

GOOD PRACTICE EXAMPLE	
SUBJET	8 GEMS / RADAR Program - Good practice of implementation
SOLUTION TITLE	Link between field operations and management to ensure action is taken to prevent unsafe work at Weatherford
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SECTOR	Manufacturing

TASK

Weatherford is committed to improving its employee safety performance. At Weatherford we intend to bring about change that will result in fewer injuries at work.

At the beginning of last year company formed the Safety Leadership Council, made up of nine senior leaders from our organization. Its purpose is to transform our safety culture at Weatherford.

Weatherford want to show to employees that responsibility for safety lies with all the people in the organization. We all have a personal responsibility and accountability to work safely, to care for those around us and to take the necessary action to prevent injuries from occurring.

One of the first changes that the council has made is to redefine the way our Eight GEMS program is presented and how it is used. We want everyone in our Company to be absolutely clear on our basic safety expectations, which will be called our **Rules To Live By**.

The Weatherford Eight GEMS (Getting Everyone Managing Safety) and **Rules To Live By** for each one are state as below:



1. Driving & Vehicle Safety

At Weatherford, driving is one of the most at risk tasks that we all face on the job and we must embrace the importance of making it home safely every night.

The employees need to make a personal commitment to reduce vehicle collisions and save lives within the company.

Rules To Live By

- I will ALWAYS drive to the conditions of the road and wear my seatbelt.
- I will ALWAYS take a break from driving whenever I am feeling fatigued.
- I will NEVER use my mobile phone or drive distracted.



2. Commitment & Intervention

Weatherford is committed to developing and fostering a culture of improvement and personal empowerment. We realize that our employees are the key to our success and they are also the ones that we rely on to make decisions in the best interests of the organization.

We depend on our team to have the courage to stand up and intervene when required to ensure that our people, our assets, our customer's assets and the environment are never put at risk.

Rules To Live By

- I will ALWAYS intervene and STOP unsafe acts.
- I will ALWAYS use approved safe work practices.
- I will ALWAYS use the correct PPE for the task.



3. Facility Safety

Weatherford houses its global workforce in numerous types of facilities, including corporate offices, operational bases and industrial facilities that we use to store, fabricate, assemble, service, repair, inspect and deploy the equipment and tools that we need to support our operations.

All of our facilities are robust and fast paced environments where many activities are happening simultaneously. Having the ability to carry out our numerous activities in a safe, efficient and productive environment is now and will continue to be one of the keys to our success. We need to always think of the safest way to carry out our work.

Rules To Live By

- I will ALWAYS use Lock Out Tag Out when required.
- I will ALWAYS keep my workplace free of hazards.
- I will ALWAYS secure equipment prior to working on it.
- I will ALWAYS ensure that pressure tests are conducted in a controlled environment



4. Induction & Training

The Weatherford induction process is intended to provide employees the basic information they need to function, identify where they fit into the organization, what their role will be and also provides an introduction to our culture. The Induction process is vital to ensuring that new staff is productive as quickly as possible; it will form a strong foundation from which their Weatherford career will be built.

Post-induction, ongoing training and competency assessment is crucial for personal and organizational development and maturity. It is a critical factor in best preparing our employees to work in a safe and productive manner that will contribute to long term success for the company and our global workforce.

Rules To Live By

- I will NEVER start a task unless I am competent to complete it safely.
- Short service employees will ALWAYS complete an induction, be clearly identified and monitored



5. Risk Management

Risk management encompasses the identification of hazards, the assessment of risks followed by the application of safeguards to prevent negative events or reduce the impact of their effects. As a large and diversified company that operates world-wide, we face risks every day that if left undetected and uncontrolled, could have catastrophic results. It is imperative that we develop a culture that is built around effective risk awareness and management integrated at every level of our organization.

We all need to work to identify what can hurt us and how we prevent injury from occurring.

Rules To Live By

- I will ALWAYS use a Permit To Work when required.
- I will ALWAYS report an uncontrolled hazard.
- I will ALWAYS stop to identify the hazards and risks of the operation before starting work.



6. Lifting Equipment & Operations

Inherent to almost every Weatherford business, product line or operation is the requirement to lift, handle, move or manipulate equipment, either in an operational or servicing capacity. The ability to move and handle our equipment, both manually and with mechanical assistance are absolutely vital to maintaining productive operations.

