



# LIFE SAVING RULES

Speaker Support Pack for Employee and Contractor Induction

This contains:

- Preparation guidance
- Script notes
- Q&As



# The Life-Saving Rules Speaker Support Pack

*(to be used with the Induction pack for employee and contractor briefing sessions)*

This pack has three sections:

- The first is a set of guidance notes to help you prepare. This gives an overview of the presentation material and how to use it to make briefing sessions as effective as possible.
- The second is a speaker script with talking points for the Employee and Contractor Induction slide pack.
- The third is a short set of questions and answers.

Give yourself sufficient time to get familiar with the materials before holding any briefing sessions.

Everyone across Shell is receiving the same set of slides on the Life-Saving Rules. There are a couple of optional 'placeholders' in the slides that allow for some specific material to be added.

Please do not amend anything on the other slides or use options provided to change the messages about the Life-Saving Rules.

Your own briefing on the Life-Saving Rules should have covered all the details you need to use this pack successfully.

You can get further advice from your local HSSE and Human Resources teams if required regarding the scope of the Rules and their application.

Other Life-Saving Rules resources, including details about the Rules that can be handed out to employees and contractors, are available online at [www.shell.com/hse/goal\\_zero/LSR](http://www.shell.com/hse/goal_zero/LSR)

# LIFE SAVING RULES

Speaker presentation guidance notes



## Set the context (3-4 minutes)

### Tips

- Take your time.
- Stress the positive message about caring for employees and contractors.
- Make sure people understand this affects them – attention needed!
- Comments based on personal or local experience will add impact.
- Tell them what you will cover: an overview of the Rules; details about each Rule, the consequences if Rules are broken, summary, and Q&A.

This section is to:

- Explain why we have Life-Saving Rules – fatalities and serious injuries are far too frequent
- Emphasise that we want to avoid people coming to harm
- Alert people about the need to log their attendance
- State your commitment to improving safety

### Slides:



# Introducing the Life Saving Rules (3-4 minutes)

## Tips

- Always say “Life-Saving Rules” – not “LSRs”.
- Try to memorise the Rules to avoid having to read them each time.
- Involve your audience – ask people to say what Rule is suggested by each icon.
- Make a clear link to Goal Zero – Life-Saving Rules support our journey
- Tell your audience that you will cover each rule in more detail later.

This section is to:

- Give an overview of the Life-Saving Rules and how they apply to everyone
- Set out how they relate to Shell’s Golden Rules and to Goal Zero
- Allow you to set out how they relate to any ‘local’ Business, Country or Site Rules.

## Slides:



Placeholder:  
option for  
Business slide

# The 12 Life-Saving Rules (30 minutes +)

## Tips

- Involve your audience as much as possible.  
*Suggestion: Break the audience into small teams and ask them to identify what they or others would need to do to comply with each Rule.*
- Confirm the responsibilities associated with each Rule.
- Listen carefully to people's comments to ensure they understand the Rules.
- For people whose general day-to-day roles do not involve tasks covered by the Rules, ask them to think about some circumstances where they would need to know about them.

This section is to:

- Introduce each of the 12 Rules
- Describe what they mean to people and to particular roles

## Slides:



*12 slides covering each Rule individually*

# Cover the consequences (8-10 minutes)

## Tips

- Say why you personally feel that breaking safety rules is not acceptable.
- When talking about intervening do emphasise that it is a positive thing to do.
- *Suggestion: Ask people if they have ever felt that their safety has been compromised by someone not following a safety rule.*

This section is to:

- Emphasise that we care for people's safety and we expect everyone to follow the Life-Saving Rules.
- Set out the importance of intervening if someone sees an unsafe act.
- Make it clear that breaking the Rules will have serious consequences...as will creating the environment for rule-breaking.

## Slides:



## Summary, Q&A and close (5 minutes +)

### Tips

- Say why you personally feel that breaking Safety Rules is not acceptable.
- *Suggestion: add a slide showing why you want to go home safely every day – for example, a picture of your family, friends, hobby/sporting interest...*
- Ask people for comments and questions. Answer all you can. If you don't know an answer that is okay...find out the answer and share it later.
- Remind people you said at the start that they would have to acknowledge they had attended.

This section is to:

- Emphasise Shell's desire for all staff and contractors to go home safely at the end of every working day
- Encourage people to ask questions and to discuss the Rules
- Ensure people follow the local arrangements for logging their attendance

### Slides:



Placeholder:  
option for  
Business slide



# LIFE SAVING RULES

Script notes for employee and contractor induction





## Notes

### Cover slide: Life-Saving Rules

This is one of the most important topics we're going to discuss this year.

