

# WORKING TOGETHER

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## WORKING TOGETHER - BILFINGER KAM

Bilfinger Key Account Management (KAM) is a structured approach for the development of supplier - customer relationships which are of strategic importance to both parties.

It provides a structured framework for the customer and Bilfinger teams to connect, communicate, identify and then collaborate on opportunities for creating and delivering increased value for the customer, at existing locations and within existing contracts, as well as at their other locations and/or operations.

Within the process, opportunities are created for both parties to gain a deep knowledge of each other's business and operations which in turn allows Bilfinger to provide more flexible and tailored services and solutions.

The Bilfinger KAM approach helps build an integrated and collaborative organisation that listens to, identifies, and reacts to the needs of the customer to improve the efficiency of their asset management

processes, thus creating value.

KAM will also provide mutual benefits such as: an improvement in communications and information sharing; alignment of goals and shareholder value protection; improvements in operational efficiency; adoption of best practice; joint innovation to address customer-specific needs; efficiencies in resource allocation and utilisation, and above all, relationship development and strengthening.



Duncan Hall, Executive President  
Bilfinger Oil, and Gas and  
Executive Sponsor Shell KAM

# AT A GLANCE: SHELL

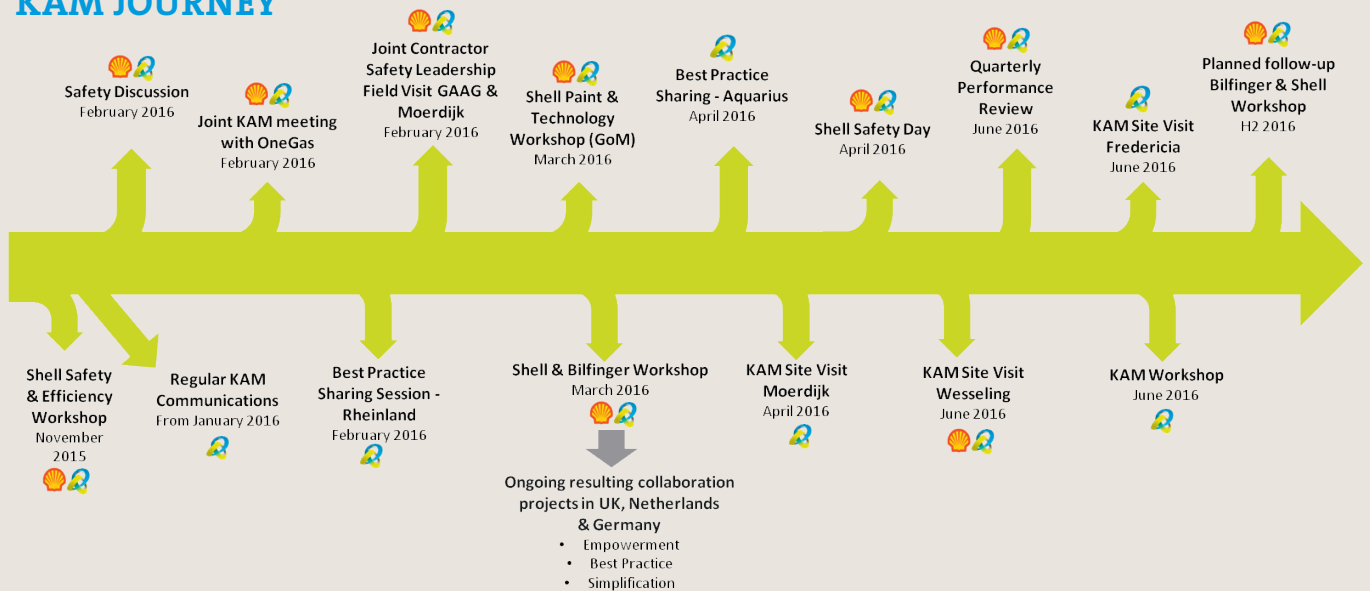


- A global group of energy and petrochemical companies
- Operates in 70+ countries
- Average 93,000 employees
- Revenue \$265 billion

“ Shell is an integrated energy company that aims to meet the world’s growing demand for energy in ways that are economically, environmentally and socially responsible. ”

## WORKING TOGETHER

### BILFINGER/SHELL KAM JOURNEY



# AT A GLANCE: BILFINGER



- An international engineering and services group
- Operates in 70+ countries
- Average 60,000 employees
- Revenue €6.5 billion (of which €3.7 billion Industrial)

“ Bilfinger offers customised services for industrial facilities whilst combining the ingenuity of the engineer with the attitude, customer orientation and passion of the exacting service provider. ”

Bilfinger has been working together with Shell for over 50 years and is currently working on more than ten of Shell's key upstream and downstream assets in the Netherlands, the United Kingdom, Germany, Denmark and Oman.

