



## Golden Days Approach

Workshop on Safety-II in Practice

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## 1. Safety, our Culture

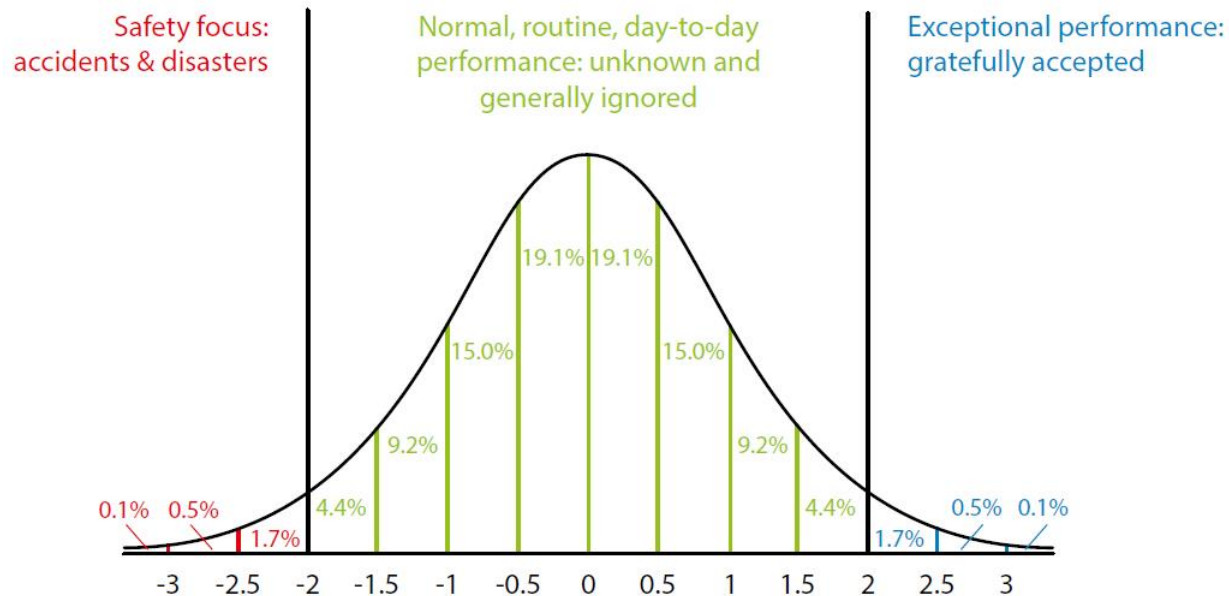
Safety



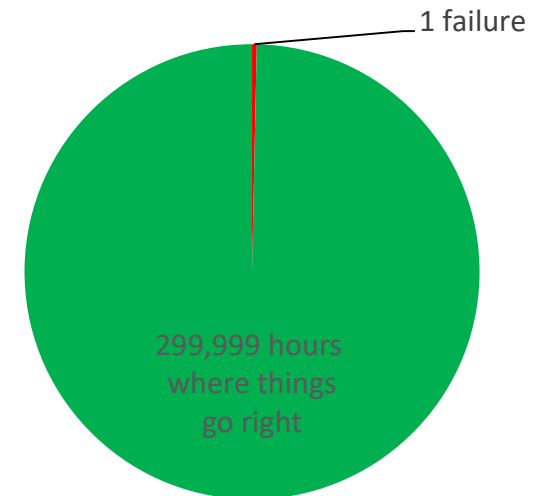
## 2. Think about safety in a positive way

## 3. Leading the overall performance with Safety

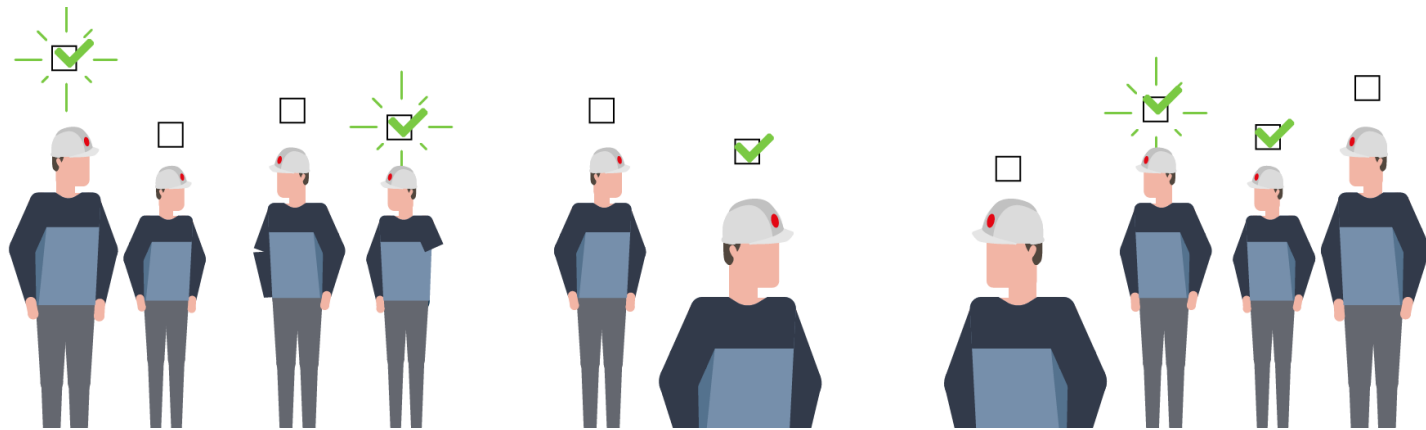
- Manage Safety in a positive way



Out of 300,000 hours worked...



