

# Upstream America's Well's Worksite Instruction Manual

## 1.0 Simplification

This manual contains a summary of key standards that are mandatory requirements for Well's Onsite Shell's Representatives. The standards reflected in this manual are deemed as the most critical to deliver safe, efficient Well operations.

Goal Zero (no incidents) is what we all strive to achieve on our worksites and we can achieve our vision of 'no harm to people' if we all take individual responsibility for our actions. This manual is part of making those responsibilities clear. This coupled with our expected Golden Rules (Comply, Intervene & Respect) and the Lifesaving Rules are key tools in achieving a workplace without harm.

Although there are pockets of safety excellence, over the years there have been a number of trends in major incident root causes within Upstream Americas Wells. The most significant trends are non-compliance and lack of operational consistency in standards, safe systems of work and leadership expectations. These, together with ineffective training, have meant the barriers that enable safe work performance are not well understood nor sufficiently valued as key enablers to keep the workforce safe. This manual addresses these areas by making clear what is expected of front line operational staff around basic Well operations and by simplifying key work standards.

Additionally, the following key initiatives will enable focused efforts:

- The behavioral observation program employed will be the contractor's.
- Proactive efforts will focus on quality, not quantity.
- CSMP focal point will support the Onsite Shell Representative.
- Resources will be readily available to support Road Transport, Lifting and Hoisting, Temporary Pipework, etc.

## 2.0 EXPECTATIONS

This manual is intended to establish a set of minimum requirements that are non-negotiable and must be implemented, not unlike the Life Saving Rules. Compliance with the content herein is mandatory.

### 2.1 Contractor

Major contractors working for Shell are expected to utilize their own HSE MS in executing work on our locations. Our contracting process, when correctly followed, ensures contractors performing safety critical work have a verified and complete HSE MS. Where significant gaps exist or where a contractor is not following their own HSE MS we expect the Onsite Shell Representative to intervene and assure compliance. When necessary this should be escalated to their Superintendent. Where significant differences exist between Shell's HSE MS and that of a major contractor a bridging document will be developed to document which HSE MS expectations to follow.

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## 2.2 Onsite Shell Representative

The Onsite Shell Representative is Shell's senior safety leader on location and is fully accountable for the safety performance. The primary responsibilities of the Onsite Shell Representative are:

### Visible safety leadership

- Be a visible, engaged onsite safety leader
- Make Shell's HSE expectations and messages clear
- Know, motivate and coach the onsite workers
- Improve workers understanding of key hazards and critical planning at the worksite
- Positively reinforce compliance behaviors and intervene to hold difficult conversations in the case of non-compliance

### Assuring the key safe systems of work

This entails verifying and testing the quality of these systems to be sure they are working effectively. The specific safe systems of work to be assured are:

- Job Safety Analysis
- Permit to Work
- Management of Change

### Execute work according to standards

The mandatory requirements are laid out for:

- Life Saving Rules
- Incident Management
- Contractor Management
- DROPS
- Emergency Preparedness
- Fitness to Work
- Lifting and Hoisting
- Short Service Employee
- Temporary Pipework (and Temporary Equipment offshore)
- Well Control

## 2.3 Shell Superintendents

The Shell Superintendent shall be fully accountable for the following:

- Training of the Onsite Shell Representative with respect to the requirements of this manual
- Provide required resources
- Validate compliance to this manual
- Action any identified gaps

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## **3.0 TRAINING**

As part of the Wells onboarding process, the HSE Supervisor shall train all Onsite Shell Representatives on the mandatory requirements of the WWIM Manual prior to any field assignment. Additionally, the Superintendent shall review the contents of this manual directly to the Onsite Shell Representative, and set expectations.

## **4.0 Document Control**

The master copy is controlled as a web based document. All paper copies are uncontrolled. This is an evergreen document and the intent is that it will be updated when required.