

## 7<sup>th</sup> SMSA Nomination Write Up Guide

Below guidance to provide some pointers as you describe how your organisation relates to each of the elements.

Question Number	Guidance Description
<p><b>1. Safety Leadership Journey</b></p> <p>“Your safety performance is a direct reflection of the quality of your leadership”</p>	<ul style="list-style-type: none"> <li>• Describe how Safety Leadership has influenced your organisation’s safety performance towards achieving Goal Zero (No Harm, No Leaks).</li> <li>• Describe what initiatives have been successfully implemented to raise the safety level in your organisation. How has this been received.</li> <li>• Describe the key challenges in this journey, how they were handled and what was the outcome.</li> <li>• Describe what has been the safety leader’s focus area over the last year?</li> </ul> <p>Keywords:</p> <ul style="list-style-type: none"> <li>✓ AIPSM, HSE Case, HSSE MS, Demonstration of ALARP</li> <li>✓ Mindful of safety risk</li> <li>✓ Visible &amp; felt Safety Leadership through measurable actions</li> <li>✓ Motivate, coach and developing people</li> <li>✓ Authenticity, i.e. Safety Leadership &amp; Personal Responsibility - not gloss over issues</li> <li>✓ Encourage open dialogue</li> <li>✓ Demonstrate respect &amp; care</li> <li>✓ Welcome feedback and coaching, while also offering coaching</li> <li>✓ Reward &amp; Recognition</li> </ul>
<p><b>2. Organisation Safety Culture</b></p> <p>“Developing intrinsic motivation for HSE; which is people doing the right thing because they see the value and believe in it, not just because they are told to”</p>	<ul style="list-style-type: none"> <li>• Describe your current organisation’s safety culture and why is it so.</li> <li>• Describe how the culture is assessed/measured.</li> <li>• Describe what initiatives were implemented to drive towards achieving a mature safety culture.</li> <li>• Describe how would a mature HSE culture look like for your organisation in the future and how do you plan to reach there.</li> <li>• Describe how your organisation promote operational discipline and manage behaviours that are below expectations.</li> </ul> <p>Keywords:</p> <ul style="list-style-type: none"> <li>✓ Life-Saving Rules embedment and internalisation</li> <li>✓ Behaviour Change Programme e.g. Hearts &amp; Mind</li> <li>✓ HSE Culture Ladder (Pathological, Reactive, Calculative, Proactive, Generative)</li> <li>✓ Just Culture</li> <li>✓ Assurance - Inspection, Audit</li> <li>✓ Proactive Interventions (ACT/UCUA/Near Miss)</li> <li>✓ Reviews and Benchmarking</li> <li>✓ Communication and Trust</li> <li>✓ Mentoring &amp; coaching</li> </ul>
<p><b>3. HSSE Success stories in 2019</b></p> <p>“Demonstrating examples of encouraging and building a compliance culture; and motivating others to replicate good practice”</p>	<ul style="list-style-type: none"> <li>• Describe what differentiates your organisation from your peers in terms of safety performance?</li> <li>• Describe the HSSE stories you were most proud of in 2019?</li> <li>• Describe how you achieved this outcome.</li> <li>• Describe the key challenges, actions taken and impact felt in the organisation. In describing the impact, state the number of people who benefited if applicable.</li> <li>• Describe what were the key elements leading to the success.</li> <li>• Describe how this success impacted your organisation’s HSSE performance.</li> <li>• Social Performance, Corporate Social Responsibility</li> </ul> <p>Keywords:</p> <ul style="list-style-type: none"> <li>✓ External Awards / Recognitions of safety achievements</li> <li>✓ Practice Worth Replicating</li> <li>✓ Delivering safety top quartile</li> </ul>

