - 2015

Total Recordable Injury Rate (TRIR)

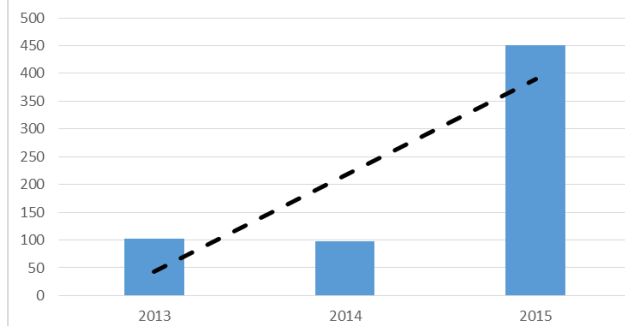


RWIs:  
+129%  
2014 - 2015

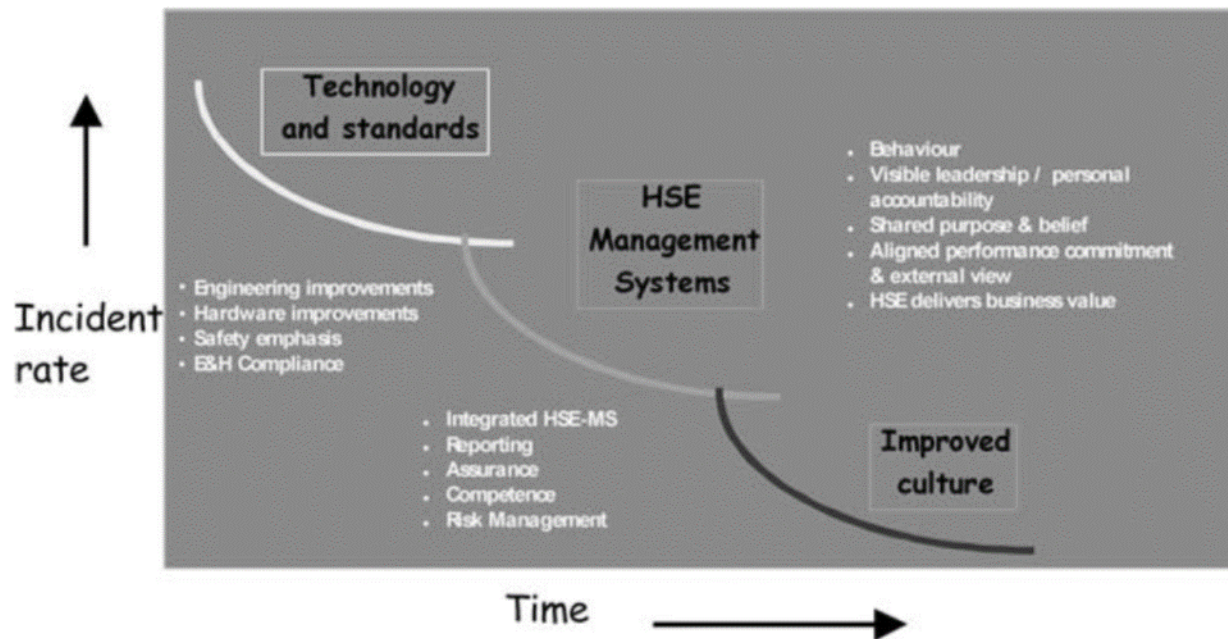
Near Hits



Hazards

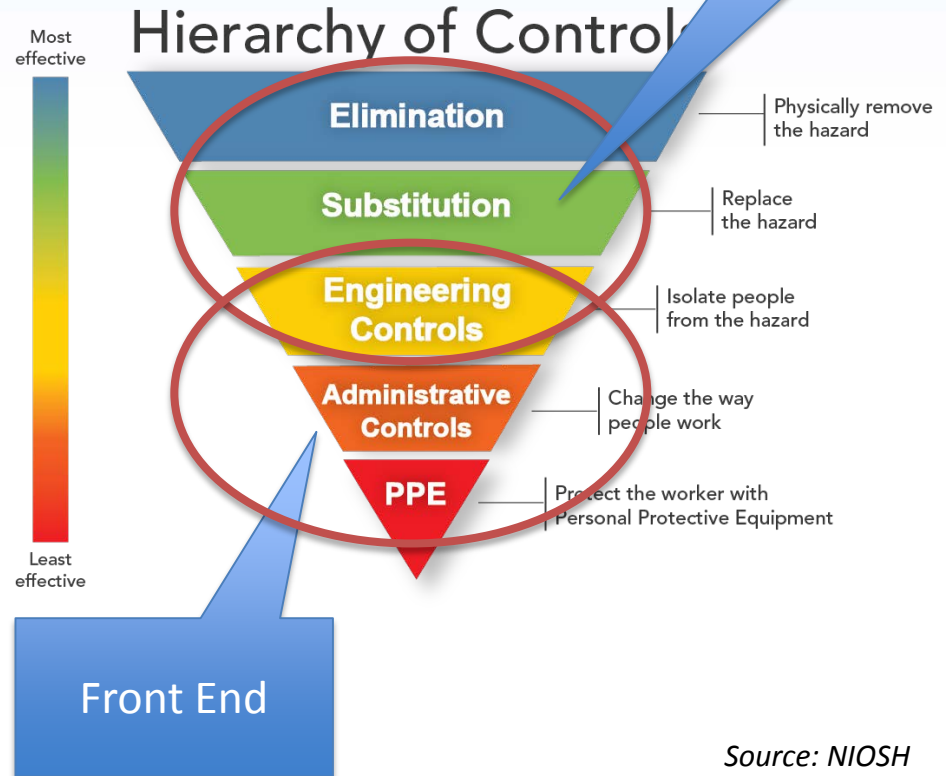


# HSE Drives



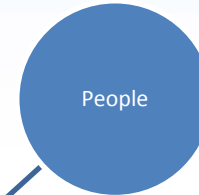
# Technology and Standards

- Engineering and hardware
- Back office decisions affect front end operations – do we transfer inherent risks?
- Consequence and cost onshore vs. offshore?

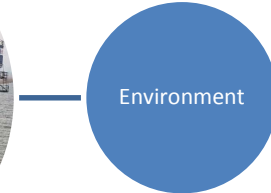


# HSE Management Systems

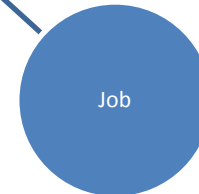
- Owners, authors and users
- Compliance and authorisation vs. control and performance?
- Risk assessments and method statements are often:
  - Generic, misunderstood or not found beneficial to the task
  - Static tools to be used in dynamic situations - worker often required to fill gaps



- Attitude & Behaviour
- Competence & Experience
- Communication & Supervision



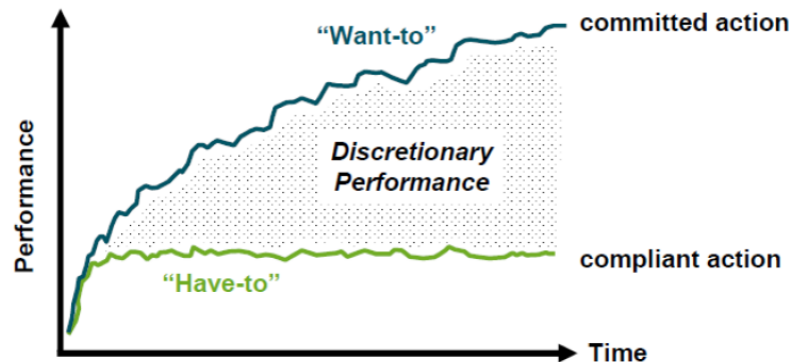
- Situational Awareness
- Dynamic Conditions
- Interfaces & Objectives



- Tools & Methods
- Planning / SIMOPS
- Change Management

# Improved Culture

- Safety awareness
- HSE leadership & accountability
- Workforce involvement
- Reporting, investigation and learning (“you said, we did”)
- Data driven safety initiatives
- Subcontractor involvement



1. Behaviour is about choice.
2. People choose the behaviour they adopt.
3. Personal leadership influences this choice.



# Future Industry Standards

- Risk assessment and control
- Process / interface and risk mapping
- Safe System of Work
- Training:
  - Designers
  - Managers / supervisors
  - Workforce
- Safety culture maturity assessment





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**Thank you!**

The background image shows an offshore wind turbine under construction. A large blue crane is mounted on a barge labeled 'SEA JACK'. The turbine's nacelle, featuring the 'VATTENFALL' logo, is being positioned. The scene is set on a calm sea under a clear blue sky. Other smaller vessels and structures are visible in the distance.

A large white A2SEA vessel is shown at sea, equipped with a tall crane and a wind turbine. The vessel has "A2SEA" written on its side. The background is a clear blue sky and the ocean. The vessel is positioned on the right side of the frame, with the crane extending upwards and the wind turbine partially visible. The overall scene depicts an offshore wind turbine installation operation.

**Any Questions?**  
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