

## HSE Improvement Plan Template

<b>Purpose</b>	To assist Shell contractors in developing a Health, Safety & Environment (HSE) Improvement Plan to meet or exceed expectations outlined below.
<b>Health, Safety &amp; Environment Improvement Plans</b>	<p>Companies aspire to continuously improve their Health, Safety and Environmental performance. Being able to demonstrate this commitment and effectively monitor progress requires a structured HSE Improvement Plan. Like other business plans, the HSE Improvement Plan can bring many benefits:</p> <ul style="list-style-type: none"><li>• Reduced Injuries</li><li>• Reduced financial burden</li><li>• Improved Insurance Premiums</li><li>• Enhanced customer profile and vendor acceptance</li></ul> <p>Any business plan must be supported and regularly reviewed by business management who need to ensure resources are made available and target dates met. The HSE Improvement Plan must match the concerns of the business. The HSE Improvement Plan needs to be S.M.A.R.T.</p> <p><i>(See S.M.A.R.T goals guidance on Page 2)</i></p>
<b>Improvement Plan Template Explanation</b>	<p>A template for an HSE Improvement Plan has been included with this document. It is not mandatory that you use this template in developing your plan. However, the template provides a clear and concise method for documenting action items, assigning responsibilities and monitoring actions to closure.</p> <p><i>(See Example Template on Page 3)</i></p>
<b>Recommended Category Framework</b>	<p>Improvement categories can be framed to the 8 elements of Shell's HSE Management System as a way to sort your goals and action items. It is not expected that you would have a goal for each of these HSE MS Elements. The 8 elements of Shell's HSE MS System are:</p> <ol style="list-style-type: none"><li>1. <b>Leadership And Commitment</b> - Commitment to HSE through Leadership</li><li>2. <b>Policy &amp; Strategic Objectives</b> - HSE Policy documents and availability</li><li>3. <b>Organization, Responsibilities, &amp; Resources, Standards &amp; Documentation</b>— Training &amp; competency, HSE roles and responsibilities, HSE controlling documents</li><li>4. <b>Hazard &amp; Effects Management</b> – Hazards are identified &amp; controls in place</li><li>5. <b>Planning &amp; Procedures</b> – HSE-related procedures &amp; Emergency Response Plans with document control</li><li>6. <b>Implementation &amp; Performance Monitoring</b> - Performance monitoring, incident reporting &amp; learnings cascaded and improvement requirements documented</li><li>7. <b>Auditing</b> – Process in place to conduct audits</li><li>8. <b>Management Review</b> – Continuous HSE performance and MS review process</li></ol>
<b>Improvement Themes for Consideration</b>	<p>Industry faces many challenges, which enable each company to proactively develop actions to improve. Below are some key focus areas for Shell this year:</p> <ul style="list-style-type: none"><li>• <b>Enabling Safety as a value</b> – Visible leadership, leading safety in all arenas</li><li>• <b>Land Transportation</b> - Continues to be the #1 fatality causation in industry</li><li>• <b>Worksite Hazard Management</b> - Hazard recognition tools &amp; framework</li><li>• <b>Competency</b> – Fit for purpose training and testing</li><li>• <b>Repeat incidents</b> - Focus on historical accident trends and learnings</li><li>• <b>Behavioral Based Safety</b> – Observation programs in place, trended, actioned</li><li>• <b>Asset Integrity &amp; Process Safety</b> - Ensuring Preventive Maintenance programs are in place</li><li>• <b>Contractor Performance &amp; Management</b> – Validating that contractors / sub contractors meet or exceed Shell requirements</li><li>• <b>Office Safety</b> – Ensure an office workplace free of harm</li><li>• <b>Consequence Management</b> – Accountability for people to comply</li></ul>

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**Emilie Sanchez**



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