The foundation to this productivity however, remains our ability to conduct these operations safely and without injury to our people or other assets. Weatherford is committed to ensuring that our employees have the training, knowledge, access to equipment and processes required to ensure that all of our lifting and handling operations are conducted in the safest manner possible.

Rules To Live By

- I will ALWAYS inspect lifting equipment before use.
- I will ALWAYS secure loads prior to movement.
- I will NEVER stand in the path of a moving load.



7. Hazardous Substances

On a daily basis all over the globe, our employees work directly with or have exposure to hazardous substances. Many of our operations require the use of explosives, radiation, lithium batteries, chemicals and many others. These substances when uncontrolled can be extremely hazardous and potentially life threatening.

However, the application of the correct processes involving engineering, procedures, training and protective equipment help us to ensure that we can still be productive and get the job done while protecting our most important assets; our people and the environment.

Rules To Live By

- I will ALWAYS review Material Safety Data Sheets (MSDS) before handling hazardous substances.
- I will ALWAYS follow the label instructions on containers and adequately store hazardous substances.
- I will NEVER handle specialized materials unless I have been trained and am competent to do so.



8. Hazardous Environments

In a large and diversified company like Weatherford, we frequently work in hazardous areas and environments that demand our understanding and respect. Whether we work at heights, in confined spaces, around electricity or pressure, the key to working in any environment is to have comprehensive knowledge of the hazards present so that effective control measures can be developed, identified and implemented.

Understanding what can harm us, what we must do to prevent that harm and effective planning at all phases of work is what is necessary to ensure that we can go home safely.

Rules To Live By

- I will NEVER enter any confined space without approval.
- I will ALWAYS be prepared for the environments that I will work in.
- I will ALWAYS ensure that trapped pressure is vented safely.
- I will ALWAYS use fall protection equipment when working at height.

Each Employee at Weatherford is Empowered to STOP any situation they feel is unsafe, where unsafe conditions exist, and/or where they feel there is a weakness in the HSE System. Each employee has the support of their Management.

PROBLEM (harm/risk/consequences)

Lack of awareness regarding responsibility for Health and Safety within the organization

To highlight to everyone within the organization that responsibility for safety lies with all people within the organization. All have a personal responsibility and accountability to work safely and care for those around them and take all the necessary action to prevent any injuries for occurring.

SOLUTION (measurements for the risk prevention)

1. RADAR Card

The purpose of RADAR is to provide controls for an effective injury, illness and incident prevention system through the use of targeted safety program.

The focus of the RADAR program is to provide a technique for peer-to-peer feedback and reporting of unsafe acts and conditions. The intervention technique, whether completed as a hazard identification, near miss or observation is as follow:

- R- Recognize** the hazard
- A- Approach** the person or situation
- D- Discuss** the concerns and necessary steps to correct it
- A- Agree** on the required action
- R- Report** using RADAR card



2. Rules to Live By

To ensure that everyone is aware of the basic safety expectations in Weatherford, we introduced our 'Rules to Live By'. These rules are designed to keep everyone safe with the ultimate purpose of returning you, your friends and your colleague's home safely each night.

Every person working for this organization is required to follow the rules, we each have a personal responsibility and accountability for doing so. We also encourage each of you to use the rules as an opportunity to intervene whenever you see others not following them. This action could prevent a serious injury.

3. Safety Toolbox Talks

Twice a week safety Toolbox Talks are carried out involving both Employees and Management. At the meeting HSE alerts from across all Weatherford regions and Divisions are provided and discussed to raise awareness of potential risks within the industry. Site Safety Inspection findings (Hazard hunt) are highlighted and discussed with preventative and/or corrective actions implemented. At the Toolbox Talk meetings all personnel have the opportunity to discuss any safety concerns they may have create possible solutions as a team.

4. Risk Assessments

Risk assessments for the different processes are in place and available for all employees for review through our intranet and hard copies are available on the Team Leaders office. Risk Assessments are reviewed every 24 months or when a new possible risk is imposed.

5. TAKE 5 cards

Are self assessments which should be completed by personnel prior to starting any task . Employees need to take 5 minutes to think what could go wrong and make sure that he/she work safely

- **Stop- Engage brain before you act**
- **Look – Identify any hazards**
- **Assess – What damage could these hazards cause?**
- **Manage – Implement controls, tell others**
- **Safely-Complete the task**



6. E- Connect

Is a global online platform for monitoring and updating HR and employee's information of Weatherford. Through e-connect employees can enrol in the training courses assigned to them by their supervisors. The majority of these are HSE related, the format of each course uses a mixer of written and audio material to provide employees with information that they need and at the end a short test reinforces the main points, in order to pass the course they need 80%.

