



Safety Culture in Offshore Oil and Gas Operations – A Drilling Contractor Perspective

Marine Board Fall Meeting – 2017

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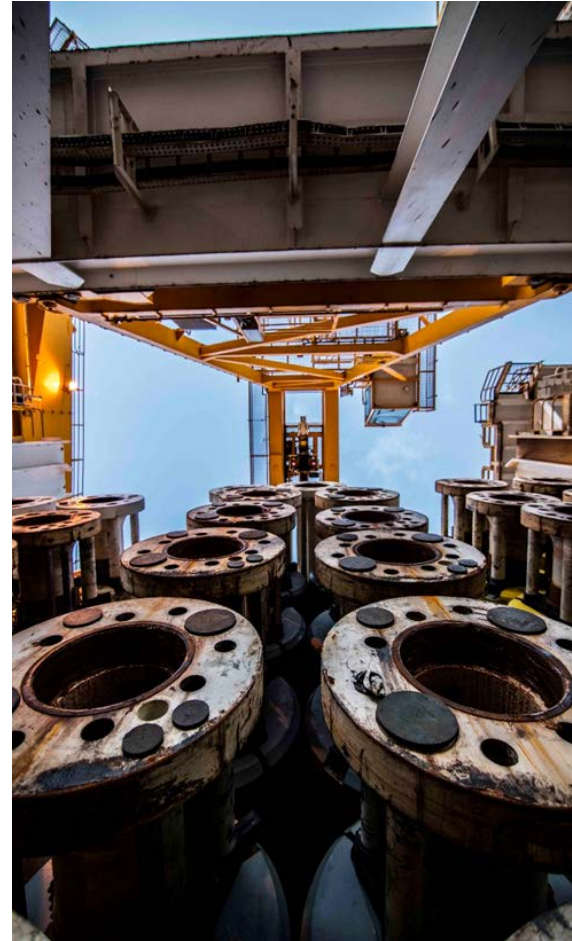
Kick starting an HSE culture as a new company

- Sincere management belief in HSE.
- Integrated the HSE Culture into the overall Company Culture.
- Managed the message; connected references in top level strategic planning to HSE.
- Established HSE to be a line management responsibility.
- Managed the fusion of methods and ideas to create a single 'best-of-the-best' approach.
- Defended against early predominant influences to form and maintain our own identity.
- Early on, empowered personnel with obligation to take responsibility for HSE and with accountability for results.
- Emphasized the plan-do-check-feedback cycle for continual improvement.
- Ensured clear management visibility in HSE processes.
- Teamwork based approach; VMT rather than OIM



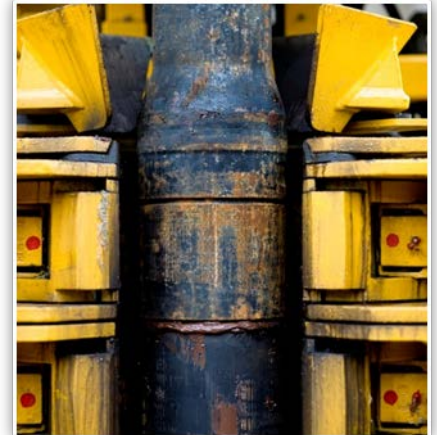
Influences over HSE culture on a drillship

- A strong company HSE culture is key; each location is however distinct.
- Factors include;
 - Projection of company HSE culture from onshore.
 - The contractual parties - variable from contract to contract, (Client, Contractors, etc)
 - The mix of national cultures (locals vs commuters)
 - The regulatory environment.
 - Market/Industry conditions (industry bodies, downturns, etc).
 - Frequency of contract cycles.
 - Rotational/Shift work in remote location.



Sustaining a desired HSE Culture

- Ensure that the value of HSE is felt
- Show that HSE is a shared value across all stakeholders.
- Demonstrate management commitment (time, money, people), and leadership (visible, sincere, consistent).
- Empower personnel to participate.
- Communicate openly; learn and improve.
- Educate appropriately for effective participation.
- Provide structure through a systematic approach.
- Regularly discuss the over-riding values, convictions, tenets.
- Establish and communicate rules, then hold people accountable consistently and fairly.
- Consider potential effects on HSE culture due to changes.
- Stick with it.



Thank you for your time.



Contact



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