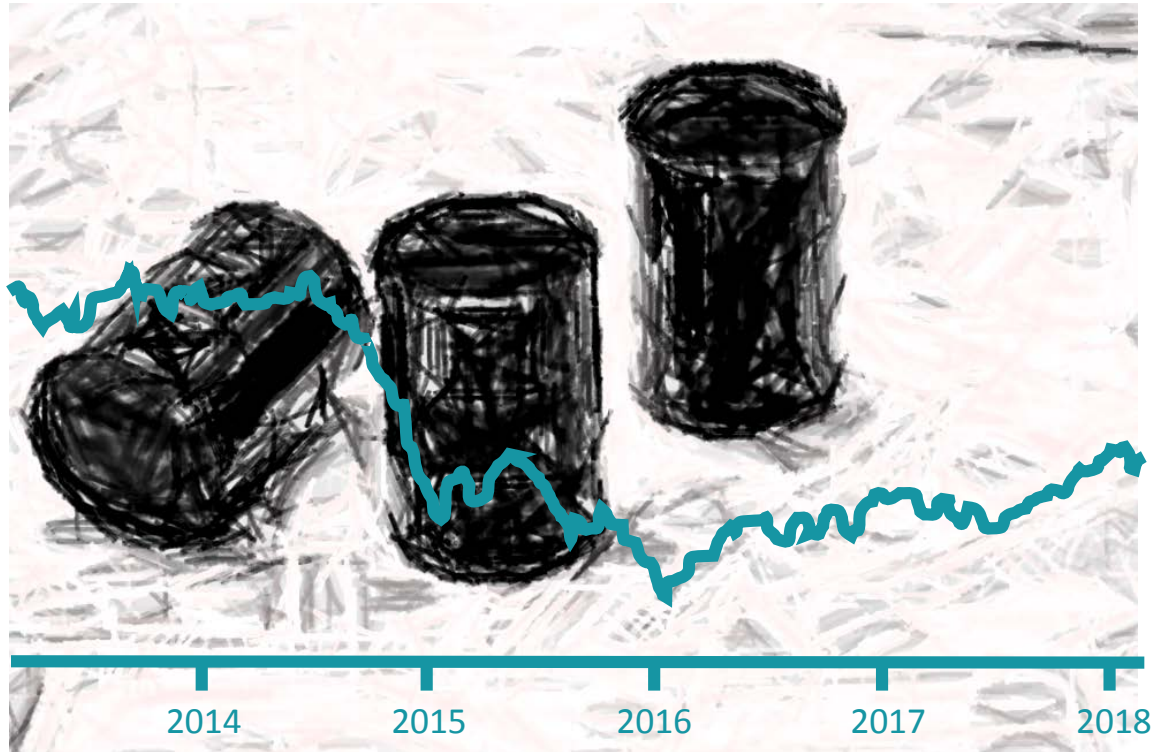


# After downturn, how to safely remobilize our assets

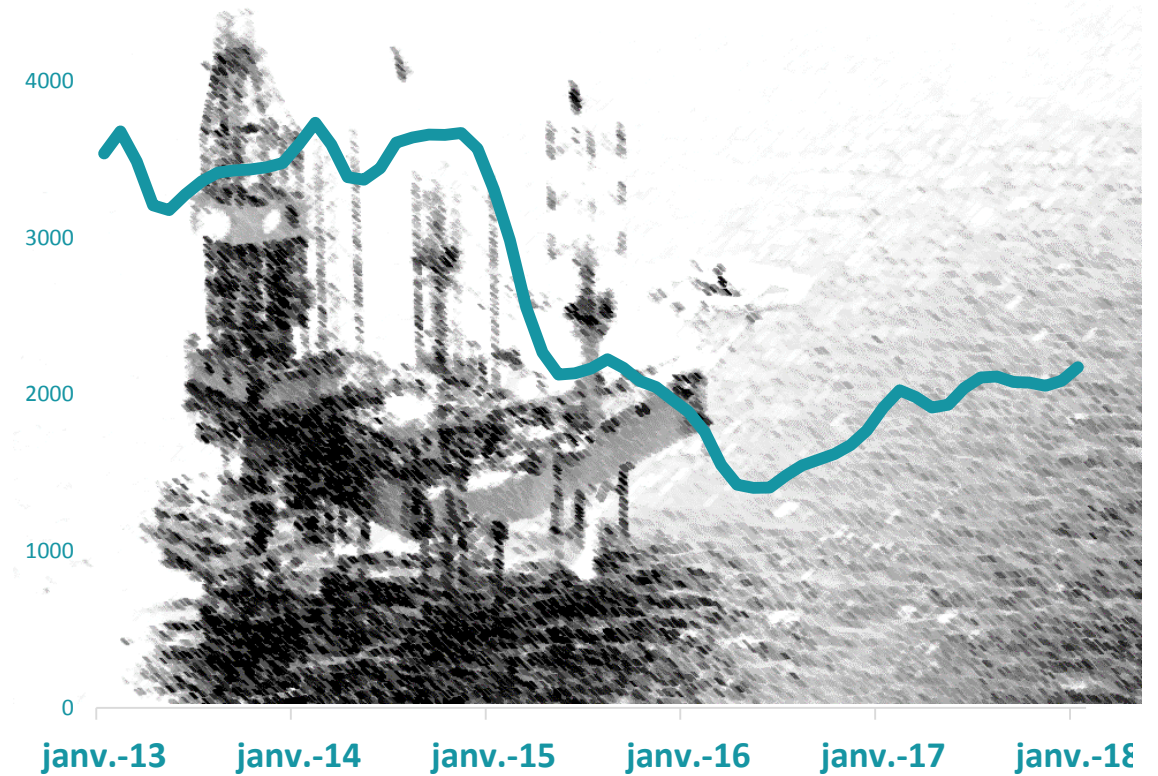
Nicolas Seguin  
Africa Region HSSEQ Director



# Market context



USD WTI



International Offshore Rig Count



## RIGID PIPELAY/HEAVY LIFT VESSELS



## CONSTRUCTION/FLEX-LAY