



ENGLISH **MANUAL**

CAKE CAKE CAKE CAKE
CAKE CAKE CAKE CAKE
CAKE CAKE CAKE CAKE
CAKE CAKE CAKE CAKE

INDEX

| | |
|---|----|
| Introduction | 3 |
| CAKE is what we call a good HSE culture | 4 |
| Care, Awareness, Knowledge, Engagement | 4 |
| CAKEs Vision | 5 |
| Goal..... | 5 |
| Step by step - year by year..... | 6 |
| Choice of focus areas; In total and in part..... | 6 |
| Organisation | 7 |
| The Work group's tasks | 8 |
| Local work groups offshore - CAKE groups..... | 8 |
| Mandate Cake Group..... | 8 |
| Selection criteria Cake Group..... | 8 |
| Tasks - CAKE sessions..... | 9 |
| Example of a CAKE session..... | 10 |
| CAKE day - Onshore..... | 11 |
| Web site hse-culture.no..... | 11 |
| Improvement of existing routines and procedures..... | 11 |
| Implementation; a few principles | 12 |
| User participation..... | 12 |
| Unit by unit..... | 12 |
| CAKE08 | 13 |
| CAKE08 has the following focus areas..... | 13 |
| What is the Good Discussion?..... | 14 |
| How can we do this?..... | 14 |
| CAKE toolbox..... | 15 |
| Maersk Contractors Norge AS Safety discussions..... | 15 |
| Why respect procedures?..... | 15 |
| How can we do that?..... | 16 |
| What about this offshore-land relationship?..... | 16 |
| Why knowledge and training?..... | 17 |
| How will we take care of knowledge and training?..... | 17 |

INTRODUCTION

Dear colleague

It is a pleasure to present CAKE to you. CAKE is our campaign to improve our HSE culture.

An organisation which is good at HSE has clear indicators. It has a good management system and procedures, technical solutions and built in barriers and finally, but not least, systems for identifying and dealing with different accident scenarios - including a well functioning emergency response organisation. Isn't this enough? Aren't we there today?

A company that demonstrates "World Class" results in HSE has one more special characteristic. A generally proactive culture where HSE is not just a paper exercise, but is heartfelt.

In order to eliminate the last accidents we do not need more procedures, nor technical solutions. We need to change our behaviour. The culture programme CAKE is, first and foremost, about changing our HSE behaviour.

HSE work is often about reducing risk. This means mitigating the consequences of, or the probability of an accident. Within Health we want to reduce absence due to sickness and reduce the probability that our working environment can inflict strain injuries. Regarding the Environment we want to reduce the probability of emissions, but we are also working with initiatives that will reduce the extent of the damage should an emission occur. CAKE will focus on both Health and Environment, but most of all Safety. The ultimate tragedy would be the loss of life or serious and permanently debilitating personal injury through our operations.

In order to reduce risk, we shall make our procedures simple and sound. We shall ensure that everyone is heard in important matters, that technical equipment and tools are adequate and that you, as the operator have received sufficient training – and that whatever can be done to increase welfare will actually be carried out.

However, we shall, first and foremost, work towards improving our behaviour and HSE culture. It is all about how we do our work, how we treat each other, the quality we have decided to deliver and the enthusiasm we put into our work. This is culture. Culture is something we all create as we work.

This manual describes the CAKE programme as it appears today. What I mean is that it will evolve gradually. We do not know what challenges we shall face tomorrow, but our intention is that CAKE shall be flexible enough to meet them.

Finally, I believe the CAKE programme will contribute to a reduction in accidents but, this belief has one condition. And that is that we believe the same thing.

Good luck.

Regards,
Jan Hauge
HSE-QA Manager

The quality of an HSE culture depends on the level of care, awareness, knowledge and involvement.

An HSE culture can only be as good as the quality of CAKE. We shall look closer at the different slices of cake.

CARE

vigilance and care

AWARENESS

attention and, correct use of awareness

KNOWLEDGE

know-how and skills and, respecting the learning process

ENGAGEMENT

personal involvement and interest

CARE is vigilance and care

To be attentive is to take precautions. This means that we have thought through an activity or an operation through before we start. This also means that we are careful and observant under the execution of an activity or operation. To show care is to think of your own and others' safety. Showing care for others means that we are concerned with in the well being of our colleagues. We are concerned with how they are. We are concerned that they do not come to harm.