COUNTRY	SERVICES PROVIDED	ASSETS WE OPERATE ON
The Netherlands	<ul style="list-style-type: none"> <li>• Integrated maintenance services - insulation, scaffolding, heat/steam tracing, painting, fire proofing, noise control &amp; general project services</li> <li>• Scaffolding &amp; insulation services</li> <li>• Insulation services</li> <li>• Engineering &amp; automation services</li> </ul>	Moerdijk Chemicals Plant and Pernis Refinery  NAM GLT NAM Offshore NAM Land Assets
UK	<ul style="list-style-type: none"> <li>• Scaffolding &amp; painting &amp; insulation services</li> <li>• Turnaround, scaffolding &amp; painting &amp; insulation services</li> </ul>	Offshore southern UK North Sea Offshore central North Sea for Shell UK
Germany & Austria	<ul style="list-style-type: none"> <li>• Scaffolding &amp; painting services</li> <li>• Piping technologies</li> <li>• Site civils / construction</li> <li>• Small pump repair works</li> </ul>	Rheinland sites in Germany  Vienna / Linz sites in Austria
Oman	<ul style="list-style-type: none"> <li>• Engineering, procurement, construction &amp; commissioning services for all green and brownfield projects and subsequent maintenance and management services</li> </ul>	Petroleum Development Oman's (PDO) Oil and Gas surface facilities throughout the company's northern concession area in Oman
Denmark	<ul style="list-style-type: none"> <li>• Scaffolding &amp; insulation services plus turnaround</li> </ul>	Shell Fredericia site in Denmark



# WORKING TOGETHER - CONTRACTOR SAFETY LEADERSHIP



With the aim of strengthening the connection at senior level between Shell and Bilfinger, Joep Coppes (Vice President Global Production Excellence, Shell Upstream International) and Duncan Hall (Executive President, Bilfinger Oil & Gas) came together as Executive Key Account Sponsors to collaborate in creating and aligning the future for Safety Leadership they wish to see happening in their respective businesses in accordance with Shell's Declared Future statement.

Following a meeting between the Shell / Bilfinger KAM leaders in November 2015, it was agreed that more focus should be given to the areas of standardisation, simplification and empowerment with both organisations working together in order to increase performance, efficiency and safety, whilst putting more energy into empowering the workforce.

In order to get a better understanding of the issues and good practices in the field, Duncan Hall and Joep Coppes visited an Upstream asset (NAM Gaag, Netherlands), as well as a Downstream asset (Moerdijk Chemical Plant, Netherlands). They engaged with Bilfinger/ Shell staff on the sites to explore their views and thoughts on the relationship between the two companies.

Based on those insights, a one-day workshop was arranged in Rijswijk, Netherlands with some 25 attendees from Bilfinger and Shell representing upstream and downstream sites from UK, Netherlands and Germany in March this year. Bringing together representatives from both upstream and downstream operations from different countries in an informal setting proved enormously beneficial to the discussions.

The workshop has already provided a number of shared learnings, including further insights on the importance of empowerment.

Consequently a joint Bilfinger / Shell leadership visit was planned to the Shell Rheinland Refinery in Wesseling, Germany, to engage and expand on discussions with front line employees; reflect on their journey so far; and plan the next steps in order to drive Safety Leadership to the frontline.

The information sharing platform provided at this event also realised tangible results such as the transfer of expertise from the UK on removing rubber lining from tanks through induction now having been successfully transferred to the Netherlands.

Mutual visits at a range of different sites have already taken place as one of the agreed actions from the workshop, including the NAM aQuaintance team's visit to the Moerdijk Chemical Plant in March. The Wesseling contract team also plan to visit other Bilfinger Shell sites to accelerate the adoption of new SIP concept and service enhancements.



# BILFINGER/SHELL LEADERSHIP WORKSHOP



**In March**, a group of senior operational and leadership personnel of Shell and Bilfinger, from our respective upstream and downstream operations across Europe, gathered to better understand and address current issues. In the present market environment, Bilfinger and Shell need to deliver step change initiatives that the companies can work together on to achieve immediate performance improvements in safety and operational efficiency, delivered by empowered teams.