Shell cares about the safety of employees and contractors – we are determined to stop people getting killed and seriously injured.

Life-Saving Rules are the next step in our Goal Zero Journey.

The approach reflects experience of similar 'local' approaches in several Shell businesses having a positive impact.

At the end of this session everyone must confirm that they have attended this session.

The 12 Rules we will cover today apply across Shell. They are not new rules – they cover everyone.

Today we will cover:

- Why we have 12 Life-Saving Rules
- What they mean for you
- Each of the Life-Saving Rules individually
- The consequences of Rule-breaking and how this will be handled
- Discussion and questions about 'what the Rules mean for us'



## Notes

### Slide: 'Where's my mum/dad?'

Most Shell people comply with safety rules every day – but there are still breaches taking place.

More than 380 employees and contractors have been killed worldwide in work-related incidents between 2000 and 2010. In many cases failure to comply with a safety rule was a significant factor.

Note: the fatalities include Shell companies and those under our operational control

### Suggestions:

Remind the audience of the personal impact on lives when people don't go home safely to their families or friends at the end of the day.

Allow people a few moments to think about it.



## Notes

### Slide: The 12 Rules

The Life-Saving Rules are not new rules.

They have been picked out because they target activities where failure to comply with the Rules has the highest potential for serious injury or death.

Having the same 12 Life-Saving Rules across Shell is a powerful way of ensuring a consistent culture of compliance.

They were fully enforced since 2009.

Compliance is mandatory for everyone while on business or on Shell sites.

Failure to comply with any Life-Saving Rule, or encouraging or tolerating Rule-breaking, will result in disciplinary action.

We must still comply with all other safety rules. If any national law requires an even higher level of compliance we meet that national requirement.

The Rules support our Golden Rules – You and I:

- Comply with the law, standards and procedures
- Intervene on unsafe or non-compliant actions
- Respect our neighbours

**Placeholder:  
option for  
Business slide**

Action:

*At this point you could highlight how any local, Business, 'house', or site-specific safety rules fit with the Life-Saving Rules. Your Business many have already provided a slide for this. If not, you can either talk about those rules to this slide or insert a slide showing an image of your Business.*

Note: any 'local' rule which is similar in intent to a Life-Saving Rule will be retired and replaced by the Life-Saving Rule



## Notes

### Slide: Work with a valid Work Permit when required

A Work Permit describes what you must do to stay safe.

You should:

- Understand the Work Permit and follow it
- Confirm that the Work permit is valid
- Confirm with the Supervisor or the Person in Charge of the work that it is safe to start work

If you are the Supervisor or the Person in Charge of the work you should:

- Confirm if a Work Permit is required for this work
- Confirm that the workplace has been inspected before work starts
- Explain how the Work Permit is signed
- Confirm the Work Permit is signed
- Confirm that it is safe to start work
- Get a new Work Permit when the work or the situation changes
- Confirm that the work is completed



## Notes

### Slide: Conduct gas tests when required

Air is tested to stop explosions and/or make sure you can breathe the air safely

You should:

- Confirm with the Supervisor or the Person in Charge of the work that the air is tested
- Confirm with the Supervisor or the Person in Charge of the work that it is safe to start work
- Stop work if you smell gas

If you are a Gas Tester you should:

- Understand which tests the Work Permit requires and how often
- Use certified equipment for the tests

If you are the Supervisor or the Person in Charge of the work you should:

- Confirm that gas testing is carried out as per Work Permit
- Request more gas tests if necessary to keep the workers safe
- Confirm that it is safe to start work



## Notes

### Slide: Verify isolation before work begins and use the specified life-protecting equipment

Isolation separates you from danger, such as electricity, pressure, toxic materials, poisonous gas, chemicals, hot liquids, or radiation, to keep you safe.

Specified life-protecting equipment, such as breathing apparatus, electrical arc flash protection, or chemical resistant suits, protect you from danger.