VESSELS



## LIFE OF FIELD VESSELS



## DIVING SUPPORT VESSELS



## LIFT/HOOK-UP



## UNDER CONSTRUCTION



- ▲ Owned and operated by a joint venture
- ▲ Long-term charter from a vessel-owning joint venture
- ▲ Stacked
- ▲ Chartered from a third party

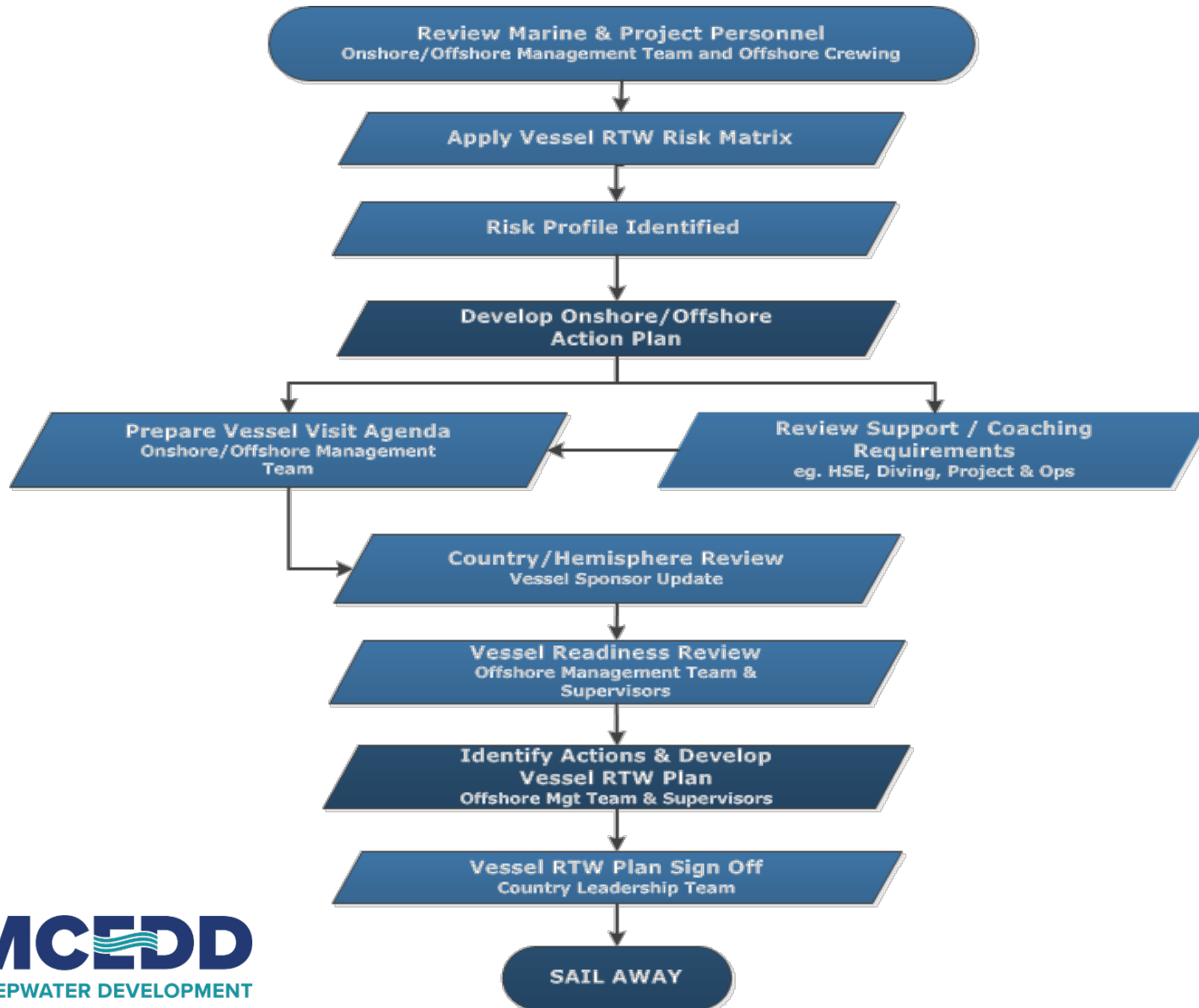
# A word of caution...

