



NABORS – MISSION TO ZERO

Safer, Smarter – Incident Free

Forum on Offshore Drilling BOEMRE Presentation

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Mission Statement

Nabors Industries is committed to the safety of our employees worldwide. We strongly believe that all our global operations can and must achieve our goal of zero incidents. We expect every Nabors employee to share this commitment as a condition of employment.



Eugene Isenberg
Chairman and Chief Executive Officer

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Safety Culture Presentation Topics:

- Key Ingredients
- Barriers
- Management's Role
- Closing Thoughts

Safety Culture

- Cultures can change, for better or worse, through personal and intrapersonal conversation.

Hopefully, after today's presentation, we'll see that all of our organizations can improve for the better.

Key Ingredients of a Strong Safety Culture



Key Ingredients of a Strong Safety Culture

Companies with strong safety cultures have:

- A Culture of Leadership
- A Culture of Accountability
- A Commitment to “Do the Right Thing” every time
- A Commitment to Work in Partnership with Customers
- A Total Quality Improvement System which Includes a System for Continuous Improvement

Key Ingredients of a Strong Safety Culture

Companies with strong safety cultures have:

- Employees & management working together to identify and eliminate or control workplace hazards
- Operational decision making that incorporates safety
- Systems for reporting unsafe acts and near hits

Key Ingredients of a Strong Safety Culture

Companies with strong safety cultures have:

- A system for investigating incidents using root cause analysis.
- Risk identification and assessment tools to lower task risk to lowest acceptable level.
- Employees who are empowered to stop ANY activity for any safety reason without fear of recrimination.
- Behavior-based safety processes

Barriers to a Total Safety Culture



Barriers to a Total Safety Culture

A proactive approach to safety is extremely difficult to maintain, especially in a corporate culture that is increasingly complex and demanding.

Remember,

- There are no quick fixes or “silver bullet!”

Hard work is required to move from a reactionary culture to a proactive culture.

Barriers to a Total Safety Culture

Common Barriers:

- Lack of management support for change
- Internal and external time pressures
- An unwillingness for employees take responsibility for the safety of themselves and those they work with
- A perception of activities as having low risk coupled with a high tolerance for risk
- A perception that a Total Safety Culture is another flavor of the month

Management's Role



Management's Role

Sometimes the words “*management*” and “*leadership*” are used interchangeably but they actually reflect different responsibilities and job assignments.

Managers hold people accountable for doing something and leaders inspire people to *want* to do something.

Management's Role

- Leaders and the Change Process
- When transitioning to a Total Safety Culture there will always be those who resist change – both passively and actively.

Management's Role

Leaders should not give resisters opportunities to dig in and become more committed to their contrary opinions.

Leaders should give resisters opportunities to get training and participate in the new process when they decide it's worth their effort.

The best way to deal with non-participation in the change process is to set up situations that allow peers to influence the non-participants. Managers should support the change process and allow peer pressure occur naturally.

Closing Thoughts

“Nothing Changes If Nothing Changes”

Organizations and people who think “that’s the way we’ve always done it” when it comes to safety are missing a real opportunity to advance our industry to the next level.

There is a true need for our industry to work in partnership with regulators and customers to achieve a Total Safety Culture. This can’t be merely lip service but must be a true commitment on all of our parts to do what’s right.