Awareness is attention and the correct use of awareness

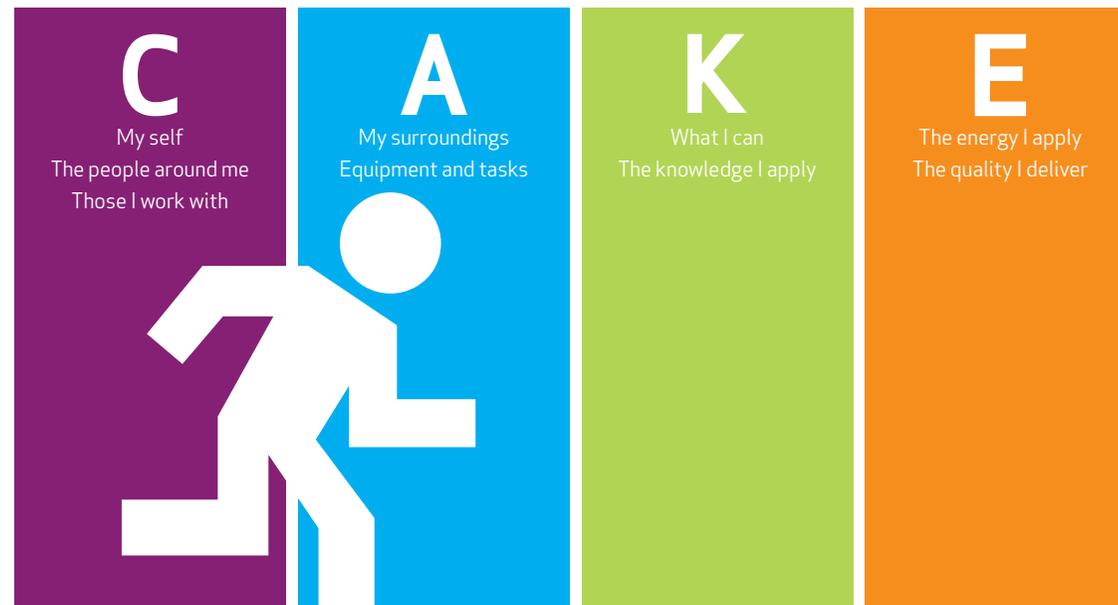
Being attentive means concentrating on the task at hand. But it also means concentrating on the right task. Awareness is one of the scarcest resources in the world. Everyone wants our attention. But we shall turn our attention to the tasks that require it the most.

Knowledge is know-how and skills and, respecting the learning process

Respecting knowledge and skills is all about respecting all we know and can do. But it is also about the learning process. We shall be aware of learning situations. We shall be conscious of what we teach others.

ENGAGEMENT Involvement is personal involvement and interest

We create an HSE culture every day, all of us. We create it as we work and when we talk to one another. In order for our HSE culture to develop in the direction we want, each fellow worker must recognise their own important role. It is in our own interest to create motivation and encourage involvement so that our culture becomes as good sound as possible.



VISION

CAKEs Vision

Health, environment and safety is a natural part of all we do. We have a proactive management at all levels of the organisation and, continuous improvement is an integral part of our daily work processes. Maersk Contractors Norge had zero injuries to humans and damage to the environment, absence due to sickness is the lowest in our industry and our working environment is characterised by well-being and enthusiasm.

Goal:

Every year we will determine 4 HSE goals.

These focus areas will be determined by the following criteria:

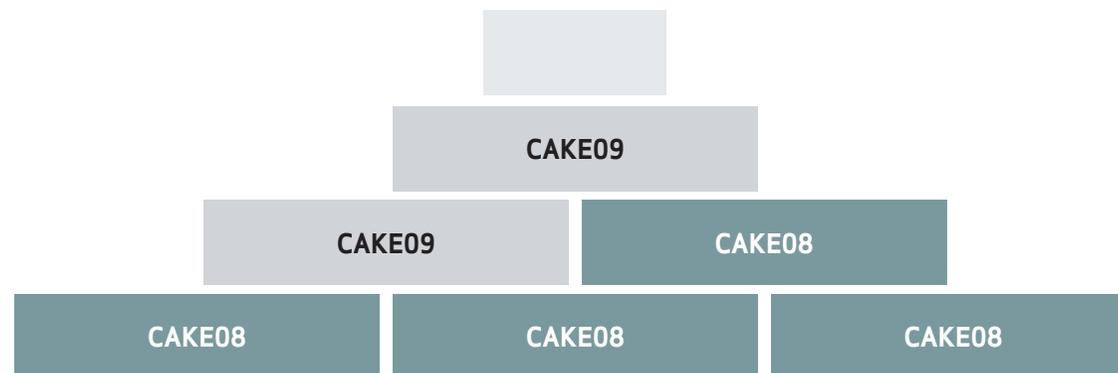
- We don't succeed
- We want to improve
- We want to expand our activities
- It is important to us or our customers