	<ul style="list-style-type: none"> <li>✓ Demonstrating Care and Discipline</li> <li>✓ Excellence in stakeholder engagement</li> <li>✓ Sustainable success</li> </ul>
<p><b>4. Health</b>          “The culture of Health is about empowering our people and businesses to thrive. It is about inspiring Care for our people, Business Partners, families and communities which will increase engagement and lead to enhanced Human Performance”</p>	<ul style="list-style-type: none"> <li>• Describe why did your organization need to improve the health &amp; well-being of your workforce.</li> <li>• Describe what initiatives/practices were created to achieve a healthy workplace and benefiting your overall business performance?</li> <li>• Describe the key challenges, actions taken and impact felt in the organisation. In describing the impact, state the number of people who benefited if applicable.</li> <li>• If your organisation has received any external awards in 2019– please state them here.</li> <li>• If your organisation (Subsidiary in Malaysia) is part of any Safety Industry Consortiums or External Bodies linked to workplace Health and Safety, please state them here. Please state your involvement and contributions.</li> </ul> <p>Keywords:</p> <ul style="list-style-type: none"> <li>✓ Leadership commitment/action</li> <li>✓ Health plan</li> <li>✓ Health Risk Assessment</li> <li>✓ Medical Emergency Response</li> <li>✓ Medical Assessment for FTW</li> <li>✓ Medical Surveillance</li> <li>✓ Workplace Health Plan/Programme</li> <li>✓ Mental Health</li> <li>✓ Human Factor Engineering / Ergonomics</li> <li>✓ Other initiative to raise the bar of promoting Health Culture</li> </ul>
<p><b>5. Environment</b>          “Putting environmental priorities closer to the core of business plans and decisions to ensure a more sustainable outcome”</p>	<ul style="list-style-type: none"> <li>• What does your organisation do to manage the environmental impacts from your organisation’s activities? Describe the specific activities or actions done and the changes or results achieved.</li> <li>• Describe a recent initiative (within the past one year) to reduce or minimize your organisation’s impact on the Environment? Describe the specific activities or actions taken as part of this initiative and the results achieved.</li> <li>• How does your organisation contribute to reduction in Greenhouse Gas (GHG)/carbon Emissions? Does your organisation have a policy/strategy on managing its carbon emissions? Describe the specific activities or actions taken and the reduction achieved.</li> </ul> <p>Keywords:</p> <ul style="list-style-type: none"> <li>✓ Waste minimization e.g. recycling, reuse, reduce</li> <li>✓ Energy conservation</li> <li>✓ Effluent discharge quality</li> <li>✓ Pollution control equipment</li> <li>✓ Product Stewardship</li> <li>✓ GHG Inventory and sources of GHG emissions</li> <li>✓ GHG Emissions abatement initiatives</li> <li>✓ Compliance to emissions standards</li> <li>✓ Regulatory requirements</li> </ul>

<p><b>6. Sustaining HSSE Performance</b></p> <p>“Sustaining HSSE performance amidst changing business landscape”</p>	<ul style="list-style-type: none"> <li>• Describe how your organisation manage the sustained outstanding HSSE performance levels throughout the contract period.</li> <li>• Describe how your organisation made use of leading indicators to sense what may be happening with the performance and the corrective measures or intervention taken to address that.</li> </ul> <p>Keywords:</p> <ul style="list-style-type: none"> <li>✓ Leadership commitment/action</li> <li>✓ Leading KPIs</li> <li>✓ Risk Review</li> <li>✓ Behavioural Safety</li> <li>✓ Learning Intervention</li> </ul>
<p><b>7. Identification &amp; Managing largest HSSE Risk</b></p> <p>“Identifying &amp; managing the largest business HSSE risk is critical as the underlying platform toward Goal Zero”</p>	<ul style="list-style-type: none"> <li>• Describe the key challenges in this work, how they were handled and what was the outcome.</li> <li>• Describe what were the key elements leading to the success.</li> <li>• Describe how this success impacted your organisation’s HSSE performance.</li> <li>• Describe the technology and digitalisation embarked by your organisation and how have they helped in leveraging HSSE performance.</li> </ul> <p>Keywords:</p> <ul style="list-style-type: none"> <li>✓ Living the AIPSM, HSE Case, HSSE MS, Demonstration of ALARP</li> <li>✓ Mindful of safety risk</li> <li>✓ Authenticity, i.e. Safety Leadership &amp; Personal Responsibility - not gloss over issues</li> <li>✓ Encourage open dialogue</li> <li>✓ HSE Culture Ladder (Pathological, Reactive, Calculative, Proactive, Generative)</li> <li>✓ Self-Regulation</li> <li>✓ Capability Building</li> <li>✓ Assurance - Inspection, Audit</li> </ul>

Note:

If you have any clarifications, kindly contact your Shell Contract Holder/Representative.