- There is no magic recipe here



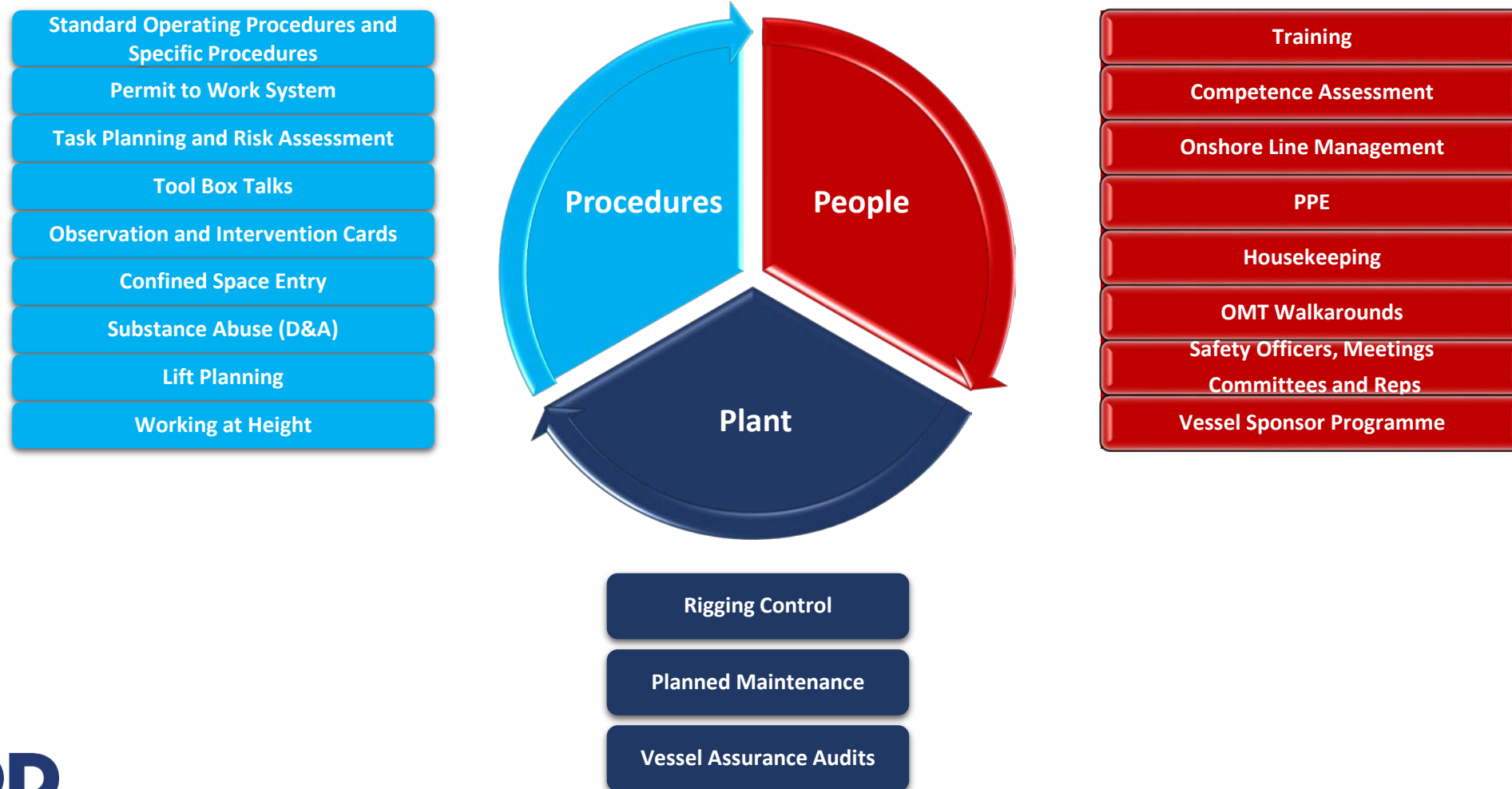
- Sharing experiences

# Return To Work Plan: Overview



Subsea 7 Return to Work Plan					
Vessel:		Seven Atlantic			
KEY: <span>Complete</span> <span>In Progress</span> <span>Outstanding</span> <span>Not Applicable</span> <span></span>					
HEMISPHERE		States	Comment	Resp	Due Date
ACTION					
COUNTRY		States	Comment	Resp	Due Date
ACTION					
Review Marine & Project competency for role/position			Check of project personnel competency skills carried out on-board vessel against OR Skills Pool provided matrix.	OM/MOR Crewing	02-Mar
Seven Atlantic Operations HSE Management Audit Planned			Confirmed.	UK HSE	03-Mar
Determine if Seven Atlantic requires HSE Action Plan				UK HSE	04-Mar
Determine if HSE Coaching is required for vessel			Confirmed	UK HSE	03-Mar
PEOPLE		States	Comment	Resp	Due Date
ACTION					
Determine crew mobilisation date			Marine crew already onboard. Dive system kept warm with 5 x Dive Techs remaining onboard during maintenance & standby period. Key personnel joined 2nd March to start familiarisation. Remaining project crew arrive 4th March.	OM/Captain	01-Mar
All new vessel personnel to receive vessel inductions			Inductions to be carried out prior to mob start where possible. Priority to be given to Esomech	Medic	04-Mar
All crew members to attend project briefing			Briefing timing to be determined and highlighted in mob plan	OM/Captain	04-Mar
All personnel (new to vessel) to receive vessel familiarisation			Plan to ensure these do not impact mobilisation duration	OM/Medic	03-Mar