Duncan Hall and Joep Coppes, as the respective Executive Sponsors wanted to bring together operational leaders from the different countries and operations to share learning and accelerate improvement in three key areas of performance improvement that are at the heart of both companies' strategies:

- Empowerment – bringing to life our expectations and positive examples of what empowerment looks like at the workplace
- Best Practice – examining examples of service enhancement & integration and product & service innovations already utilised on the Shell operations as well as the wider Bilfinger Group
- Simplification – addressing inefficiencies in the present delivery and contract administration processes leading to more standardised operating regimes.

The 25 attendees from UK, Netherlands and Germany tackled the challenges through a series of interactive workshops centred around their existing operational teams to enable tangible actions to be agreed and followed up on their return to site.

The workshop has produced immediate results including:

- Improved understanding of Bilfinger safety processes and initiatives thus stabilising and rectifying perceptions due to isolated performance issues
- Proposal for expanded services at one site due to wider awareness of the breadth of Bilfinger services
- Existing fingerscan and electronic planning innovations to be expanded onto other contracts
- All-in-one surface preparation solution introduced to Shell and fast track technical approval initiated to enable use during this year's campaigns.

Each team has made commitments to improve and progress is being shared through a monthly KAM update call. The workshop was a great success for both companies and is a good example of Bilfinger's ambition to leverage our high profile customer base through cross-regional and cross-divisional Key Account Management.

## BILFINGER ALL-IN-ONE SURFACE PREPARATION SOLUTION



"The all-in-one surface preparation fluid has been developed by Bilfinger in partnership with chemical giant Henkel.

After removal of any loose material or scale by wire brush the newly developed liquid surface preparation solution is applied via one single rapid application directly to the corroded steel work or pipework prior to painting and immediately starts to work as a degreaser, rust inhibitor and salts removal solution.

It is perfect for late life assets where time, cost and clean up associated with traditional surface preparation by grit blasting is uneconomical. It provides a cost effective surface preparation alternative and can be promptly over coated using existing specified and proven late life single coat industrial paints."

This makes disposal and recycling of waste easier and cheaper.

For more information, contact **Sandy Bonner** - [sandy.bonner@bilfinger.com](mailto:sandy.bonner@bilfinger.com).



# INNOVATE. COLLABORATE.

## INNOVATION: TOTAL ACCESS CALCULATOR

The Bilfinger Total Access Calculator (TAC) is a specially designed and customisable web-based calculation tool, which compares possible access alternatives for working at height and thus enables the team to quickly and easily determine the most efficient option for a particular project.

Significant cost savings are already being achieved by Shell and Bilfinger using this tool on Shell Pernis, and is available for implementation on all other sites.

The TAC compares the use of scaffolding, hydraulic hoist and rope access techniques by variables such as the contract conditions, local situation and HSE procedures and provides a complete pre-filled work order text which can be used for the purchase order, whilst not replacing existing purchase order and invoice systems.

Benefits of the tool include:

- Reduces costs by making a cost-calculation per work-order.
- Provides transparency through clear procedures and administration.
- Increases safety via the built-in HSE procedure check.
- Improves work-preparation and planning.
- Extra incentive for delivering alternatives.

The Total Access Calculator is proven technology for delivering significant cost-reduction. Savings of circa 2% can be achieved on high volumes of turnover.

For more information contact **Bastiaan Spoelstra, Bilfinger Industrial Services: Bastiaan.Spoelstra@bis-is.com**

## COLLABORATION: Combined CUI /Inspection/Painting Teams

Joint industry project between Bilfinger Salmis UK Ltd and Shell UIE.

**Problem:** Inefficient inspection for corrosion under insulation

**Solution:** Remote Close Visual Inspection campaign teams

**Approach:** See diagram below

**Result:** Extensive cost savings achieved by deploying more cost effective fabric maintenance projects.



# BEST PRACTICE, SHARED.

## BEST PRACTICE: SAFETY CONTROL LOOP

### AJS/SHELLONEGAS - BILFINGER SALAMIS UK

Bilfinger Salamis UK constantly focus on sustaining excellent safety performance, while developing new initiatives and focusing on continuous improvement within our contracts.

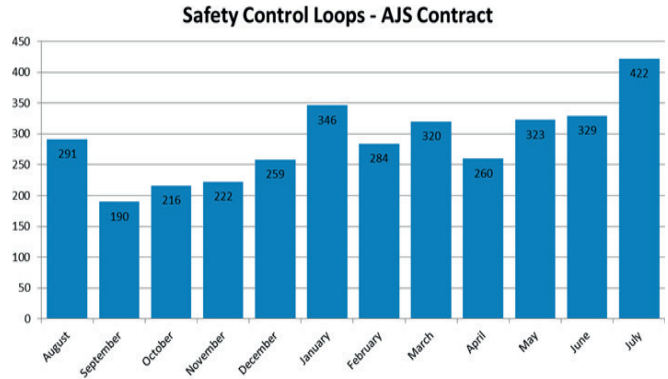
Working with AJS on Shell ONEGas Southern North Sea assets, Bilfinger Salamis UK implemented a new safety management tool, the Safety Control Loop.

