



Shell Road Transport Forum

Edmonton Alberta

December 2010

Supporting our Drive for
GOAL ZERO



Shell Road Transport
Upstream Americas Logistics

- No Fire Alarms Expected
- Evacuation Routes / Muster Points
- For Those Staying at the Hotel: Back of the Room Door

Agenda

| TIME | TOPIC | | PRESENTER |
|-------------|---|----|-----------------------------|
| 1200 – 1230 | Lunch | 30 | - |
| 1225 – 1230 | Welcome Message / Photo Slides | 5 | Tim Moffit |
| 1230 – 1240 | Opening Remarks & Contractors and Goal Zero | 10 | Dan Flynn / Patrick English |
| 1240 – 1300 | Road Transport Manual | 20 | Tim Moffit |
| 1300 - 1325 | Gap Assessment Review – summary of most common gaps | 25 | Ken Brown |
| 1325 - 1340 | Cell Phone Policy | 15 | Mike Watson |
| 1340 – 1345 | Theme: Fatigue – Video & Root Cause Tool | 5 | Tim Moffit |
| 1345 - 1415 | DMS & Fatigue Management Program | 30 | Weatherford |
| 1415 - 1430 | Break | 15 | - |
| 1430 – 1500 | Commercial Vehicles – Enforcement Perspective | 30 | CVEB |
| 1500 - 1530 | OPTALERT Fatigue Monitoring System | 30 | Integrated Risk Management |
| 1530 - 1600 | Traffic Safety Dept – focus on fatigue | 30 | Traffic Safety |
| 1600 - 1610 | Fatigue Discussion | 10 | Tim Moffit |
| 1610 - 1645 | Driver Recognition | 5 | Tim Moffit |
| | Open Discussion | 20 | Patrick English |
| | Wrap up & Close + Road Safety Holiday Video | 10 | Tim Moffit |

SHELL CANADA ROAD TRANSPORT CONTACT INFORMATION

| Name | Title | Region & Functional Responsibilities | Phone/Email |
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Spot the Hazard



Spot the Hazard



The Results



GOAL ZERO

- Our Golden Rules—You and I:
 - COMPLY with the law, standards, and procedures
 - INTERVENE on unsafe or non-compliant actions
 - RESPECT our neighbors

Goal Zero Means No Harm to People

Safety / Contractor Message – Dan Flynn & Patrick English



- Our Case for Action in 2011
- Mandatory Requirements
 - Some Contractors (i.e. people haulers) have additional mandatory requirements – we'll make sure you know!
- Evidence of a strong/mature **HSSE Culture**
 - While not Mandatory in all cases, these are the Contractors that Shell looks to develop long term relationships with

Case for Action

- The MAJORITY (~75%) of Shell's fatalities are caused by road transport accidents – Land transport offers the greatest HSE exposure to Shell operations
- 95% of Shell's fatalities are contractor related
- We do it every day (in every aspect of our operations) and *we do it in the public domain*
- If we can't operate safely on the road, we lose our license to operate
- **GOAL ZERO** is not possible unless we gain control of our road transport operations.

Recent Examples of our Challenges



Feb 2010-The driver looked away for two seconds to switch on his windshield wipers.

Unbelievably, the driver suffered only minor injuries.



Recent Examples of our Challenges



March 2010 - The driver, unfamiliar with the road and location, failed to negotiate a turn.



Recent Examples of our Challenges



July 2010—A Shell contract bus was hit by a fatigued driver.

The passenger car driver was killed.

Road Safety a **MUST WIN** for Shell

Focus + Discipline + Leadership = Winning

Safety and operational performance go hand in hand; they cannot exist without each other. We have seen our best performance yet but we must keep our focus on safety.



**Good safety means good focus, good discipline, shared vision and the professionalism of our teams and our quality leaders.
Poor safety means a lack of leadership.**

Peter Voser, RDS CEO

Delivering Sustainable Safety Together

The Time is Now



This clock has **243** parts that operate in harmony to make it work.

Like this timepiece, our progress in a competitive environment is dependent on us all working together as **ONE**.

This requires **integrated delivery** and teamwork that extends beyond traditional boundaries, classes of business and external relationships with our contractors.

A sustainable culture requires **discipline, focus and compliance** each and every day.

Mandatory Requirements – For ALL

- Obey the law and comply with all applicable regulatory requirements
- Be accountable for your people and subcontractors
- Contractor must have the following in place – *and back up that it is being done* (is there a process to verify compliance to the following?):
 - Seatbelt Policy
 - No Cell Phone while Driving Policy
 - Authorized Passengers Only Policy
 - Vehicle Housekeeping Policy
 - Vehicle walk-around/Inspection Policy
 - Journey Management Process
 - Defensive Driver Training
 - Fatigue Awareness Training
 - Load Securement Training
 - Documented Maintenance Program

Contractor Requirements Cont. . .

