



No one can order anyone else to believe in anything. Believing in something is a personal choice. Still, we would like you to believe in and be committed to what you are doing. This is particularly true for health, safety and environment. We believe our HSE culture is good when we have committed employees.

You need to believe in what we are doing

We have started our new HSE programme, CAKE. We have planned a number of activities, and many more are on the drawing board. All the activities we carry out in CAKE have the same goal – continuous improvement of our HSE culture. We are determined to keep going as it takes time to improve our HSE culture. A good HSE culture is about your own and other people's safety – and it's about the quality of what we deliver.

Vision

The vision for CAKE is that HSE becomes a natural part of everything we do. That we have a pro-active management at all levels of our company, and have continuous improvement as an integral part of our daily work processes. Maersk Contractors Norway aims to have zero injuries and zero environmental damage, the lowest sick leave in the industry, and a work environment characterised by happy people and enthusiasm. We are not there yet, but we are heading steadily in the direction of our vision.

Everyone creates an HSE culture. All the time.

We create our own HSE culture while we are busy working, and that is why everyone must participate. All of us! We want all our employees offshore as well as onshore to feel that CAKE is important. We also want subcontractors, clients and contracted workers to get involved. Injuries do not just happen to permanent employees! Nor does HSE only apply during working hours. Our employees are still our employees in their spare time. That is why family life will be a natural part of CAKE.

What makes an HSE culture good? We have found the answer. And the answer is CAKE! CAKE represents four features that characterize a good HSE culture.

Care

Care for one's own and other people's safety. Accuracy and caution

Awareness

Awareness of the situation, equipment and rules

Knowledge

Knowledge and a respect for knowledge and competence

Engagement

The energy we use and the pleasure we take in our work, as well as our will to work safely

CAKE is our own programme

We have been participating in various operators' HSE programmes for a long time and will continue to do so. However, we will be showing future business partners that in some areas our own programme has advantages. This will give us the opportunity to work continuously and keep a steady course over time.

Another important dimension is that we will all be able to influence the programme – with regard to both content and form. It will be tailor-made and thus we expect a better fit.

Regular activities: continuity and quality

We have two regular activities that will continue throughout the programme period. One of them takes place offshore, the other one onshore.

CAKE DAY

These take place onshore. Once a month we will be having a topic day. The topics will be adapted to the season or particular jobs facing us.

CAKE SESSIONS

Our meetings offshore are called cake sessions. In these meetings we shall be having discussions and focus on relevant issues.

CAKE08, CAKE09, CAKE10 ...

We have called this year's programme CAKE08. Since we have the opportunity to think long-term, we are able to take small steps. Small steps in the right direction are much better than giant leaps forwards and backwards. We will therefore choose just a few focus areas each year. Each year will build a foundation for the next year.

Next year's focus areas will be chosen on the basis of the following evaluations:

- **We are not getting it right**
- **We want to become better at it**
- **We want to expand our activity**
- **It's important to us or our clients**

A focus area means that the measures we implement must be connected to one or more focus areas.

In CAKE08 we have the following focus areas:

1. **The good conversation**

We want to improve our communication in all directions.

2. **Offshore and onshore**

We are in the same company and must get better acquainted with each others' roles and responsibilities.

3. **Knowledge**

We know a lot, we learn a lot, and we want to look after our competence.

4. **Procedures**

We must follow them. At the same time, we must work to improve the procedures.



CAKE 12

CAKE 11

CAKE 10

CAKE 09

CAKE 08

The HSE department, represented by HSE QA leader Jan Hauge, manages the programme.

Managing CAKE

The programme is led by a Steering Committee consisting of the administrative and operative management plus representatives from the safety delegate service. The Work Group is led by Proactima and is responsible for implementing the Steering Committee's decisions. The Work Group has representatives from the whole organisation. In addition we have reserved one seat for a family representative.

Need more information? www.hse-culture.no

If you would like more information on CAKE, please visit our website www.hse-culture.no, where you will find updated information about the programme, and where you also have an opportunity to get in touch with the programme management.

