



## Ryder Marsh

### The Psychology of Industrial Safety

## LNG - Egypt

BEHAVIOURAL SAFETY USER CONFERENCE 2006

*Editors note. The person transcribing found it very difficult to understand all the words spoken in this presentation by the Egyptian team. One of the downsides to an event that is now truly international. However, as with the others it was excellent, and we have included what we can...*

### EHAB

My name is Ehab (unclear), I'm representing Egyptian LNG. This is my (unclear) command is the (unclear)... As the Egyptian energy standard we have to start at the presentation or the meeting by the (unclear) and as we see here this is one of the meetings,. We have to start with a shift (unclear) so we going to start with a short video... What I say is matter of you try to enjoy you have to be careful and avoid distraction...

*(talking over video – cannot hear)*

OK now let's go back to the presentation. The plan that we've built in Egypt and also in the Mediterranean (unclear) about 40km from the second (unclear) in Egypt which is Alexandria. The site location is about 390 foot down. And (unclear) in July 05 and...

*(difficult to hear/understand)*

This is the site location and this is the building area then (unclear) the tanks and then the (unclear) this is the flair, this is the (unclear), however this area is up to expanded about

*(unclear)....*

Basically to achieve this (unclear) we have looked through the design from the equipment and made sure this is (unclear) provide us with the high standards to comply with the lenders and the environment and also with the local country regulation.

The second part to do this (unclear) was the people – we have select good people from all over the world to come and work in our company. Trying to mix all these to have a good (unclear) we look for the behaviour and this is the reason we have our own initial (unclear) that we are going to talk about today. The first (unclear) that we have started with is the (unclear). The (unclear) is a weekly observation site (unclear), this is actually come during the construction phase and we have continued with this one on the operation. We're going to talk about this in detail over the next few slides. The second one is a stop programme and I think everybody is familiar with the one stop programme.

The third one is the campaign. The fourth one will be the (unclear) which is my colleague will talk about. Now finally (unclear) recognition and its effect on building and making this safety culture grow and sustain. What is the (unclear), as we mentioned the (unclear) is a weekly observation site, safety inspection tool. We gather all the people, the team that's available. The average of these people is between 70 and 80 and sometimes we would reach 100 people that's showing in this one. Actually we invite also our people, the (unclear) if we have (unclear) but we have no meeting, every Monday at 11am. It is the (unclear) time, so your outlook has already been set and 15 minutes before they give you the message that you need to go now and bring your baby and go to the (unclear). This is actually an introduction for the people, give them the feedback about what's going on. I'll advise them (unclear)...to do and also give them a feedback about the progress of the closing guide.

We have divided the plan that we have just seen a few minute ago. All this (unclear) has been distributed and classified with the area, so we want a team leader name on this area and then this team leader will take two or three people with them, regardless of where they are working with (unclear) operation, integrity, administration, (unclear). Anybody on the plant can go on

this one. After they've been selected for this one they go for our safe behaviour, get our refreshments before they go for doing this inspection and then they go to the location. This is actually a photo of how we do this one. We go and approach the people that they are working. We talk to them, communicate with them, making sure that they know exactly how to do this one safely. Make sure that they know what the job safety analysis, they know what is the risk, as the (unclear) with this one and try to communicate it and then he write down his comment and give this feedback again to the (unclear) department.

This is actually some of the statistics that show up again that show that average weekly (unclear) by the (unclear) we have to tell the people that hey you are participating with this (unclear). If we didn't manage to get this week we'll love to see you next week. And then as you see here that the contractor also participate on this (unclear). Not only the (unclear). The second graph is actually showing though that the (unclear) satisfactory, because during this (unclear) you have to identify the satisfactory (unclear) and also the unsatisfactory point. As long as the satisfactory point increased and the unsatisfactory points decreased then we know that we are removed. And the below graph here is showing you the (unclear) towards the satisfaction, the award team and the PPE, the (unclear) left we have identified all the processes. They've been carried out inside the plant. And we make sure that each one of these has a paper on this report and you have to go and check it. If it's not available then fine, say it's not available. It is then that you have to go and check it and give us your feedback.