You should:

- Understand the isolations that protect you from danger
- Confirm with the Supervisor or the Person in Charge of the work that isolations are in place
- Confirm with the Supervisor or the Person in Charge of the work that it is safe to start work

If you are the Supervisor or the Person in Charge of the work you should:

- Confirm isolation is in place, for example, lock switches, separate pipes with spades, or lock access doors
- Confirm no stored energy or other dangers remain
- Confirm that it is safe to start work



## Notes

### Slide: Obtain authorisation before entering a confined space

A confined space, such as a vessel, tank or pipe, can contain explosive gas, poisonous air or other dangers such as, lack of oxygen, things that can fall on you or you can fall from. Authorised access keeps you safe.

You should:

Confirm with the Supervisor or the Person in Charge of the work that it is safe to start work

- Confirm with the Attendant that you can enter a confined space
- Follow the requirements of the Work Permit

If you are the Attendant you should:

- Approve and control access to a confined space
- Have means of communication with people in the confined space

If you are the Supervisor or the Person in Charge of the work you should:

- Confirm that the requirements of the Work Permit are in place
- Confirm that a qualified Attendant is always present when people are in a confined space
- Confirm that gas testing is carried out as per Work Permit
- Confirm that it is safe to start work



## Notes

### Slide: Obtain authorisation before overriding or disabling safety-critical equipment

Safety-critical equipment must work correctly to keep you safe.

Examples of safety-critical equipment include isolation devices/emergency shut down valves, lock out/tag out devices trip systems, relief valves, fire and gas alarm systems, certain level controls, alarms, crane computers, In-Vehicle Monitoring Systems.

You should:

- Obtain authorisation from the Supervisor or the Person in Charge before overriding or disabling safety-critical equipment

If you are the Supervisor or the Person in Charge you should:

- Point out the safety-critical equipment in your work place
- Confirm the authorisation comes from the right level



## Notes

### Slide: Protect yourself against a fall when working at height

Use fall protection equipment when working outside a protective environment where you can fall over 1.8 metres (6 feet) to keep you safe.

A protective environment includes approved scaffolds, stairs with handrails, and man lifts.

You should:

- Have authorisation to work at height outside a protective environment
- Be aware of what fall protection equipment to use and how to use it
- Check equipment before using it
- Always tie off when at height outside of a protective environment

If you are the Supervisor or the Person in Charge of the work you should:

- Confirm that it is safe to start work at height



## Notes

### Slide: Do not walk under a suspended load

Working or walking immediately under a suspended load is unsafe as the load can fall on you. A suspended load is an object that is temporarily lifted and hangs above the ground. (Rig floors are excluded from this rule).

You should:

- Never cross a barrier controlling an area with a suspended load without authorisation
- Follow the instructions of the Flagman or the Person in Charge of the lift

If you are the Person in Charge of the lift you should:

- Mark the unsafe area and put barriers in place
- Ensure that nobody walks under a suspended load



## Notes

### Slide: Do not smoke outside designated smoking areas

Smoking or use of matches or cigarette lighters could set on fire flammable materials. Designated smoking areas, such as a smoking hut or a smoking room, will keep you safe from causing fire and explosion.

You should:

- Know where the designated smoking areas are
- Intervene if you see someone smoking outside a designated area

If you are the Supervisor or Person in Charge you should:

- Inform people about designated smoking areas
- Ensure that designated smoking areas are clearly marked



## Notes

### Slide: No alcohol or drugs while working or driving

Using alcohol, illegal drugs and misusing legal drugs or other substances will reduce your ability to do your job safely.

You should:

- Always inform the Supervisor or the Person in Charge if you are taking medicine that may have an affect on your performance
- If in doubt always check with the Supervisor or the Person in Charge who may seek medical advice
- Not use, keep, sell or distribute illegal drugs
- Intervene if you see a case of alcohol or drugs abuse

If you are the Supervisor or Person in Charge you should:

- Only assign work to people who are fit to work



## Notes

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

Speeding or using your phone while driving increases the risk of losing control of your vehicle.

If you are a Driver you should:

- Not use a mobile phone or pager, send or read a text message, or use a hands-free mobile phone device
- Stay at or below the maximum allowable speed for the road you are driving on as indicated by road signs or Journey Management instructions
- Stay at or below the maximum allowable speed limit for the vehicle you are driving
- Adjust your speed to the prevailing conditions

If you are a Passenger you should:

- Intervene if a Driver is using a phone in a moving vehicle
- Intervene if a Driver is exceeding the maximum allowable speed



## Notes

### Slide: Wear your seat belt

A seatbelt protects you from injury in the event of an incident while driving and keeps you safe.

Includes, for example, safety belts in (rental) cars, taxis, (mini) buses, trucks, cranes, or forklift trucks, and involves persons in moving vehicles when engaged on Shell business.