E-Learning - outstanding to be completed			During transit to Brent's - 24 hours	OM	05-Mar
Competency missing - to be addressed			During transit to Brent's - 24 hours	OM	04-Mar
Clarify dates & requirement for Safety Leadership course				Colin Sellar	04-Mar
Determine if all crew members to attend Shell safety brief - 1400 Friday 4th March.			All available personnel on shift to attend	PM	03-Mar
Seven Atlantic specific Dive Familiarisation process to be followed				OM	04-Mar
PLANT		States	Comment	Resp	Due Date
ACTION					
Vessel assurance review with Shell.			Although vessel "on-hire" to Shell, various Shell personnel attending vessel to close out outstanding assurance queries	OM/Captain	04-Mar
Plant & equipment included within Maintenance Programmes.			Confirm TM Master Vessel Management System up to date.	Chief Engineer	04-Mar
Function check all survey equipment prior to mobilization			Project Surveyor to attend 4th March.	Surveyor	04-Mar
Confirm functionality of all IT equipment prior to mobilization			Checks in progress. IT personnel will be onboard on 4th March	Vessel Superintendent	04-Mar
PROCEDURES		States	Comment	Resp	Due Date
ACTION					
Workscope Procedures formally issued to vessel				Project Eng	04-Mar
Mob fax (chw deck plan & mob schedule) formally issued to vessel				Project Eng	03-Mar
Lessons learned from Nelson umbilical to be reviewed			Sat 5th March post mob completion	OM	05-Mar

# Return To Work Plan: Procedures – People - Plant





# Return To Work Plan: Competence Risk Analysis

- Competence Assurance Assessment Program (CAAP)
- Training delivery
- Coaching
- Slow start

