

EXHIBITOR: MCDERMOTT STAND: 7130 HALL: 7

TAKING THE LEAD ON CULTURE OF SAFETY WITH QHSES MILESTONES

The Covid-19 pandemic enabled McDermott to explore its approach to doing business both physically and virtually, with a reinforcement of its famed quality, health, safety, environment and security (QHSES) culture and a vigorous focus on the well-being of its employees.

“We obviously couldn’t remote work our main aspect of our business, but we acknowledged quickly that our people needed greater support as they couldn’t visit family and friends that traditionally offer the support networks, we all need in our lives,” Shaun Hannam, Senior Director QHSES, EMEA at McDermott, told ADIPEC News in an interview.

The primary concern for McDermott, a premier, fully-integrated provider of engineering and construction solutions to the energy industry, was the health and well-being of its people “as our employees potentially had external disruptions around them and this can lead to distractions in the workplace,” Hannam said. “We appreciate these distractions are unintended, but we need to understand also is they can lead to concentration lapses or the lack of risk mindfulness in the workplace and incidents. There is no blame here, just the need to further understand of how mental health during the pandemic impacted our people and their interface with the work environment,” he added. McDermott, which operates in more than 54 countries, with locally-focused and globally-integrated resources including approximately 30,000 employees, a diversified fleet of specialty marine construction vessels and fabrication facilities around the world, approached the challenge with active and visible leadership and empathy, Hannam said.



“Even though movement was difficult we knew that being seen and active with our people was critical to build their trust that we will look after them and care for their needs. We met with all supervisors and team leaders weekly to be transparent in our approach and to hear feedback on how our people wanted to be treated and how we needed to act on this information. We heard some things we weren’t aware of; we saw things we knew weren’t right and we acted on them. We have since re-enforced these learnings into our two primary initiatives that both centre on more personable engagement to raise the awareness of our performance and expectations,” he explained. During this period, McDermott EMEA achieved significant milestones in its operations and projects. These include 100 million lost time injury (LTI)-free hours at McDermott’s Jebel Ali facility, 90 million LTI-free hours at McDermott’s fabrication yard in Batam, and 78 million LTI-free hours at Liwa Plastics Project in Oman, according to Hannam. The milestones also

included 18 million LTI-free hours at Tyra Redevelopment Project, 10 million LTI-free hours at Lukoil DCU in Russia, and 19 million recordable injury free work hours at McDermott’s fabrication yard in China. As a comparison, it is estimated that 45 million work hours is equivalent to the time it takes to build the Burj Khalifa – twice.

Protecting the workforce

Whilst this is an impressive performance, McDermott EMEA also focused on protecting the workforce from Covid-19 with a very strong vaccination programme for employees, their families and their subcontractors. “We estimate we are 90 per cent fully vaccinated across the McDermott EMEA business,” Hannam said. “We will continue to work together and focus on our people, the milestones are an acknowledgement of the effort, but not the driver. Our responsibility to keep our people safe and happy with their work is.” On how McDermott leaders are building a culture of safety centered around QHSES across

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a global company, Guy McLear, Global VP QHSES McDermott, said: “Through the actions of the McDermott executive committee and global leadership teams, we are fully committed to building trust and care into our safety culture across the business. As an example, there are activities where our executives ‘take the lead’ in engaging with our employees providing a consistent and sustained messaging that ‘safety is everyone’s responsibility’”. According to McLear, the goal is to be active and visible in engaging McDermott employees and talking to them about improvements to their workplace through transparent and open communication. “The benefits of this approach enabled us to understand the personal and workplace challenges our people face, particularly in the current Covid-19 landscape. We have an obligation to protect our people from both physical and mental harm whilst they are under our care. This helps us build and maintain attitudes and behaviours that contribute to a positive safety culture and a higher level of well-being that leads to improved health and safety performance within the company,” McLear said.