Our goals for 2008 are:

- Establish a complete tool box for the management of risk at all levels
- Increase respect for and compliance with procedures and regulations
- Improve cooperation between offshore and land
- Improve training – we will take care of and share our knowledge

Step by step - year by year

We believe that building our culture needs time and direction. By thinking long-term we want to build our culture step by step. Each year we will chose four focus areas. These are areas that have distinguished themselves in the previous year. Each focus area will be made up of initiatives that support the focus area. In this way we can say that every year has its own goals, without losing the direction in which our vision leads us.



VISION

Choice of focus areas; In total and in part

Towards the end of each year the work group will sum up the year. In this summing up we will, amongst other things, determine next year's focus areas. This means, naturally, that one year will follow the next but with its own identity. We will emphasise this total and partial approach with a new logo for each year.

We want the discussion on next year's focus areas to be an important discussion in Maersk Contractors Norge AS. Quite simply because it is an important discussion, and one that we want all to engage themselves in. We will, therefore, ensure that everyone will get the opportunity to voice their opinions on next year's focus areas.



ORGANISATION

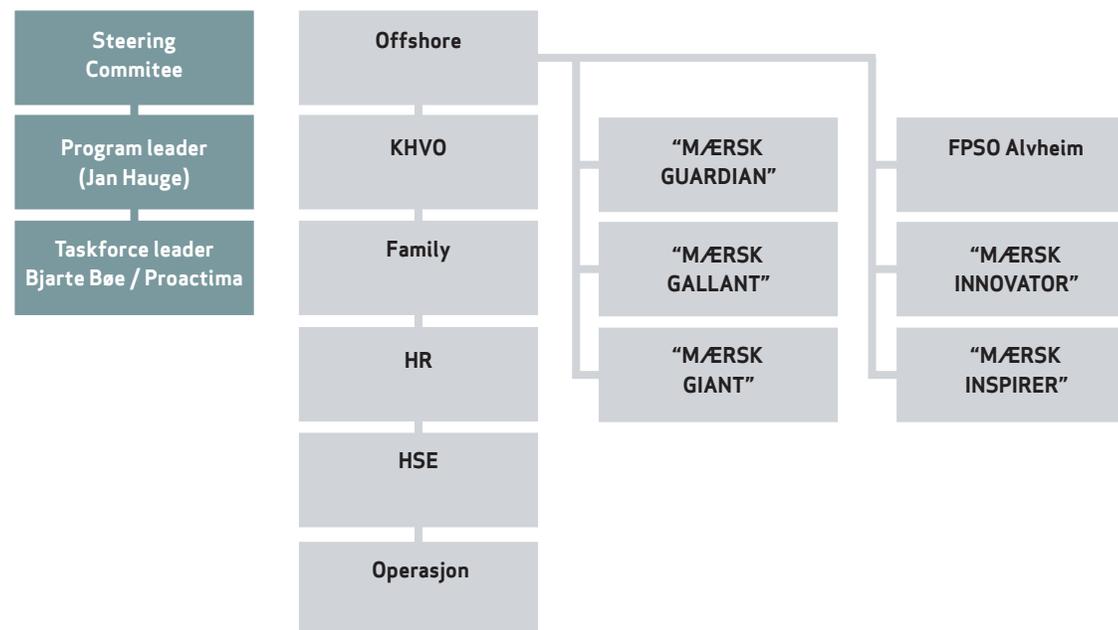
The organisation of CAKE

CAKE's management is organised in two main groups: the Steering committee and the Work group.

The Steering committee is made up of department managers and top management at Maersk Contractors Norge AS and the Coordinating safety delegate. This is the decision making organ. The project manager is the HSE-QA Manager.

The Work group is made up of representatives from HR, HSE, Operations, the safety delegate system, the offshore organisation and a family member. We have great expectations for this representative.

The Work group is the programme's operative unit and is responsible for the day-to-day operation. The group is lead by Bjarte Bøe from Proactima.



TASKS

The Work group's tasks

The Work group shall promote change and new experiences, and shall be present where the cultural changes are made – at the work place. Most of the CAKE activities will take place on the units. We will also implement specific changes in routines and systems. This will directly affect the working day and contribute to changes in the HSE culture. For CAKE08, we have decided which changes we shall effectuate this year. You can read more about these in the chapter below.

