

Fail Safe with Human Performance: The Next Step in Saipem's Leadership in Health and Safety Journey

Since its launch in 2007, Saipem's Leadership in Health and Safety (LiHS) programme has been a cornerstone of the organisation's safety culture, addressing the recognised limitations of traditional, rules-based safety management. Designed as a long-term cultural change methodology rather than a standalone training initiative, LiHS focuses on leadership behaviour, emotional engagement, and visible commitment to safety across all organisational levels. While this approach delivered sustained improvements, evidence showed that further progress in preventing high-potential and life-altering incidents required a deeper focus on how people interact with systems, safeguards, and operational context.

Fail Safe with Human Performance represents the next phase in this evolution. Now in its second year of implementation, the programme reframes safety from the "absence of incidents" to the *presence of effective safeguards*. Grounded in the Principles of Human Performance, the approach recognises that people make mistakes, blame fixes nothing, learning is vital and leadership response fundamentally shapes outcomes. Rather than seeking to eliminate human error, Fail Safe focuses on strengthening barriers and organisational resilience so that when work does not go as planned, harm is prevented.

The programme was launched through a high-impact, CEO-led leadership summit, designed not only to introduce Human Performance concepts but to create Saipem's strategic roadmap for their adoption. This event brought senior leaders together to reflect on real operational risks, challenge existing assumptions about safety performance, and collectively define the organisation's Human Performance strategy. The outcomes directly shaped the *multi-year implementation plan*, positioning Fail Safe as a central pillar within a broader, structured approach to cultural and operational change. Ongoing involvement of senior management through cascading events and leadership workshops has ensured sustained visibility, alignment, and accountability throughout the rollout.

At the heart of the programme is *Fail Safe*, an award-winning film based on a real operational incident. The film is intentionally used not as a passive learning tool, but as a catalyst for facilitated discussion, reflection, and learning. Tailored versions for leadership, supervisors, and frontline personnel support engagement across diverse operational contexts and cultures. The film underpins a structured global rollout combining leadership cascades, site-level workshops, supervisor training, and frontline engagement sessions.

To date, the programme has delivered more than 230 events, among which 38 brainstorming events named "Fail Safe" workshops, across 93 worksites, engaging over 19,000 participants in total. Through facilitated Fail Safe workshops, teams have identified and reviewed hundreds of safeguards spanning training and competence, operating procedures, physical barriers, inspection and maintenance, and supervision and communication. These safeguards are embedded into local action plans and consolidated into a structured safeguards database, reinforcing Life-Saving Actions and enabling organisational learning.

A key innovation of the programme is the introduction of the "*Fail Safe versus Fail Lucky*" performance indicator, providing tangible evidence of whether outcomes are controlled by safeguards rather than chance. Early results indicate a shift toward more predictable, resilient outcomes. While the programme is ongoing, Fail Safe demonstrates a credible, scalable model for strengthening safeguards and advancing safety culture in high-risk industries.