



2021 COS FORUM

October 27, 2021

VALARIS - BOLD for Supervisors

Adapting a Safety Leadership Development Program
during a Pandemic



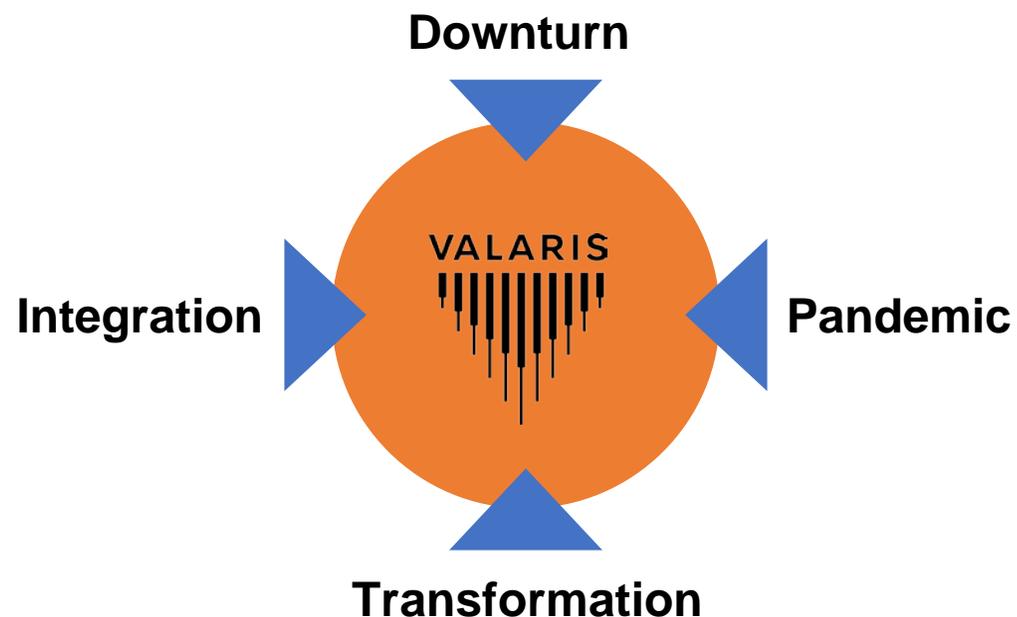
Agenda

- Background
- Forces of change
- Adapting to change
- BOLD Program overview
- Results to date

Valaris Background

- Valaris was created through the combining of Ensco and Rowan, two leading international offshore drillers with decades of experience and knowledge performing offshore drilling services.
 - New name
 - New Purpose and set of Values
 - New management system
 - New HCM, CMMS, LMS, communication and IT platform
 - Built and deployed a new operating system
 - **Company Culture**

Forces of Change



Challenges of Change:

- Ambiguity
- Uncertainty
- Confusion
- Overload
- Distraction

Outcomes if not managed:

- Poor performance
- Incidents
- Turnover
- Cultural decay

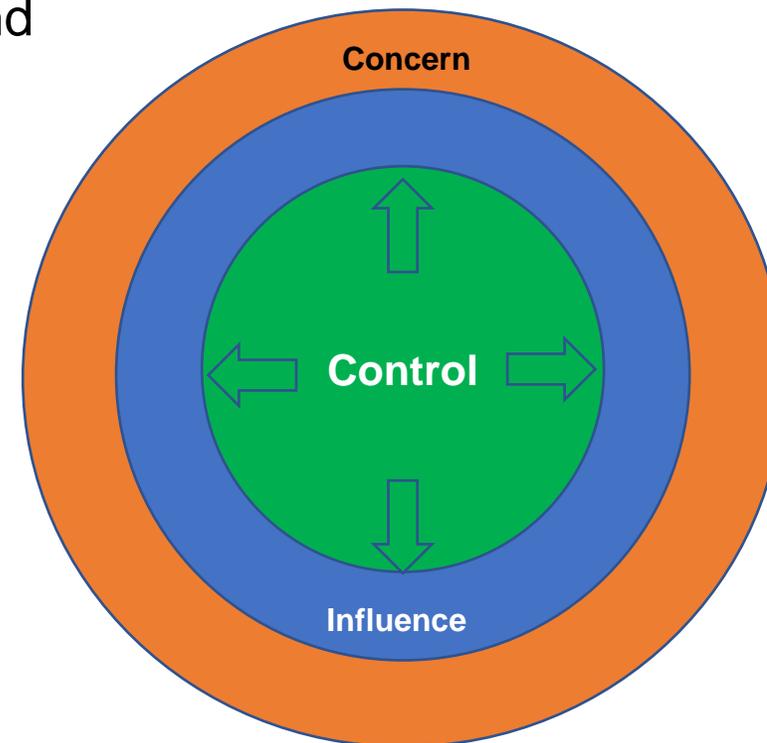
Adapting to Change

Culture will occur, either by design or default

We understood the need to engage our employees on a meaningful basis to build culture and manage internal and external pressures.

Program delivery challenges:

- Budget constraints
- Travel restrictions
- Social distancing
- Workload
- Business disruptions
- Technology limitations



BOLD for Supervisors' Overview

Build a culture of operational excellence

- Visible leadership
- Focus on front line supervisors
- Engrain understanding of our Safe Systems of Work
- Reinforce key skills to deliver safe, reliable and efficient work
- Virtual workshops to engage supported by eLearning
- Empower participants and managers to drive improvement within their area of control



“Tell me and I forget. Teach me and I remember. Involve me and I learn.” - Benjamin Franklin

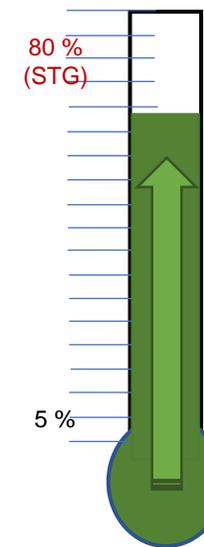
Results to Date

Program outcomes

- Improved engagement and trust
- Improved knowledge and skills
- Individual action plans to address HSE issues
- Change in behavior, Shifting from a “victim mindset” to an “owner mindset”
- Key concepts integrated into daily discussions

Evaluation methods

- Participation goal reports
- Observation of behaviors
- Participant feedback
- Line management follow up



- 28th workshop complete
- 700+ leaders engaged

“I am now more educated and guided with leadership tools in order to guide my crew for a better results in safety and productivity!”

“Looking forward to doing my action plan when back to work”

“Excellent information sharing, and additional knowledge being absorbed that I did not know about before.”

Questions