Furthermore they can review and approve Weatherford corporate policies.

SUCCESS FACTORS:

1. Continuous improvement of the operational excellence performance and Health and safety procedures and work instructions.
2. The involvement of all employees on Health and Safety implementation process and improvement significantly the overall H&S culture of the organisation.
3. Highlight to all employees Health and Safety is for their own benefit and furthermore for the benefit of the company which need to have safe work place for all its employees and visitors.
4. The improvement of the organisation profile as safe working environment for its employees, contractors, subcontractors, customers, visitors and partners who visit our plant.
5. Last year the Cyprus base did not have any recordable incidents and our main aim is to have zero recordable incidents and keep Safety as a top priority and on the highest possible level.

COST Vs BENEFIT (including social and economic costs and benefits, and the costs and benefits for human resources)

1. Awareness to employees of the risks at their work place with a result to eliminate or reduce Incidents on site. to a minimum
2. Another benefit is the interaction of the Senior Management and employees for the common benefit, employees safety and good company reputation
3. Change of safety culture in the work place.
4. Reduction of accidents to the minimum.
5. Employees have been encouraged and trained to take part in the implementation of HSE according to the organisation management system procedures and work instructions.

IF POSSIBLE, PLEASE ATTACH PHOTOS AND / OR OTHER IMAGES OF GOOD PRACTICE EXAMPLE, THE PHOTOS ARE EXTREMELY USEFUL FOR THE JURY (eg a picture of a redesigned workplace, illustrated material from the methods used or the training material).

8 GEMS posters:

- Driving and Vehicle Safety
- Commitment and Intervention
- Facility Safety
- Induction and Training
- Risk Management
- Lifting Equipment and Operations
- Hazardous Substances
- Hazardous Environment

RADAR Card

RADAR Card poster

RADAR Presentation

TAKE 5 Card

QHSSE Policy

HSSE Policy Statement

**PLEASE INFORM WHO
WILL BE RECEIVING THE
AWARD.**

the company

provider of information

both

other

Explanation of headings:

- **SUBJECT** - One or two key words for the description of example, e.g. better collaboration, participatory risk assessment, new guidelines leadership skills etc.
- **TITLE OF SOLUTION:** A line eg participatory workshops for all staff to improve OSH introduce systematic training programs to acquire leadership skills that appeal to all managers.
- **NAME OF THE COMPANY / AGENCY THAT PROVIDES INFORMATION:** in some cases, the organization submitting the candidate to be awarded is different from the business in which the good practice was applied. In this case, please provide details for both entities and the data of contact persons and entities.
- **SECTOR:** If possible, the sector should be reported using the statistical classification of economic activities in the European Union, General Industrial Classification of Economic Activities in the European Communities (NACE) Rev.2, 2008,
- **FUNCTION:** Description of task and workplace / activity / situation that causes the hazard / risk / consequences. If possible, provide photographs, illustrated material. It is particularly welcome to use graphs, tables.
- **PROBLEM:** Describe how, when and in what form the resulting risk / dangerous situations, and the consequences and effects (possible damage to health, illness, accidents, effects on production and employment, etc.). If possible, provide photographs, illustrated material. It is particularly welcome to use graphs, tables. The description must be clear so that those who have access to information through the Internet can understand the steps taken and the reasons why they were taken.
- **SOLUTION:** Description of the measures taken - eg selection process, labor force participation, application-including all the important details, graphs, tables, images. Must be understandable and the Internet user must have a clear picture of the solution applied.
- **COST / BENEFIT:** Report the total expenditure incurred during the implementation of the new solution and the reduction of costs incurred as a direct or indirect consequence of the novelty (if available relevant data).
- **RESULT / EFFICIENCY:** Reporting of measurable results as well as any "non-quantifiable" benefits, eg reduction of the incidence of ill health, improvement of the working climate, improvement of ergonomic and / or economically feasible way to work, etc. This could include the social and economic costs and benefits, and the cost / benefit to the workforce, as well as the positive effects

** As additional information must be provided photographs and other illustrative material and, if possible, graphs, tables and diagrams.*