- Comply with Shell's Fitness for Duty requirements and stay cognizant of driver fatigue (max 14 hour duty day with mobilization to and from worksite)
 - Fitness for Duty includes:
 - Be rested and alert to maintain attention throughout the trip.
 - Stop the Vehicle and take a rest break if attention is lost.
 - Do not operate a Vehicle while under the influence of alcohol, drugs, narcotics or medication that could impair driving ability.

- 100% awareness of Stop Work Authority

HSSE Culture

- Do Senior Managers get involved in HSSE Meetings with Frontline Staff?
- Are Unsafe Conditions being reported by Drivers?
- Is there a Near Miss reporting policy?
- Has a Fitness to Work policy been Implemented?
- Does Contractor (esp. fluid haulers) provide Rollover intervention / avoidance Training to drivers yearly?
- Does the Contractor provide to all drivers hands-on, comprehensive cargo securement training that focuses on proper securement of typical loads transported for Company?

- Are Vehicles equipped with an In Vehicle Monitoring System? (IVMS) or Vehicle Data Recorder (VDR)?
 - While IVMS is not mandatory in most Shell contracts, the benefits are dramatic:
 - Increased Fleet Management capabilities
 - Improved driver development and coaching
 - Makes good drivers better
 - Post-incident and near miss learnings
 - Can defend drivers in a “He said/She said” scenario
 - Ensure compliance of policies and legislation
 - Reduced speeding and seatbelt infractions = less fines
 - Improved fuel economy and route efficiency

- Where does change start?
 - Lead by Example
 - Continuous Engagement
 - Strict Policy Enforcement

Life Saving Rules & Consequences of Not Adhering

- Transportation Specific LSR's:
 - No cell phone use while driving
 - Must wear a seatbelt while vehicle is moving
 - No drinking and driving (or illegal drug use and driving)
 - No speeding
 - Must follow your prescribed Journey Management Plan (JMP)

- Any violations are grounds for:
 - Removal from Shell location(s)
 - Ban from driving for Shell or on Shell business for specific contractors
 - Non-renewal of contract or termination of contract
 - Shell Supervisor may also suffer consequences if known violations are permitted

Ken Brown – Road Transport Authority

- Gap Assessment Review – most common issues



Road Transport Safety

Evolution of the Shell Mobile Phone Policy

Canada Driving Forum

7 December 2010

Mike Watson
Group Road Safety Manager

ILO estimates...

> 2.3 million

**people lose their lives
at work every year**

Safety... # 1 Challenge



“Poor safety is nothing more than a lack of leadership.”

“Safety is not only our number one priority and value, it is a fundamental reflection of our performance”

Peter Vossler – CEO Royal Dutch Shell

Shell Road Safety Challenge

5 million

kms per day

120 times

round the Earth



Every Day!

Mobile Phone Policy

- 1998 to 2002: increase in motor vehicle incidents amongst our employees and contractors.
- Root cause analysis investigations determined that the number one cause of this increase was due to drivers using their mobile phones while driving.
- Q4 2002 our CEO imposed a global ban on the use of mobile phones while driving.
- In 2005 the use of “hands free” devices were also banned (engine on – phone off).



Life Saving Rules

- In July 2009 the company implemented 12 Life Savings Rules.
- Applicable to all employees and contractors working for Shell.
- Rule #10: While driving, do not use your phone and do not exceed speed limits
- The rules are clear: You choose to break the rules and you choose not to work for Shell



Fatigue – Raising Awareness

Fatigue

- 20% of road fatalities in Shell caused by driver fatigue
- More than 10 fatal incidents in the last 3 years proven to be fatigue related in investigation
- Key Factors: insufficient sleep due to shift length, early starts, rotations, travel time, medical conditions and personal situations .
- Effect of fatigue on human performance is similar to alcohol impairment, though there are differences in effects on mood and behavior

We NEED to Raise Awareness!

Root Cause Tool

- There is no blood, urine or breathalyzer test which can determine whether a person is impaired by fatigue. As a result fatigue tends to be under-reported and under-investigated, and the costs of fatigue are too often unknown and/or ignored.
- Fatigue impairment is a complex interaction of multiple causal factors, one system called FACTS combines the available data related to each factor to provide an overall fatigue impairment probability. The more answers you provide, and the more accurate these answers are will determine the degree of reliability of the calculated overall probability of fatigue impairment.

Fatigue Accident/Incident Causation Testing System (FACTS) is a software program which estimates the probability of whether a person was or was not impaired by fatigue at the time of an accident or incident.

