

**Strategy in Action:****People**

The Group is committed to delivering a zero-harm workplace for all our people. Everyone has the right and responsibility to stop operations if they have any safety concerns.

**Keeping our people safe****Overview**

The Group is committed to delivering a zero-harm workplace for all our people. This means ensuring they have a safe journey to work, care for each other and return to their families safe and healthy each day. A safe Weir is ultimately a more efficient and productive organisation generating value for all our stakeholders.

To achieve this we have a comprehensive strategy based around our Weir Zero Harm programme, which started in 2011 and since then has continually evolved, delivering year-on-year improvements in safety for all our people.

Progress achieved in 2017 was enhanced by a focus on behaviours. This saw a concerted Group-wide effort to encourage people at every level of the organisation to look for, demonstrate and promote the behaviours that keep them and their colleagues safe.

Overall, this emphasis on behavioural safety helped achieve a 20% improvement in total incident rate to 0.53.



Roberto Kuahara, Divisional Vice President of Operations and Value Chain Excellence at Weir Oil & Gas, led the team that delivered behavioural safety training to 90% of Weir Pressure Pumping.





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### Changing behaviours

In 2017, our new health and safety charter and programme was rolled out across all businesses. One of our units, Weir Pressure Pumping, based in Fort Worth, Texas, is our largest facility and over the course of the year they have delivered marked improvements across a number of areas.

This was achieved by moving to a more proactive approach when dealing with health and safety issues, with all employees empowered to call out safety concerns to colleagues and managers.

To achieve a change in behaviour and attitude within the business, it was essential that all employees were given the training and tools needed to improve their safety and the welfare of their colleagues.

### Sharing best practice

In early February 2017, Weir Pressure Pumping rolled out initial pilot training across a number of functional areas including Supply Chain and Operations, with the aim of embedding a new behavioural approach within the business towards health and safety and hazard perception.

It was seen as critical that every person in the business unit understood the Company's health and safety roadmap and what role they could play in improving their own working space and environment. Part of this training included teaching managers to seek mentoring opportunities that are designed to enable comfortable conversations between colleagues about reducing risk.

Around 90% of the workforce were trained in 2017, and by the end of the year, 694 mentoring opportunities had been recorded, each one providing a unique opportunity for management to speak with an employee and discuss potential improvements. The more of these discussions that take place, the less likelihood there is of an injury or accident occurring. The business is also ensuring that all observations are shared globally online to allow the wider Group visibility and the opportunity to learn from these procedures.