Local work groups offshore - CAKE-groups

All OIMs shall be trained on how to be ambassadors for CAKE. At the programme start, all OIMs shall attend a gathering where the principles of CAKE shall be gone through. Also the new OIMs will receive the same information as they are appointed.

A CAKE group will be established for each unit, and each shift.

They will have the following mandate:

Mandate CAKE-group:

1. Be a channel for communication to and from the unit
2. Be responsible for adapting and executing activities on the unit

The OIM will put together a CAKE-group based on member from the same shift as hi own. The group shall not have more than 5 members, including the OIM. The individual OIM can chose the group members, but we would suggest the following selection criteria:

Selection criteria Cake Group:

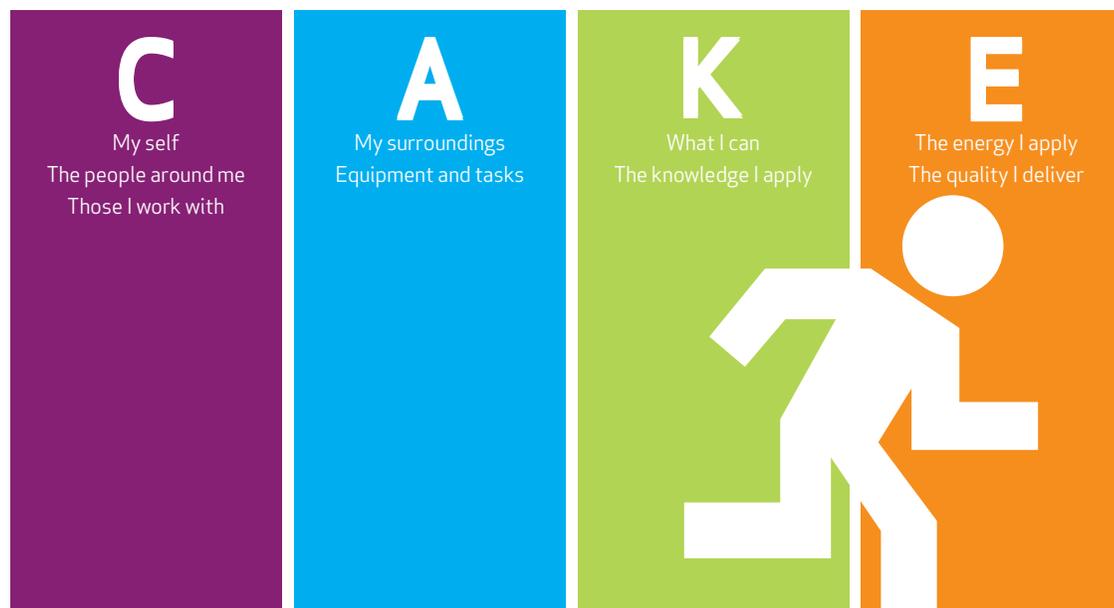
1. Member of the safety delegate system
2. Member from the management on board
3. Member from another department
4. Member from catering/contractor
5. Member with strategic skills/position

TASKS

Tasks - CAKE sessions

CAKE-groups shall initiate CAKE-sessions. CAKE-sessions will consist of tasks which are to be solved offshore and themes which are to be put on the agenda. A CAKE-session a task shall be adjusted to and involve the unit. This can be done through presentations, safety meetings, organised group discussions in departments, etc.

The OIM and CAKE-groups shall receive sufficient and timely information from the programme management. The meeting package is published on the web site hse-culture.no.



TASKS

Example of a CAKE session

All sessions circulate round CAKE. This means that all tasks are to be solved with CAKE as a base. Let us look at an example:

Theme:

Why do accidents occur?

Input:

It is claimed that the majority of accidents are due to human error. Human error implies that there are limits to how reliable the human can be. We are humans and we make mistakes. Even in cases where human error is not the direct cause – for example when a crane is constructed incorrectly and cannot perform a lift at a particular angle – then the cause is probably still human. Someone has made a construction error.

Natural disasters are just about the only accidents that are not caused by human error. But even this is up for discussion. When we know a natural disaster will occur – is it not then our task to make the appropriate arrangements so that we are not injured, or at least limit injuries?