VESSEL RETURN TO WORK RISK MATRIX		COLD/WARM STACK PERIOD		(MONTHS)		
Vessel name:						
TRAINING & COMPETENCE REVIEW				PROJECT PERSONNEL COMPETENCE, & VESSEL FAMILIARITY		
				HIGH	MED	LOW
<p>A) PERSONNEL ARE UNFAMILIAR WITH WORKSITE I.E. HAVE LESS THEN 2 TRIPS IN LAST 2 YEARS</p> <p>B) SUPERVISORS HAVE NOT COMPLETED LAST TRIP ONBOARD WITHIN PREVIOUS 6 MONTHS</p> <p>C) OMT HAVE COMPLETED PREVIOUS TRIP OUTWITH LAST 12 MONTHS</p> <p>D) PERSONNEL ARE UNFAMILIAR WITH ROLE I.E. HAVE BEEN IN POSITION FOR PERIOD OF LESS THAN 6 MONTHS.</p> <p>E) TRAINING MATRIX FOR VESSEL SHOWS COMPLIANCE &lt;50%</p> <p>F) INDIVIDUAL E-LEARNING AVERAGE IS &lt; 50% COMPLETE</p> <p>G) KEY POSITIONS WITHIN PTW PROCESS - NOT FAMILIAR WITH SUBSEA 7 PROCESS</p> <p>H) CAAP PROGRAMME IS OUT OF DATE FOR &gt; 75 % OF INDIVIDUALS</p> <p>I) VESSEL LAY UP PERIOD IS &gt; 6 MONTHS</p>		MARINE PERSONNEL COMPETENCE & VESSEL FAMILIARITY	HIGH			
<p>A) PERSONNEL HAVE SOME FAMILIAR WITH WORKSITE I.E. HAVE MORE THEN 2 TRIPS IN LAST 2 YEARS</p> <p>B) SUPERVISORS HAVE COMPLETED LAST TRIP ONBOARD WITHIN PREVIOUS 6 MONTHS</p> <p>C) OMT HAVE COMPLETED PREVIOUS TRIP WITH LAST 12 MONTHS</p> <p>D) PERSONNEL ARE FAMILIAR WITH ROLE I.E. HAVE BEEN IN POSITION FOR PERIOD OF MORE THAN 1 YEARS.</p> <p>E) TRAINING MATRIX FOR VESSEL SHOWS COMPLIANCE &lt;90%</p> <p>F) INDIVIDUAL E-LEARNING IS BETWEEN 50- 90% COMPLETE</p> <p>G) KEY POSITIONS WITHIN PTW PROCESS - SOME ARE FAMILIAR WITH SUBSEA 7 PROCESS</p> <p>H) CAAP PROGRAMME IS UP TO DATE FOR &gt; 75% OF INDIVIDUALS</p> <p>I) VESSEL LAY UP PERIOD IS 3 - 6 MONTHS</p>			MED			
<p>A) PERSONNEL ARE FAMILIAR WITH WORKSITE I.E. HAVE MORE THEN 6 TRIPS IN LAST 2 YEARS</p> <p>B) SUPERVISORS HAVE COMPLETED LAST 2 TRIPS ONBOARD WITHIN PREVIOUS 6 MONTHS</p> <p>C) OMT HAVE COMPLETED PREVIOUS TRIP WITH LAST 6 MONTHS</p> <p>D) PERSONNEL ARE VERY FAMILIAR WITH ROLE I.E. HAVE BEEN IN POSITION FOR PERIOD OF MORE THAN 2 YEARS.</p> <p>E) TRAINING MATRIX FOR VESSEL SHOWS COMPLIANCE &lt;90%</p> <p>F) INDIVIDUAL E-LEARNING IS &gt; 90% COMPLETE</p> <p>G) KEY POSITIONS WITHIN PTW PROCESS - ALL PERSONNEL ARE FAMILIAR WITH SUBSEA 7 PROCESS</p> <p>H) CAAP PROGRAMME IS UP TO DATE FOR ALL INDIVIDUALS</p> <p>I) VESSEL LAY UP PERIOD IS &lt; 3 MONTHS</p>			LOW			

# Return To Work Plan: Stakeholders engagement

- **Vessel**

- OMT (Captain, Offshore Manager, Chief Engineer)
- Shift Supervisors
- Chief Steward
- Supervisors



