

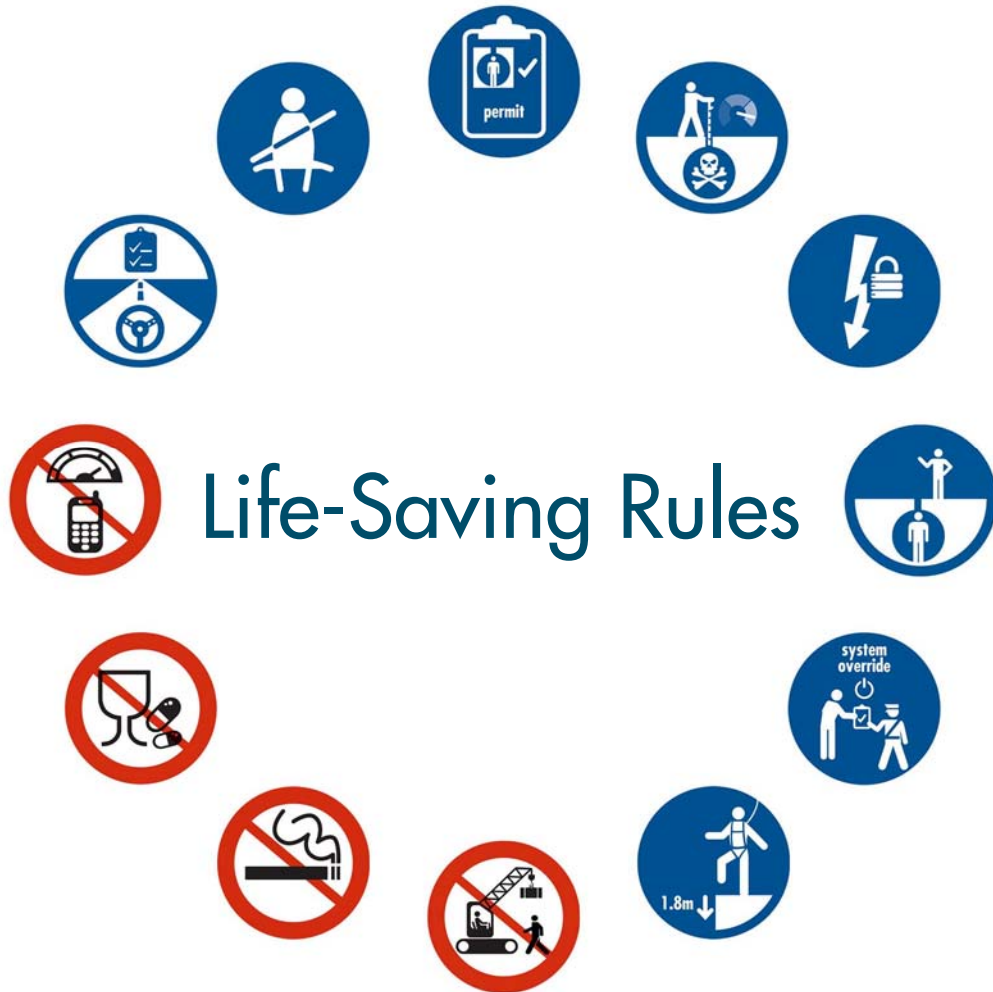
# Life-Saving Rules

## Leadership Core Pack

Final version 4  
Updated 30/03/09



# Summary



- Aim is to **prevent harm** to people
- 12 **high-risk operations** at work
- Consistent set of rules > **culture of compliance**
- **Not new**. Most staff adhere already every day
- **Mandatory** Compliance for work-related activities
- **Applicable** to all operations under Shell's operational and/or governance control
- Minority interest JVs **encouraged** to participate
- Each reported non-compliance will be **investigated**
- **Failure to comply** will result in disciplinary action, up to and including termination of employment for Shell employees or, for employees of contractors or sub-contractors, removal from site and disqualification from future Shell work.
- **Supervisors are held accountable** to communicate and ensure compliance

# Respecting and Valuing our People

- Shell General Business Principles: our shared core values of honesty, integrity and respect for people, underpin all the work we do and are the foundation of our Business Principles
- Our Golden Rules – You and I:
  - Comply with the law, standards and procedures
  - Intervene on unsafe or non-compliant actions
  - Respect our neighbours