The Safety Control Loop is used as an aid to monitor how much positive energy Bilfinger Salamis UK personnel put into safety, whilst also identifying areas for improvement.

Every exercise or action that contributes to safety on their sites is recorded. These positive indicators include safety observation cards; plant and equipment inspections; site inspections; inductions, and management visits. Lagging indicators are also included, whether that is an accident, an incident, or a complaint, and these carry a negative weighting in the Safety Control Loop calculations. The more severe the incident, the larger the deduction of points.

All of these measurements and data, along with the number of man hours for that month, create the Safety Control Loop graph. This provides a visual aid to easily measure the safety performance month to month, and asset to asset.

If there is a month where the figures are particularly low, it is then possible to review the individual reports to see which location and in



which area there needs to be greater focus.

Alternatively where figures are high, it is possible to carry out the same exercise and look at individual locations and areas to see what is being done well. Can anything be learned and shared with other locations? Is someone performing at an exceptional level? The location/ individual/ work will be recognised, and best practice and lessons learned shared. Since implementation in 2012, Bilfinger has seen impressive results on the AJS/Shell SNS contract, with excellent engagement levels from employees working at these worksites.

Bilfinger has set a standard that any contract performing below 100 would automatically be placed into intervention status. If this were to happen, it would trigger action to be taken as a collective with the project team and workforce of the contract. We would then implement measures to engage with the teams, re-motivating and focusing them to achieve an acceptable ongoing level.

Safety Control Loop - Components			
Engagement Tools	Premob And Demob Sessions Toolbox Talks Safety Training Process Audits HSEQ Professional Audits Technical Authority Audits Safety Groups Safety Cards/ Observations	Managers Job Safety Walks Management Visits Supervisor Inductions Corrective Action Reports Induction Pre-Start Briefings/Put to Work Process Risk Assessments, Method Statements, Point Of Work Risk Assessments	Planned Worker Engagements Unplanned Worker Engagements Planned Work Stoppages Alerts/Bulletings/Safety Flashes Safety Matters/Toolbox Talks
	Safety Matters Briefings STOP/ASA/PUMA/FOCUS/SUSA Safety Observations Plant and Equipment Inspections Supervisors Observations Check Sheet	HSEQ Meetings (In House) Site Inspections Management Visits Inductions Process Safety Reports Competency Assessments	Number Of HSE Training Days Site TMS Audits Safety Award Schemes
Lagging Indicators	Lost Time Injuries Restricted Work Cases Medical Treatment Cases First Aid Environmental Incidents Incidents Golden Rules Violations		



# OUR SAFETY DAY 2016

## ACHIEVING GOAL ZERO BECAUSE WE CARE



PICTURED: Examples of how Bilfinger actively engaged in Shell's Safety Day 2016



### A LOOK BACK AT SAFETY DAY 2016

Shell held their tenth Safety Day in April, when all employees and contractors were encouraged to take time for engagements on the topic of safety. It was a day to get together; share ideas and good practices; work on plans to deliver continuous improvement in safety performance, and reflect on personal and collective commitment to safety.

for Management Shell and Contractors, incl. Safety Discussion Mr. H. Geduld of SIP's United has participated in the global Safety Day Film.

- 11.00 - Started Safety Walks on the RTA and visited the safety fairs. HSE observations were good and safety fairs were well prepared.
- 13.30 - Joined the Alliance meeting of the SDA project with EVP Rob Kretzers and had a good discussion about safety.

### SAFETY DAY AT AQUAINTANCE (BILFINGER TEBODIN)

"It was the best Shell Safety Day to date," said Bas Schellenberg, of aQuaintance. The video content, organisation and promotion, and the substantial discussions on the day were excellent."

Marten Boersma, of Bilfinger Tebodin Hengelo added: "The session was excellently led. The atmosphere was very open, the impression was that everybody who attended thought it was useful."



### SAFETY DAY AT SHELL PERNIS

- 5.30 - Welcome and flyer handout about Safety Day.
- 07.00 - Wake Up Call by supervisors and teams.
- 09.30 - Safety fairs started on the SDA Project and the PE RTA/RVC together with Shell.
- 10.00 - Jos van Winsen (GM) Message

## KEY CONTACTS



**Duncan Hall**  
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