<http://facts.circadian.com/facts/>

FATIGUE ACCIDENT/INCIDENT CAUSATION TESTING SYSTEM (FACTS)

Your Incident/Accident ID (optional)

Timing of the Incident

What time of the day did the incident occur?

How many hours prior to the time of the incident, did his/her last sleep episode end?

At the time of the incident, what kind of activity was the individual performing?

At the time of the incident, how many hours had the individual been on duty?

Sleep during the nights/days prior to the incident

How many hours of sleep did the individual get in the 24 hours prior to the incident? (include main sleep and naps)

How well did the individual sleep during the 24 hours prior to the incident?

How many hours of sleep did the individual get in between 24 and 48 hours prior to the incident? (include main sleep and naps)

How well did the individual sleep two days prior to the incident?

How many hours of sleep did the individual get in between 48 and 72 hours prior to the incident? (include main sleep and naps)

How well did the individual sleep three days prior to the incident?

How would you characterize the individual's work and sleep pattern (incl. overtime) in the week(s) prior to the incident?

Work Schedule:

Sleep Schedule:

What was the individual's activity at the same time of day as the incident

24 hours prior the incident ?

48 hours prior the incident ?

72 hours prior the incident ?

On a day off the individual usually slept how many hours longer than on days worked?

Evidence of Sleepiness and/or Inattention

How mentally stimulating was the work task immediately prior to the incident?

Tools to Manage Fatigue

- Fatigue Awareness Training – for Management *and* Staff
- Journey Management
 - Monitoring Hours of Service
 - Journey Manager or Dispatcher verifies Fit For Duty of Drivers
 - Appropriate Number of Rest Stops for Length of Journey and Type of Road Driven (long and strait needs more stops)
- Systems like OPTALERT
- Empower Your Employees to Stop and Take A Break!

Presentation by:

Weatherford Canada

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What Works for Your Company?



Driver Recognition Program

Shell Canada Road Transport Safety Forum

Date: December 7, 2010

Driver Recognition Program - Purpose

- The purpose of the Distinguished Drivers Award (DDA) is to offer recognition for drivers demonstrating superior driver behavior.
- Target Audience - all Shell Employees and Shell Contractor Personnel
- A Certificate of Recognition and a hat will be given to and driver, or similar participant in road transport activities that executes a recognized Stop Work

Driver Recognition Program – Nominations

- Nomination Process
 - Nominate candidates by e-mail to the respective Regional Road Transport Specialist
 - Personnel suspends operations where HSE concerns related to road transport are raised.
 - Data is collected and put into Fountain as a Near Miss, annotated as “Land Transport” related, and flagged for Distinguished Drivers Award. Notification to the Road Transport team then becomes automatic via Fountain, and the Road Transport Team will follow up with the incident owner for details described above

Driver Recognition Program – Selection Process

- Selection Process
 - Selection panel consists of the Canadian Upstream Americas Road Transport Team and is the deciding body for the awards
 - Selections are made within 2 weeks of submission through review by 2 or more members of the Canadian Road Transport team
- The Stop Work will be documented including
 - Drivers name/Company name
 - Date of Intervention
 - Description of Intervention
- A Log will be kept of steps to be taken to ensure the Stop Work situation does not occur in the future, and shared with others

Driver Recognition Program – Reasons for Implementation

- The safe driver award opens tremendous public relations opportunities both for the industry and the drivers who participate and improve engagement and commitment to safety (GOAL ZERO).
- The awarded hat is designed to be synonymous with the membership of the association. This is a positive way to recognize drivers and their safety record.
- Drivers will see that their daily efforts to operate safely, highlighting their commitment to achieving GOAL ZERO. It will build pride in what they do to keep our business running safely.
- The implementation of this program will be the catalyst for improved Shell / Contract Employee relationships.



**CERTIFICATE OF ACHIEVEMENT
IS AWARDED TO**

Kevin Forchuck of Mammoet Canada

AS A SHELL DISTINGUISHED DRIVER

**THE INDIVIDUAL PROFICIENCY AND DEDICATION TO RISE ABOVE ESTABLISHED
STANDARDS ATTEST TO THEIR COMMITMENT TO EXCELLENCE.**

**THESE ACTIONS EXEMPLIFY THE PROFESSIONAL DRIVER WHO IS FULLY CAPABLE
OF PERFORMING THEIR DUTIES, THEREBY PRODUCING TRUST, CONFIDENCE, AND
SUCCESS.**

This 7th Day of December 2010

Shell Upstream Americas

- If you have question – please contact
- Over the holidays – Please drive safe
 - Increased Drunk Driving
 - Increased Fatigue as deadlines get tight
 - Increased Distracted Driving

