



A Focus On Leading Indicators

• Industry has always established goals and measured those things that are truly important. These include cost, quality, schedule, production and accident rates. When we focus on accident rates we are, in effect, crying over spilled milk, events that have already occurred and for which there is no expectation of reversing.



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The Willbros Health, Safety and Environmental process remedies this traditional approach by employing the Leading Indicator Statistics Analysis (LISA) system to collect and analyze vital safety information. This information facilitates a proactive approach to HSE management by focusing on those processes that prevent accidents rather than the traditional focus on lagging indicators such as accident rates.



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The system calculates each project's and division's proactive HSE performance by evaluating the following processes as they relate to exposure hours and incident expectancy, which indicate as follows:



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- **Supervisor Certification** - HSE competence
- **Job Safety Analysis** - Whole job HSE hazard recognition and mitigation
- **Pre-Task-Planning** - HSE focus on the immediate assigned tasks
- **Hazard Identification and Correction** - Employee participation in the HSE process
- **Near Miss Investigation** - Hazard recognition and mitigation surrounding events that could have caused injury or property loss



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- **Management Walkabouts** - High level management participation and visibility in the HSE process
- **Toolbox Safety Talks** - Employee exposure to larger HSE issues in the industry while demonstrating management's commitment to HSE issues
- **Self Assessments** - Front-line management participation and visibility in the HSE process
- **Quarterly Training Assessments** - Supervision's active and documented evaluation of employee HSE performance and training needs



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- **Disciplinary Action** - Supervision's willingness to correct unsafe behaviors and enforce Willbros HSE policy
- **General Training** - Management's commitment to meeting the HSE training needs of employees
- **Lagging Indicators** - Higher injury rates indicate the need for employing even more proactive tools for HSE improvement than normally required
- **Accident/Incident Investigation** - Commitment to learn from past mistakes that future incidents may be avoided

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In 2007 2 Willbros Business Segments Fully Implemented LISA, 2 Did Not

Business Segment	Full LISA Implementation	Days Away From Work Cases	Percentage Change in Exposure Hours	Percentage Change in TRCIR
Group A	NO	YES	+ 39%	+ 81%
Group B	NO	YES	+ 81%	+ 383%
Group C	YES	NO	+ 80%	- 83%
Group D	YES	NO	+ 40%	- 78%

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Safety Creed

Willbros believes:

- ☛ In the prevention of all injuries, incidents, and illnesses to our employees, clients, and community
- ☛ Our employees are our most valuable asset
- ☛ The health and safety of our employees is a core value
- ☛ In empowering employees for proactive performance...E²P²

Willbros will:

- ☛ Promote safety continuously throughout the organization
- ☛ Pursue excellence and make no excuses for inadequate performance
- ☛ Become "World Class" in safety performance
- ☛ Be the "Employer of Choice" in the global marketplace
- ☛ Recognize superior performers and be accountable for failure
- ☛ Do the job right the first time