Exceptions include vehicles where only lap seatbelts are available or in public transport where seat belts are not available.

You (Drivers and Passengers) should:

- Always use a 3-point seatbelt (please note exceptions above)
- Check that your seatbelt works properly
- Keep your seatbelt properly fastened while in a moving vehicle
- Check that everyone in the vehicle is wearing a seatbelt properly before starting to drive
- Intervene when your fellow passengers are not wearing seatbelts properly



## Notes

### Slide: Follow prescribed Journey Management Plan

A Journey Management Plan is a plan for you as a Driver that will help you to travel and arrive safely.

If you are a Driver you should:

- Confirm if a Journey Management Plan is required before starting the journey
- Discuss the Journey Management Plan with the authorised person
- Understand the Journey Management Plan before starting the journey
- Comply with the duty, driving and rest hours specified in the Journey Management Plan
- Follow the route specified in the Journey Management Plan
- Always tell the authorised person immediately if changes occur

If you are the Supervisor or Person in Charge you should routinely:

- Check that the Journey Management Plan is in place and being followed
- Check that the Driver understands and complies with the Journey Management Plan



## Notes

### Slide: 'Broken Rules'

Life-Saving Rules focus on activities with the greatest potential for killing and seriously injuring people.

The Rules almost always cover activities in high-risk operational situations. Breaches in those situations mean we will apply the principle that 'If you choose to break the rules, you choose not to work for Shell.'

All reported breaches will be investigated thoroughly, fairly and on an individual basis in line with the established local policy and practice.



## Notes

### Slide: Intervene

This is a reminder of our Golden Rule about intervening when we see an unsafe or non-compliant action.

Intervening will help us prevent accidents.

If you see a Life-Saving Rule being broken we expect you to intervene if it is safe to do so.



## Notes

### Slide: Maximum appropriate disciplinary action

In each case of a breach there will be an investigation in line with the appropriate local policy and practice.

If it is proven that anyone who was aware of a Rule through training, experience or communication broke a Life-Saving Rule they will face maximum appropriate disciplinary action, in accordance with local law.

Existing relevant HR disciplinary policies and processes will be followed.

For Shell employees this includes termination of employment.

For contractors this includes removal from Shell sites and no longer working for Shell companies.

If a Supervisor sets the conditions for Rule-breaking or fails to follow through if one is broken then they will face maximum appropriate disciplinary action, in accordance with local law.



## Notes

### Slide: Home and SAFE

We want people to go home safely every day

The Rules are not new and most people comply with the Rules every day

Life-Saving Rules are about having high standards and complying with them.

By briefing everyone the aim is to ensure 100% compliance

This helps protect all of us as well as the communities in which we operate

Placeholder:  
option for  
personal slide

### Action

*You have the option to personalise the slides at this point if you wish by adding a slide showing people or interests important to you – why you want to go home safely every day.*



## Notes

### Slide: Life-Saving Rules

The effort on Life-Saving Rules is being made because we do not want people to be harmed

Life-Saving Rules will help us make a step change towards our vision of Goal Zero. We do not accept death or serious injury as inevitable consequence of working in our industry.

The Life-Saving Rules are not a magic solution for every fatality or serious injury. But we believe they will help make an enormous improvement for everyone who works for us.

Please always follow all safety rules – they are there to protect us.

### Discussion and questions & answers

Encourage people to discuss the Rules and 'what they mean to us'

Ask for comments and questions

If you don't know the answer do not make it up. Find out and share it with the team as quickly as possible.

**At the end of the session tell people of the arrangements to log attendance.**

# LIFE SAVING RULES

Q&As for employee and contractor induction



# Life-Saving Rules Questions and Answers

## **Why are Life-Saving Rules necessary?**

More than 350 employees and contractors were killed worldwide in work-related incidents between 2000 and 2008. In many cases failure to comply with a safety rule was a significant factor. Our 12 Life-Saving Rules set out clear and simple "dos" and "don'ts" covering activities with the highest potential safety risk. They help to make sure that rules are followed and people are protected. We are determined to save lives.

## **Do you see Life-Saving Rules as a quick fix to achieve Goal Zero?**

Based on experience from several parts of Shell, we expect them to make a significant difference. They are not a magic solution but they support our continuing Goal Zero journey.