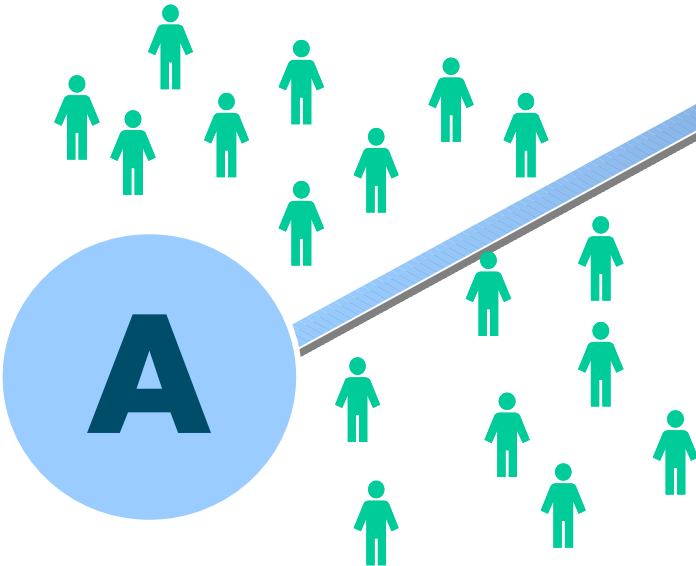
***Goal Zero means no harm to people***

# Fact

**350+ Fatalities**  
2000 – 2008

**Goal Zero  
No Harm**

**B**



**Compliance with the rules  
would have saved many  
of these lives**

# Jeroen van der Veer

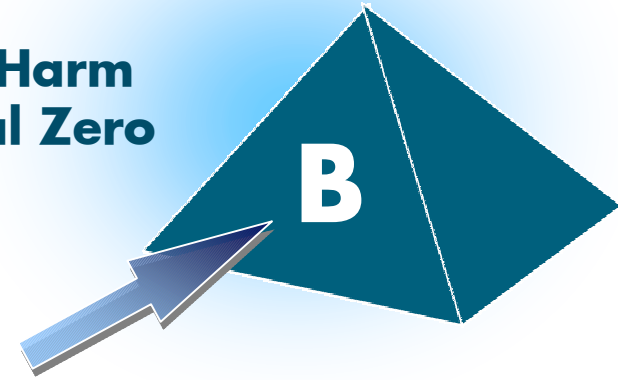
## 15 Oct 07 Group Safety Day

...but far too many people still get hurt and lose their lives while working for Shell. We must never accept this. We must never make it seem an inevitable consequence of working in a dangerous industry. It isn't. We have to do things differently.

**So the question for each of us is – "What am I going to do about it?"**

# We will...

No Harm  
Goal Zero



- Identify **clear and consistent** Life-Saving Rules
- Expect that **everyone complies** with the Life-Saving Rules
- **Investigate** each potential violation
- **Hold people accountable:** Management, Supervisors, Staff, Contractors, Sub-Contractors

# Life-Saving Rules – what are they?

Work with a valid work permit when required



Conduct gas tests when required



Verify isolation before work begins and use the specified life protecting equipment



Obtain authorisation before entering a confined space



Obtain authorisation before overriding or disabling safety critical equipment



Protect yourself against a fall when working at height



1 	2 	3 	4 	5 	6 
7 	8 	9 	10 	11 	12 

Do not walk under a suspended load

Do not smoke outside designated smoking areas

No alcohol or drugs while working or driving

While driving, do not use your phone and do not exceed speed limits

Wear your seat belt

Follow prescribed Journey Management Plan

*Note: Commuting, alcohol in social settings and smoking in office environments are out of scope*

# Consequences of Rule-breaking

- Incidents and rule-breaking **will be investigated thoroughly**
- **Failure to comply with any Life-Saving Rule will result in disciplinary action.**
  - For Shell employees this includes termination of employment.
  - For contractors this includes removal from Shell sites and no longer working for Shell companies.
- If the violator is aware of the rule or required procedure through training, experience or communication, and did not comply with that rule or procedure, the **maximum appropriate disciplinary action** will be applied.
- In addition, if a supervisor sets the conditions for rule breaking or fails to follow through if one is broken, maximum appropriate disciplinary action will apply.

# Consequences of Rule-breaking

- The level of disciplinary action will take into account where the violation took place.
- **For violations in high-risk operations we apply the general principle that if you choose not to comply, you choose not to work for Shell.**
- **High-risk is defined as:**
  - all industrial operations – see rules 1 to 9
  - for professional drivers under our operational control – see rules 9 to 12
  - all business driving in defined 'high-risk road environments' – see rules 9 to 12
- For violations in lower risk areas, disciplinary action ranges from a verbal/written warning, suspension from duties, reduced IPF, and up to and including termination of employment for staff; or removal from site and disqualification from future Shell work for employees of contractors or sub-contractors.

# The Role of Leaders

- **Know the Life-Saving Rules** – purpose, application and consequences for non-compliance
- Ensure and verify all Shell employees and all contractors within your remit **have been verifiably briefed**
- **Communicate**, communicate, communicate
- **Lead** from the front and through personal example
- **Face up** to the hard people decisions
- Verify, measure and continuously improve compliance

# Implementation

- **“Business drives ...”** Business leaders supported by HSSE, HR and CX are accountable for communicating the Rules and ensuring compliance
- **“... Country coordinates ...”** Country Coordination Teams (CCT) led by Country Chair are accountable for one, integrated country approach
- **“... HR and CX support.”** Country HR is accountable for ensuring consistency in application of disciplinary action and CX support CCT in establishing an integrated message

## Timeline:

- **February:** Business leadership and CCT engagements
- **March:** engagement with consultative bodies as appropriate and with top 50 contract companies
- **March 30 – June 30:** engagement with supervisors, employees, contractors (via contract holders); **NO communications** to supervisors or staff until local Country Coordination Team has given green light
- **July 1:** Life-Saving Rules fully enforced

# Life-Saving Rules and other rules



- **Golden Rules** remain
- Life-Saving Rules **are mandatory minimum requirements**
- **Any existing rule that duplicates any Life-Saving Rule must be replaced by the relevant Life-Saving Rule**
- Other equally important job or site-specific rules should not be called Life-Saving Rules
- The Life-Saving Rules **do not replace or invalidate** the other business, operational and safety rules in force at your workplace, or release you from your duty to comply with these