So what is the worst that it is actually saying to us? It's to quantify the safety performance of the whole plant. It's not only the process area, it is everywhere on the plant. Everywhere on the site. The second, is give us an action plan – how could we move from the unsatisfactory zone to the satisfactory zone? And it is everyone is involved with this process so it's a continuous movement process. This is was the (unclear) that we have carried on from the construction phase to the operation. Now we're talking about the stop. All the (unclear) company has been trained on the stop. And to have continuity of this programme we have trained 330 people from our company to be a champion so we can have a continuity of the training for our new colleagues and also for the new contractors that join the company because we are, we are out-sourcing all the maintenance activity. So we have a new contractor every day during the whole time. The third for every employee is a full (unclear) car. Once... Four stop car to (unclear). So once a week. And we go further and we have put this one as a target for individuals and its performance contract so he knows that it is a commendment that I have to do. Not only the (unclear) but also the attendance of the worst (unclear). The result of this (unclear) and this observation is also (unclear) and being discussed on the (unclear) monthly meeting. So we know where we are.

And we have a (unclear) to all the employee about what is best to stop (unclear) that we see in this month and we have another 3, told you the first one and second one and third please. This is how the stop car I think looks like. We have adopted this one because it's actually got the dual language with English and both Arabic. That's to allow also the contractor which they are not good in English to write down even in Arabic and we have our (unclear)... We have not restricted to use this stop observation actually to the site. You can do this one actually anywhere. You can do it on your way to work, you can do it at work, you can do it on your way back and also you can do it at home.

So everyone has to make up his mind, I'm going to do a stop card now then he will decide which area I'm going to. They go to this area, observe the behaviour of the people and then approach the people, talk to the people nice and friendly and then make his stop card. This is some of the statistics coming out from the stop card that we find that there is unsatisfactory level on the ppe. We have good ppe on this one. I find that root cause analysis showing that the eyes is not, the guys are not wearing the safety glasses. We find why these people are not wearing the safety glasses. We find that most of these people have medical glasses and they have a difficulty in wearing two glasses. So what we do is we bring a doctor to the site and we provide the prescriptions for this guy to have an optician to do this site. So there's no problem. We just try to solve the problem. The second unsatisfactory was the procedure and when we try to classify this one from the observation we find that the procedure was not followed. The reasons why because we are new established and we try to gather all these procedures from a neighbourhood or a neighbour company that has been using the same technology and we find that's not worked.

What do we do? We do an action plan, we do a training or session awareness with the people. They (unclear) this procedure to make them feel that they can do a change on this procedure so we can have the commitment that this is my comment – I'm going to follow this procedure because I participated on this procedure. As we all know Egypt has a high incident record on the traffic so some, most of the stop cards was (unclear) actually to the (unclear), to the side of

the plant and the way back because have a high incident record in this one. What we do about this one is we have (unclear) all the (unclear) on the (unclear)... We have a change a contract of the vehicle. We have provide the same vehicle which has a high standard of safety. And then we have installed a driver, the video of the vehicle, driver of (unclear). So if any driver that is using the brake high frequency of the brake is if you go above a speed then it's been record and been fed back to the plant. What we try to do, we're trying to encourage the driver to go below the speed of the limit. We have to start originally to give the bonus for only the five people that who is committed to get the monthly below the targets. And after that we have encouraged the whole drivers team. OK we will give you all bonus if you all maintain the KPI for this one. And I can tell you and my colleague also can (unclear) this one and now we are maintaining this one. This is how we start in the early days and then we have a progress and now we already, the KPI is already point five. Now I think we have zero. So we start from then. We selected a driver that actually can comply with our standards and our... KPI. I do this one actually we have reduced the what's going on... We have 90% reduction on the driving risk, (unclear) about the transporter of the (unclear) going and back. The 10% remaining is external factor that we have any control whatsoever on. I try to go further, this is (unclear) given an idea for everybody on the company, how to minimise this risk. From the statistics that we have been shown because the plant was built close to a village, it's about 40 km from it. We have found that a high number of kids has been involved with one of the incidents.

So we have decided to go and spread this awareness up to this village and kids. And we have provided 10,000 high visibility package to these kids. Not only this one we have also go further and try to make it locally. We get the support to actually from the people over there that they know we are manufacturing this to save our kids lives. And actually this number is going down. Unfortunately I don't have the statistics because it's going to be by the end of this year. But I'm sure this numbers will be much lower than the last year.