## **Where did these 12 rules come from and why have they been selected?**

The Rules are not new. They focus on the activities that carry the greatest potential threat of serious injury or death to our people when safety rules are not observed. They are being enforced to ensure that everyone who works on Shell business follows them – and gets home safely.

## **What happens to the Golden Rules?**

They will remain as they set out the general safety-related behaviour we expect of our people – we comply with the law, standards and procedures; we intervene on unsafe or non-compliant actions; and we respect our neighbours. Our Life-Saving Rules support our Golden Rules and focus attention on 12 high-risk activities.

## **Has Goal Zero failed?**

No. The Life-Saving Rules are one part of how we continue to create the safety culture needed to avoid work-related fatalities and serious injuries. The Life-Saving Rules help enable Goal Zero.

## **Does this mean that Shell has decided its safety culture is not good enough?**

The performance trend over the last few years shows improvements in both fatality and serious injury rates, and most of our people consistently comply with safety rules. But there is room to improve compliance so we're taking action to stop risk-taking. We don't want any work-related deaths or serious injuries.

## **Does this mean other safety rules are not as important?**

All our safety rules are important in achieving our commitment of no harm to people. We want to see compliance with all rules, not just the Life-Saving Rules.

## **Am I expected to report rule-breaking?**

Always intervene where there is unsafe working. This applies to your co-workers, peers and others. We want a safe working environment for everyone. If you observe Rule-breaking, you should first intervene if it is safe for you to do so. You may be the last opportunity to stop a Rule-break becoming an injury or fatality. If the unsafe act persists or if the violation jeopardises multiple lives escalate immediately to the person in charge of the work activity and/or your direct supervisor. We expect and encourage people to report rule-breaking so that we can improve the safety of our operations. We do not want to instill a culture where people feel they're spying on each other.

## **Who do I report a breach to?**

You can report the breach to the person in charge of the work activity and/or your direct supervisor. You should feel free to go to a manager higher up as well.

## **Are you looking to dismiss staff/release contractors?**

We're looking to keep everyone safe by ensuring everyone follows the safety rules. If an employee is aware of the Rules but does not comply, we will apply maximum appropriate disciplinary action. As Life-Saving Rules focus on activities with the greatest potential for killing or seriously injuring people they almost always cover high-risk situations. In those situations we will apply the principle that "if you choose to break the Rules, you choose not to work for Shell". And if a contractor is aware of the Rules but does not comply, we do not want that contractor back on Shell premises or working for any Shell company. Shell cannot ask or require a contractor company to take disciplinary action.

### **Isn't firing someone a bit extreme for breaking a Life-Saving Rule?**

All our safety rules exist to protect people. We are investing a lot of effort in making sure people know the rules. The logic is that we'd rather take disciplinary action than allow people to take risks that could result in them hurting or killing themselves or others.

### **What does maximum appropriate disciplinary action mean?**

Following thorough investigation, disciplinary action will depend on the risk taken and local employment laws, but the intent is to apply the maximum sanction that is appropriate to each situation. We have a review process to ensure disciplinary action is handled consistently.

### **How will breaches be investigated?**

To ensure fairness, we will continue to use existing investigation policies and procedures used at site/Business level.

### **What happens if a Life-Saving Rule has been broken but there has been no accident?**

Disciplinary action follows once an investigation has proven a Life-Saving Rule has been broken, not once an accident has happened. The aim is to prevent incidents and harm, not respond to them.

### **How will you stop the strict enforcement of Life-Saving Rules driving incident reporting underground?**

If you choose to stop reporting non-compliances you are choosing to make your workplace a more hazardous place for yourself, your colleagues and your friends. In addition, we will continue to positively reinforce our reporting culture. We will deal appropriately where instances of "non-reporting" are found.

### **Given the current tough economic conditions, how will Shell deal with pressure on safety compliance?**

We will never compromise on safety. Our safety rules are there to be followed. Encouraging people to ignore or break rules is unacceptable behaviour.

### **What about new employees and contractors?**

The Life-Saving Rules form part of our induction/orientation process for all new staff and contractors and must be covered before people start work.

### **How will you know the Life-Saving Rules have been successful?**

We will see fewer work-related deaths and serious injuries.

### **Who can I provide feedback to about the Life-Saving Rules?**

You can provide feedback to your line manager, local Human Resources Manager, or local HSSE team.

For a more detailed version of Life-Saving Rules Question and Answers see [www.shell.com/hse/goal\\_zero/LSR/briefing\\_materials](http://www.shell.com/hse/goal_zero/LSR/briefing_materials)