At times we can also question whether our systems are good enough. If the equipment we use is appropriate enough. Even if one person reacts incorrectly to an alarm in a control room, it does not necessarily mean that error lies with the operator. The error can have its origins with the constructor because she made a control room where it is easy to make errors. The environment is simply too complicated.

Discussion:

1. How are we to understand human error? What is most common amongst us?
Give some examples.
2. What is most important in preventing human error?
3. How can Care, Awareness, Knowledge and Engagement make a difference?

TASKS

CAKE day - Onshore

CAKE-day is the onshore-version av CAKE-sessions. One day every month shall be a designated CAKE-day. This day shall be dedicated to one HSE related theme. The theme shall be illustrated in different ways during the course of the day. The highlight of the day is lunch, where some form of performance will be held. This could be a lecture, role-playing, a film, etc.

Everyone is invited to make suggestions on which theme could be included on CAKE-day. It is important that the different themes are relevant for as many as possible.

Web site hse-culture.no

Our web site will still be an important channel of contact. Information will be published here continuously. We would like the web site to be as interesting as possible for the majority. Therefore, we are going to widen our target group to include family members, partners and children as well. By doing this, we wish to bring HSE culture and CAKE to a bigger group.

We are considering games and competitions for children, and that partners can read updated information about life offshore.

Improvement of existing routines and procedures

HSE culture is often a consequence of the given framework within which fellow-workers do their work. Procedures and routines are, therefore, a part of what forms our HSE culture. Improving existing systems is, therefore, a continuous process

We would, therefore, like to make arrangements such that fellow-workers can easily present their suggestions for improvement. We will also strive to give clearer feedback on the contributions made.

IMPLEMENTATION

Implementation; a few principles

We believe that the implementation process in connection with new procedures, routines, tools and programmes are perhaps the most important issue in the entire development work. We, quite simply, want to avoid implementing initiatives that are not good enough. This is a barrier which helps us to adjust or remove initiatives as early as possible.

We have, therefore, settled on a few principles which shall apply for the implementation of new initiatives, procedures and routines.

User participation

User participation is essential both for the shaping and implementation of initiatives. We would like to achieve user participation through allowing the users themselves to participate in the shaping the initiatives.

Another means is to establish a user panel for the various initiatives. This means that we set together a group of user representatives. This panel's task is to provide the Work group with constant feedback on the use of the initiative, including information on the implementation process. In this way we want to ensure that the initiatives can be adapted and adjusted from the start. We do not believe it is necessary to carry out an initiative which has apparent weaknesses.

Unit by unit

Another barrier against unfortunate initiatives, or unwanted implementation problems, is to introduce initiatives to one unit at a time. This enables us to gather useful lessons and experience, and make the initiatives even better before a complete roll-out on all units. Information is collected from the user panels. We will, therefore, experience the implementation of different initiatives on different units. In some cases, we must probably implement on all units simultaneously. This may be due to the introduction of new regulations, new equipment, etc.

CAKE08

CAKE08 – goals

As mentioned in the introduction, each year will have its focus areas. This profile will be chosen by the Work group and the Steering committee, based on suggestions from all employees.

CAKE08 has the following focus areas:

1. The good discussion – We shall improve our discussions
2. Respect for procedures – We shall believe in what we do
3. Offshore and land – We shall respect each others work and roles
4. Training – We shall take care of our knowledge and training

These four areas were chosen from the HSE study carried out in 2007.
The Work group can find input from other sources.

Below we shall go through the various focus areas, look closer at why these areas were chosen and how we are going to approach the different areas.

CAKE08

What is the Good Discussion?

The Good Discussion is actually an metaphore for communication. We can, of course, always improve communication. However, we are going to focus on certain, specific discussions. We would like to look at different types of discussions.

From the study performed in 2007, we learnt that trust and credibility seems to deteriorate the further from the person we get. This means that we have far more trust in our work colleagues and nearest manager than we have in individuals higher up in the organisation. This is probably natural. We also observed the same effect between offshore and land. We trust those less who are not there where we are.

However, we want to focus on this discussion because it underlines what we are: A company with the same objective. Either we work on land or offshore, high or low in the organisation, we work towards the same goal. Only, we do it in different ways.

Another discussion is between Maersk Contractors Norge AS employees and contractors. We want Maersk Contractors Norge AS employees and contractors to communicate in the best possible way. We would also like to emphasize that we are working towards the same goal, quite literally in the same boat. Because of this contractors will be included in most of the CAKE activities.

