



Risk Culture

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Risk management in large operational organisations covers a range of disparate areas



The risk culture needs to be sufficiently robust to deal with the inherent complexity

Potential consequences of the two broad risk categories are vastly different and therefore require a different appetite to risk taking



The challenge is to create a risk culture that is able to deal with both types of exposure



- Financial Risk can be managed through setting clear risk tolerances, ongoing monitoring, split responsibilities, compliance reporting and ensuring that there are robust systems in place to identify exposures.
- Operational Risk is most commonly managed through clear procedures, guidelines, policies, training and monitoring of compliance against the organisations policies.
 - E.g. Permit to Work, Driver training, electrical isolations, start up and shut down procedures
- Everyone brings their own personal risk tolerance to the activities they undertake. We see the risks we are programmed to see and rationalise the risks we are comfortable with.

However, regardless of policies or procedures in place, risk identification will always need to be seen through the eyes of the person undertaking the work.

Example: the BP Gulf of Mexico disaster



- At the time of the disaster, senior engineering managers undertook a rig safety tour to celebrate 7 years of “zero lost time incidents”
- The well integrity issue would have been apparent to the managers had they looked at the relevant equipment
- The managers relied on their faith in the engineering practices rather than testing for themselves
- Even more concerning was that the exact same incident had occurred on a rig operated by TransOcean in the North Sea 4 months prior to the incident

Characteristics of risk culture in a large multi disciplinary organisation



- Safety is the number one priority
 - There is no asset or financial position that is more important than a person's life
- Visible and strong leadership
 - Visible in the business
 - Celebrating good behaviours
 - Testing and challenging whether activities can be done safer
- Empowerment to stop activities that are unsafe
- Clear rules
- Identification of hazards, near misses, accidents or circumstances which could result in harm
- Systemic approach to learning

AUTHORITY TO STOP AN UNSAFE TASK

Safety is our first priority. We want it to be yours too.

Whatever your role, you have the authority and full support of the Senior Leadership Team to stop anyone else if you see something unsafe. Whether the task needs to stop for your safety, we will support you to stop the job safely.

LIFE SAVING RULES

Your Responsibilities

Your safety at work is our priority. That's why we have rules and processes in place to protect you. Origin's Life Saving Rules highlight the procedures for performing 11 of the highest risk activities in the organisation. For your own safety and the safety of those around you, following the Life Saving Rules is an employment requirement for all employees and contractors. If you need to undertake a Life Saving Rules task, you must be appropriately trained or qualified to conduct that task. If you are not trained, you must not perform the task. You must stop anyone who is not following a Life Saving Rule or who is doing something unsafe. You must report breaches of the Life Saving Rules as soon as possible.

You are never required to undertake a task if it cannot be done safely.

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Andrew Caplan
Andrew Caplan
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Thank you
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