*In the Group, one significant undesirable event occurs for every 300,000 hours worked. This means that over this period, 299,999 hours go right. In view of this, understanding why operations run right is much more beneficial than searching for the causes of incidents.*



- A day when everything has gone right, at 3 major levels:

- **Safety**: no LTI & RWC, absence of an event with a major risk...
- **Quality**: “doing it right first time”
- **Productivity**: compliance with daily commitments

- A day that fosters team collaboration and encourages everyone to grow and take major responsibilities

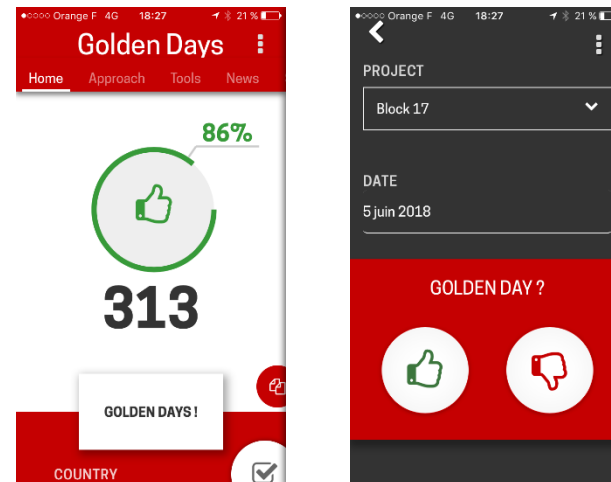


**365**  
**GOLDEN DAYS**

- A day that strengthens Safety leadership and team management

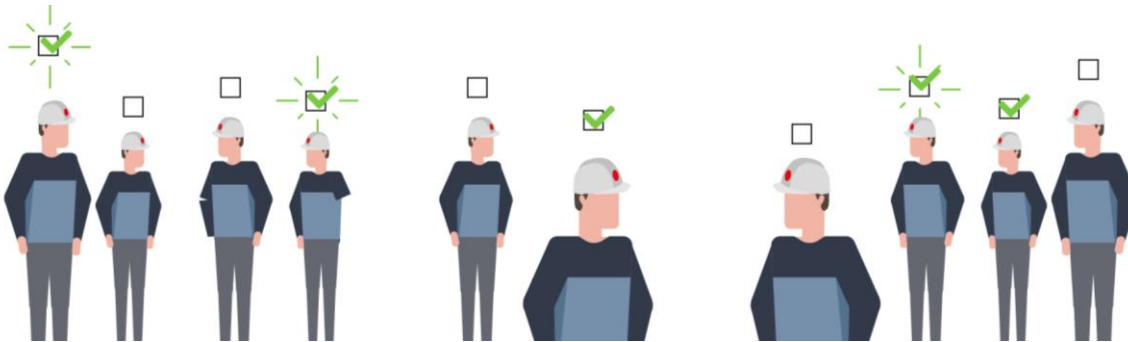
- A day that should be assessed at team level, on a daily basis...

- A Golden Day is a day when things go right – when we meet our inseparable threefold target on Safety, Quality and Productivity
- Individual team leaders are responsible for determining whether or not each day has been a Golden Day within their team – a decision taken collectively with the team at the day-end debriefing
- Using our mobile app, our teams can record every Golden Day and follow their progress
- Managers are also required to track statistics within their remit, understand the reasons behind any drop in performance, and come up with appropriate solutions





1. Rely partly on current resources (mature HSE system in place)
2. Better integrate organisational and human factors in the organisation in order to achieve optimal safety performance
3. Involve everybody (all functions / all levels)
4. Focus on a daily basis on what is working \*
5. Become a self-learning organisation



*(\*) Precepts that make it possible to ensure full control of our risks:*

1. *Ensure normal operation of activities*
2. *Take charge of variations (capacity to deal with all situations)*

*A framework that makes it possible to adapt to all situations in a controlled manner must be clearly established.*