In the study we could also see that some of the crew experienced that there was a low level of tolerance. It must be pointed out though, that most of the crew were new in 2007, or at least, there were lots of fresh new elements. This supports this focus. We want the highest possible atmosphere of trust and level of tolerance amongst the Maersk Contractors Norge AS crews. We shall tolerate other's points of view and we shall appreciate the diversity of opinions and attitudes.



CAKE08

How can we do this?

All of the initiatives are as yet undecided, in this focus area, and the others. We want a continuous discussion around this, and hope that as many as possible will take part in these discussions.

CAKE toolbox

We shall create a toolbox which will contain tools for risk management at all levels. This will be put together after we have reviewed what we already have and, we shall evaluate the need for new tools. An important objective is that we shall endeavour to condense what we already have, and not simply add to it. This means that we want to develop tools that make our work more efficient. Another important point is that this will be our own toolbox, which we take with us despite changes in operator

Maersk Contractors Norge AS Safety discussions

One initiative, which shall be effectuated in the six months, is the safety discussion. There are many variants of the safety discussion on Maersk Contractors Norge AS's units. This is because these discussions are part of the operators' safety regime, which Maersk Contractors Norge AS is contractually subjected to. We want to make our own. Not because we believe the operators' safety discussions are inferior. We are doing this because we believe this is an important measure. We see that some operators do not have these discussions, and that our units consequently do not have gain the benefits of these important initiatives.

Another reason is that we believe in continuity. We see that most of these safety discussions are similar. We believe that the quality is improved if our employees only have to relate to the one system, and that this system is used regardless of change of operators.

Why respect procedures?

CAKEs attitude to procedures is that all of them shall be followed. However, we do see the challenge that some procedures are not quite functional. This is either because they are unnecessarily heavy, formulated in a complicated way or, are perceived as meaningless. This is a problem, and we will have a constant focus on this in the years to come. We have a dream that everyone really believes in what we are doing, and that you are deeply secure in the knowledge that, by following the procedures, are doing the work in the best possible way.

Until we get there, we really want you to follow procedures, even if you have to do something you do not actually believe in.

CAKE08

How can we do that?

We have already started a competition where our strangest procedures are reviewed. We received a few suggestions, but not as many as expected. In a way, this can also mean that there are not so many strange procedures.

In CAKE08 we will attempt to keep the focus on following procedures. Therefore, we think this will be as theme for several gatherings. We also envision establishing channels and discussion forums where employees can forward their suggestions for change and discuss various points of view. It is particularly important to get all the information on what is necessary to boost employees' belief in what they are doing

We believe that some of the mistrust to procedures is connected with the lack of knowledge on how a procedure is actually developed, and how they are meant to be used. We will, therefore, present a little on the process of the development of a procedure through a series of articles in HSEQuarterly. It is an important responsibility to ensure that procedures are always improved. We will continue with this. We also recognise that it is important that this work is made visible.

What about this offshore-land relationship?

That there are differences between offshore and land is obvious. But that this difference is characterised by mistrust and slight animosity is not immediately apparent. We want to emphasise that offshore and land are equally important for the whole organisation. We are quite sure that much of the mistrust and distance between offshore and land is unnecessary. Some of this, we believe, is due to the lack of knowledge between what happens at these different places, what work is carried out there and who works there.

Therefore, we wish to present different employees' working day in the HSEQuarterly. In this way, we will try to support the community feeling. The employees presented will come from onshore and offshore, people with and without management responsibilities.

We also want to make some 'This is how it's done'-publications. These shall be presented in a simple way so that everyone can understand them, whatever background and position.

Why knowledge and training?

The oil and gas industry is undoubtedly a knowledge intensive industry. We mention both knowledge and training because we believe they are two sides of the same coin.

We have many types of knowledge that we use each working day. We are very conscious of some of this knowledge, other parts we are less aware of. In the same way some types of knowledge and skills are best suited for classroom training, whilst others are accumulated through experience.

It is particularly important for Maersk Contractors Norge AS to take care of highly competent co-workers. The need for a highly qualified work force will not diminish in the next few years. This is the case for most disciplines in the oil and gas industry.

How will we take care of knowledge and training?

It is a declared goal in Maersk Contractors that large parts of training shall be conducted on site. This means that new employees, or employees in new positions, shall work their way into the position, and preferably under the supervision of more experienced colleagues. This learning-by-doing strategy is probably the most correct way to go when we regard the complexity which characterises some of the offshore positions.

We shall work out a buddy-system which shall ensure that the quality of the supervision is adequate. We will ensure that the buddies are adequately trained for this task.