- **Onshore Team**

- Project Manager / Director
- Business Unit Director
- Operations Manager
- HSE Focal point
- Ship Operations Manager
- Vessel Superintendant
- Site Sponsor





# People Engagement: (Re) forming the team

- Balancing experience
- Resilience Awareness Programme
- Early engagement



# People Engagement: What keeps us safe ?

- Individual task-planning initiative launched onboard Seven Antares as part of her re-start
- Based on Ishikawa diagram
- Roll-out to all personnel
- Supervision to ensure any task is preceded by a « What keeps us safe! » discussion
- OMT / PMT / Supervisors to commit during morning brief to one daily random verification among the planned works

subsea 7

## What keeps us safe !

**Prior** to start any task, review the key elements that "keeps us safe":

- ☐ **People** are Trained
- ☐ **Equipment** is Safe to Use
- ☐ **Methodology** is clear and communicated
- ☐ Immediate **Environment** is Safe to Operate in
- ☐ A **meaningful Risk review** involving Supervisor and the team

**During** entire task execution, ensure:

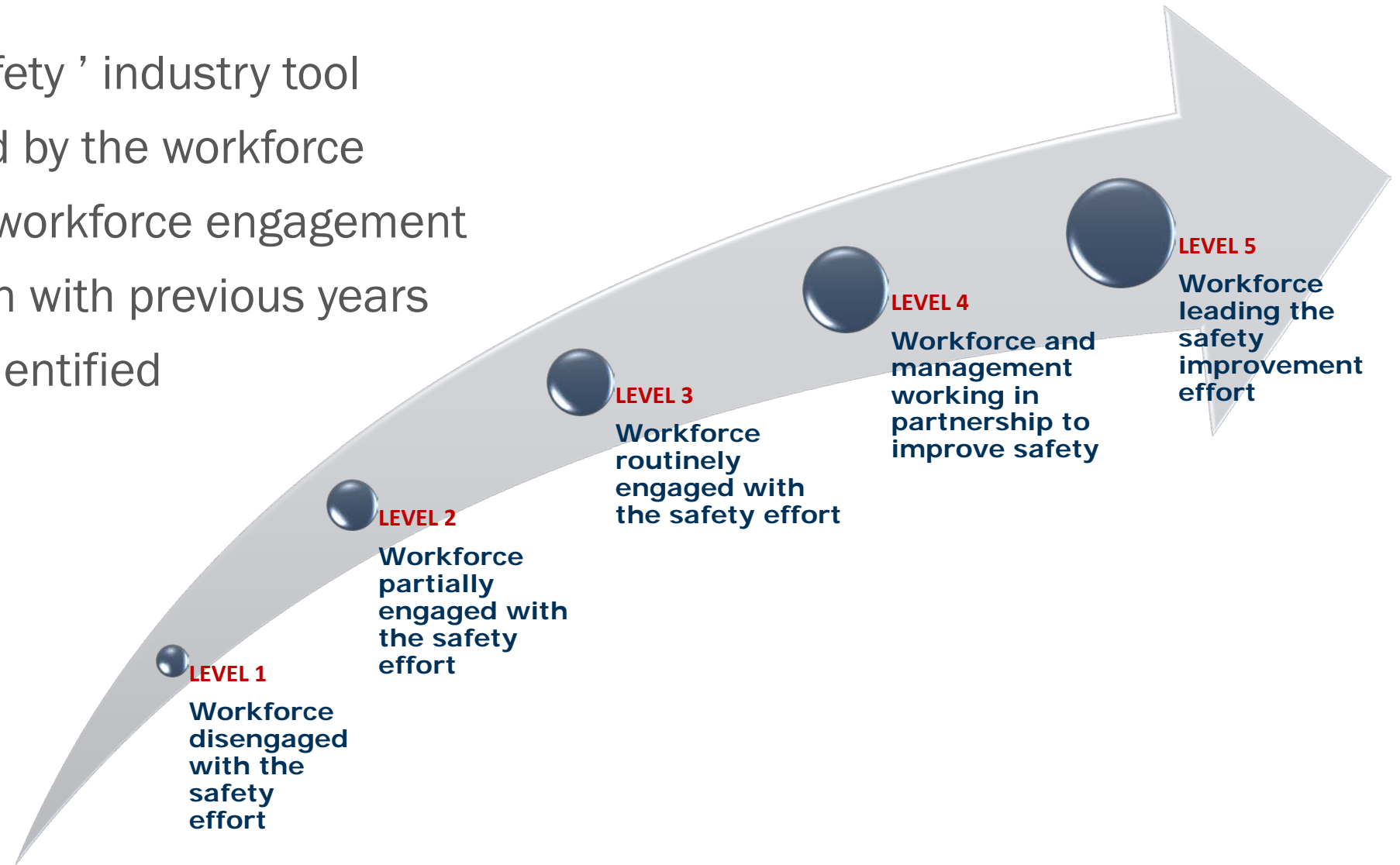
- ☐ People are confident to **Stop the Job** if unsafe
- ☐ **Changes are identified** and managed