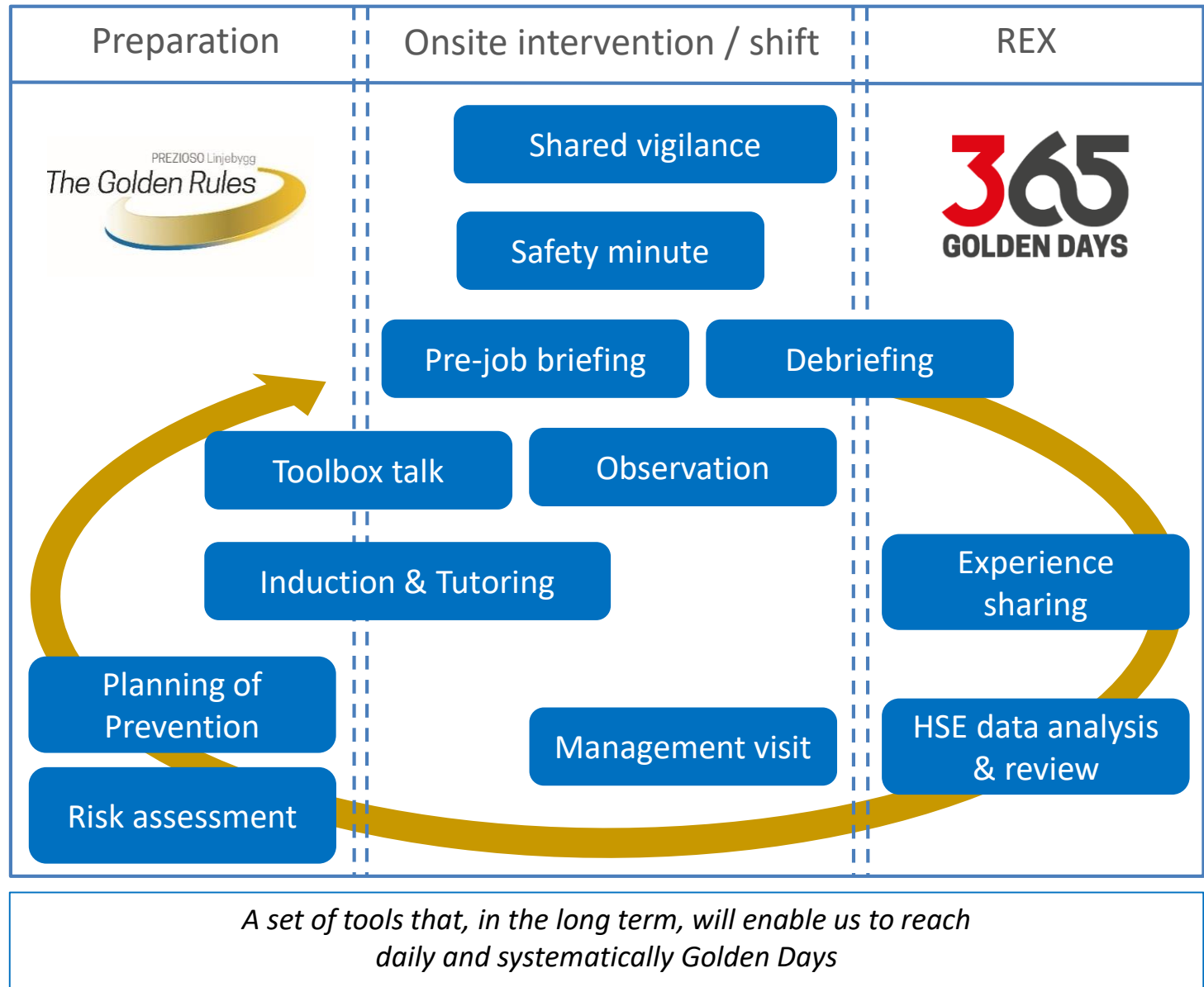
# Practices to concretely adopt in the field

safety attitude

Workers

Supervisors

Managers





- Apply risk management basics
- Identify and anticipate undesirable events that may occur during the activity
- Develop the ability of teams to adapt to variations in the work environment or unusual situations
- Identifying and understanding issues in the field makes it possible to:
  - anticipate, detect and deal with disparities in relation to the nominal situation
  - develop our ability to anticipate events / deal with unexpected circumstances
  - define rules and allocate resources more appropriately
- Detect situations that are approaching acceptable limits for safe operations (when we enter the red zone) and take appropriate action
- Detect and deal with weak signals (weakening of defences)
- Cultivate the Stop Work Authority



- Set up a learning loop for the control of variations, including:
  - ◉ Analysis of actual work situations  
(including abnormal / unusual situations and other possible variations)
  - ◉ The way in which these situations are anticipated and managed
  - ◉ Decisions/adjustments making it possible to manage variations
  - ◉ Capitalisation and sharing of good practices developed in given situations  
(or given contexts)



## • Difficulties



Understanding of Safety-II  
at

- managers level
- but also field level



Solutions

- Focusing on practices in place in a first time
- Integration of resilience in practices will naturally come by discussing work as done and adjustments done in the field

## • Outlook



- Approach well received at all levels of the organisation
- Managers and workers involved in this approach with enthusiasm
- Good opportunity to continue to develop our Safety culture



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