The outcome again from the stop (unclear) was the noise, the noise campaign that we have as an outcome. As you see the number here is about 680 people. The company employs about 250, you can see from this number how much the contractor involvement on this noise (unclear). How much the awareness of the contractor, not only the company people but also the contractors. Actually this, the guy on the middle is the (unclear) guy and the guy who wears the helmet is an emergency response team and both of them contractors. This is explaining to the other guy how to do this one. It's a (unclear) programme, which you have to go and understand what's going on and then you go to the computer and make your test. Once you've got your test you get your certificate and you get this T-shirt, it's might not be clear here, but this T-shirt here you can take it, it's a gift for you once you've (unclear) from this one. This actually written there that ensure you're hearing as long as your life. Then I'll transfer to my colleague.

## **MALE COLLEAGUE**

As (unclear) said we have started 15 months ago. And we in our process as you've seen from our plan depends on the contractor. And we got many contractors for the (unclear) with the (unclear), the processors (unclear) and the machinery and you've got contractors for the marine activities and the port activities. So we collect it and we have discovered that we have contractors from different perspectives and different areas with different expertise. So at the beginning we need to give them the message about own life savers so we started to conduct a mass (unclear) and this is different from (unclear) that is done in front of every job OK, when the (unclear) this is a mess. We started to meet at 8.15am in the morning as you see in one of the examples of (unclear)... We do another one similar for the marine, we do another one for the production and the beginning of the shift we do similar one, all (unclear) together at 8.15 for each discipline. This was the beginning, on daily basis. Now we found that the culture becoming so high in safety between the contractors so we reduce it to 3 days a week. Even more we do depend on (unclear) professionals, we give the contractors themselves are important, to give the belongs and the self-esteem in the company. So as you see in the picture the contractors themselves giving the mass (unclear) for their employees, their staff and we found that they are the best when they know and have identified the safe practises that they have to follow. These are our life savers, we set 11 life savers in all disciplines of safety management. We set for them what you have to do and what you don't have to do. And we wrote it in Arabic and English. We hang up this everywhere in our company and this was the topics that we conduct in (unclear) for the people. So this (unclear) is different to the ordinary one for the works and for the jobs and workshops,. Something like that, we focus this (unclear) for the behaviours. And as you see we wrote it in Arabic and English so that our contractors themselves can deliver the message. We can depend on them to become safe rather than (unclear) the message. And best one who can give the (unclear) is rewarded and recognised by the management and (unclear) this appreciation works a lot for them. The awards of recognition as my colleague said that we are recognising the best of (unclear) and they get

rewards and recognition and some financial rewards. And plus of course the recognition by sending emails from our managing director to all the users in the company and for the shareholders as well, (unclear) the names of the (unclear) stop cards and the safety employee of the month. And who is the highest rank of them and the worst. And of course by the end of the year we collect all this data for the (unclear) and we send it to the line manager which is part of the appraisal system.

So everybody knows that he has to participate because of that appraisal and they are happy while they are doing that. We (unclear)... one of the anniversary as you see this becomes something (unclear)... Egyptian gas holding company, we are all together supporting us in doing that. And we (unclear) this anniversary for the (unclear) everyone this (unclear) one metre square cake as you see. Also we got the trend in the company that will not always depend on ourselves. Sometimes we need to seek the help because we are very young company as you see in age, as we are always depend on the international organisations like ROSPA and like the National Safety Council and the British Safety Council as well. We meet members from them in order to be (unclear) with every aspect in safety. As a result from that we receive the silver award for (unclear) safety (unclear) 2006 which are very appreciate to receive this award and firstly of the operation. And here is our managing director receiving the ROSPA award. Not only from his point of view, our port has been selected as a result from all these activities to become the ideal port for safety and security, for all the ports in Egypt. And this was based on safety and security. Egyptian L & G adopted these initiatives because we believe that in (unclear) environment our people must actively care about their own safety, not only in the company but in their own life and their own personal life with families. Just (unclear) safety journey started and will never end. And as a proof from that we have achieved now 3.5 million working hours within this 15 months safe without (unclear) or restrictive (unclear) given first cases which we consider this the real certificate. Thank you and have a safe life.