MAKE EVERY DAY A  
GREAT SAFETY DAY

7

# People Engagement: Workforce Engagement Survey Tool

- ‘Step Change In Safety ’ industry tool
- Survey is completed by the workforce
- Defines 5 levels of workforce engagement
- Enables comparison with previous years
- Follow up actions identified



# People Engagement: Workforce Engagement Survey Tool

- Case study: DSV survey launched end 2017 after completion of Return To Work protocol
- No major change in Workforce engagement

Dimension	2016 Favorable	2017 Favorable	Industry Average	Deviation from Industry Average	Vessel trend
Visibility	89%	88%	77%	11%	-1%
Communication	88%	87%	81%	6%	-1%
Involvement	90%	91%	83%	8%	1%
Support	86%	87%	81%	7%	1%
Participation	89%	86%	83%	3%	-3%
Challenge	87%	85%	83%	3%	-2%

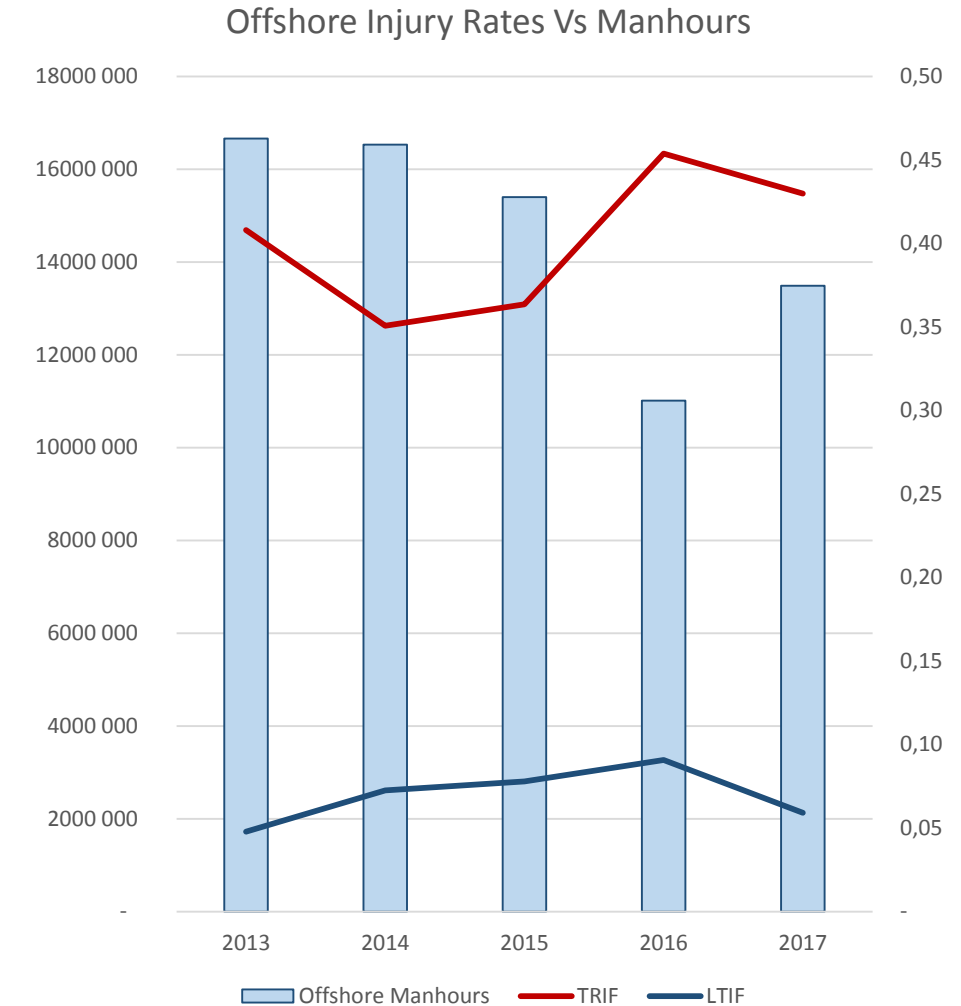
- Top 6 progress:

	2016 Favorable	2017 Favorable	Industry Average	Deviation from Industry Average	Vessel Trend
I receive feedback on the H&S issues and concerns I raise	80%	88%	78%	10%	8%
My direct supervisor makes specific efforts to engage me in H&S	90%	96%	84%	11%	6%
My direct supervisor involves team members when planning H&S improvements	88%	93%	78%	15%	5%
Senior managers follow-up the H&S issues and concerns raised during worksite visits	88%	93%	81%	13%	5%
I am personally motivated to improve H&S at this worksite	92%	96%	93%	2%	4%
Workers have a strong influence on how H&S is managed at this worksite	78%	82%	77%	5%	4%



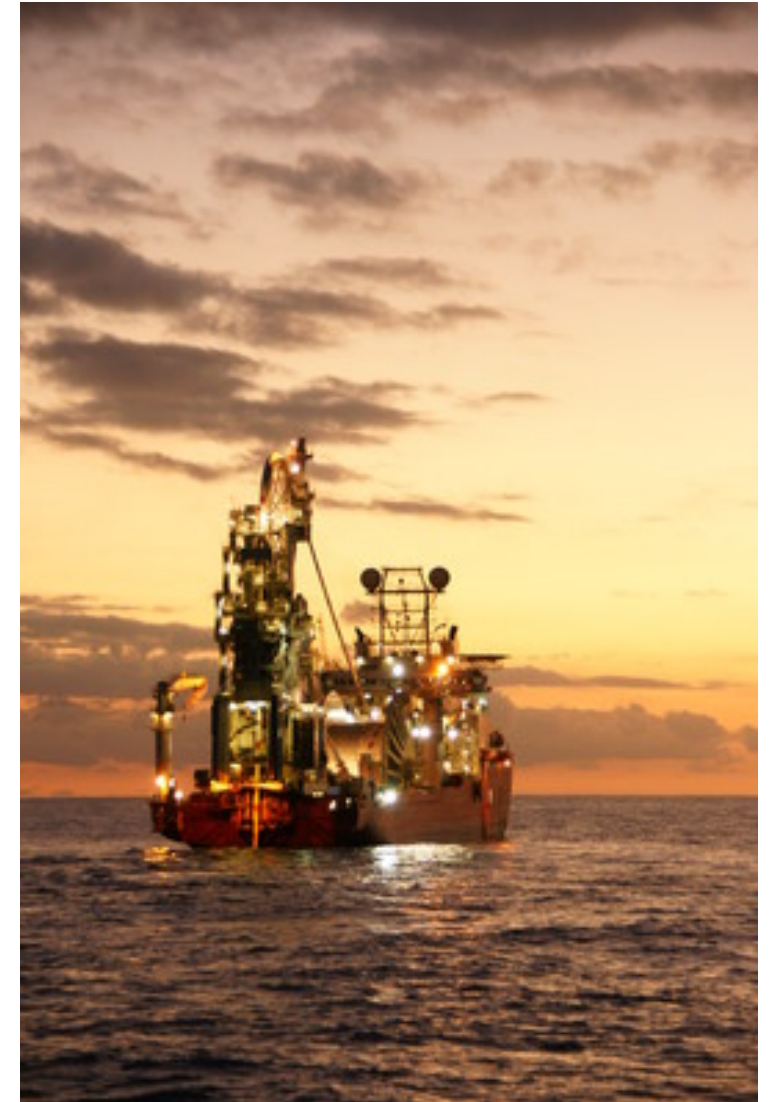
# Outcome

- To date, we have re-started 6 assets, another 3 are planned to restart in 2018
- 2017 Vs 2016 HSE performance
  - Offshore manhours increased by 22%
  - Lost Time Injury frequency reduced by 35%
  - Total Recordable Injuries frequency reduced by 5%



# Conclusion

- Both assets and personnel require careful management and preparation prior to their reintroduction to enable safe operation.
- A systematic approach is required (3P, Ishikawa...)
- Early and continuing stakeholder engagement is key in making these Return To Work plans successful



# Questions & Answers

