

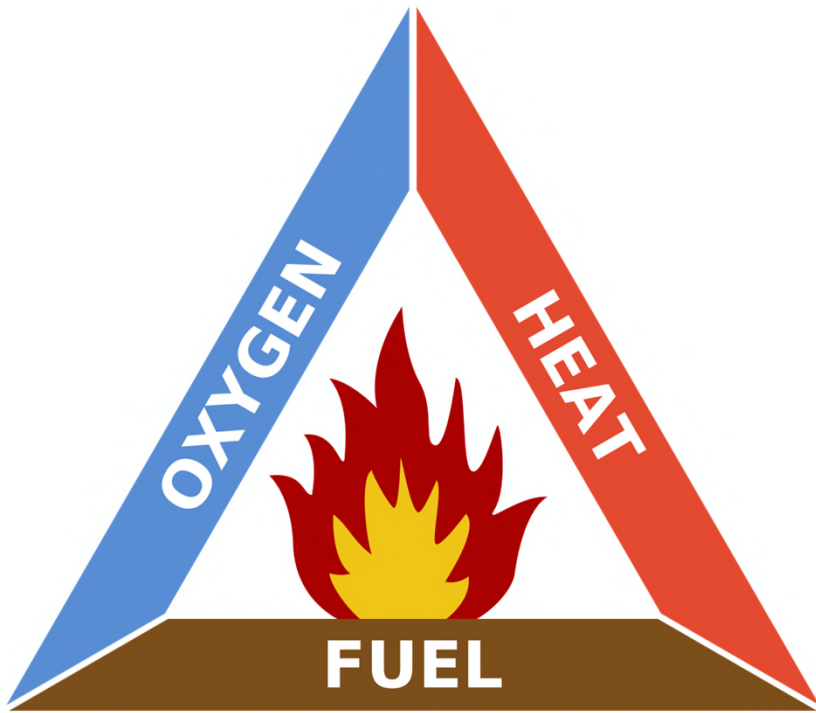
2 September 2026

Learning Before the Incident

How Banyu Urip Drilling Operations Built Proactive Performance
Through Human Performance and Crew Resource Management



drillsafe.com.au



Fire



Operational Excellence

The Human Performance Factors Behind Operational Risk

Human Factors can influence even the most experienced teams.



The objective was not simply to respond effectively when something went wrong.

It was to help teams **recognize and manage these threats before they affected the operation.**

REACTIVE → PROACTIVE

How do we fight human error?



REPORT
810 | JANUARY
2026

Human Performance



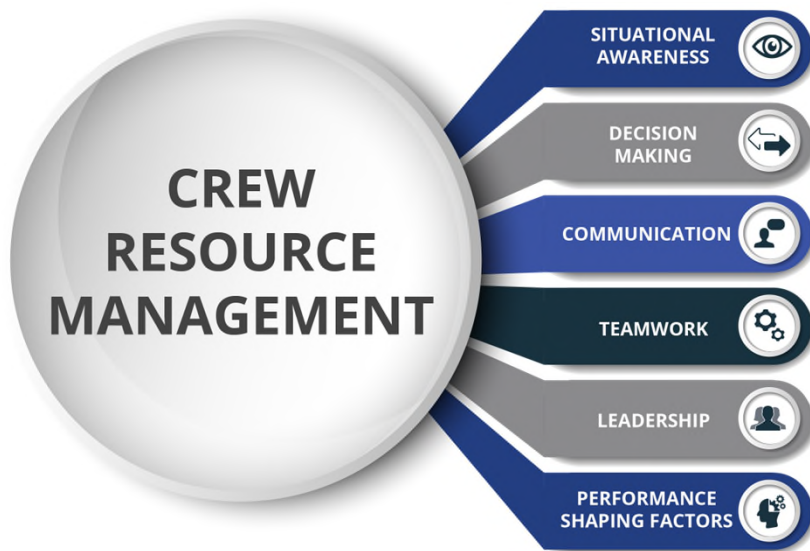
Crew Resource
Human
Management
Performance

The Intervention: Building Proactive Teams

**CREW RESOURCE
MANAGEMENT**

**CONTINUOUS
IMPROVEMENT**

HUMAN PERFORMANCE



The Goal: Make proactive behaviors part of everyday work, not a response to an incident.

The Intervention: Building Proactive Teams

CREW RESOURCE MANAGEMENT

CONTINUOUS IMPROVEMENT

HUMAN PERFORMANCE



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The Intervention: Building Proactive Teams

CREW RESOURCE
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The Goal: Make proactive behaviors part of everyday work, not a response to an incident.

Banyu Urip: The Challenge

- Operator's most complex, challenging wells globally during the period
- Rig moves and changing operational conditions
- Rig maintenance / quality below industry standards
- Aggressive schedule acceleration and program start-up
- Ambition to achieve perfect or near-perfect operations while maintaining a hurt-free, spill-free workplace

Technical skill alone was not enough. The human side of performance had to be addressed.



Results

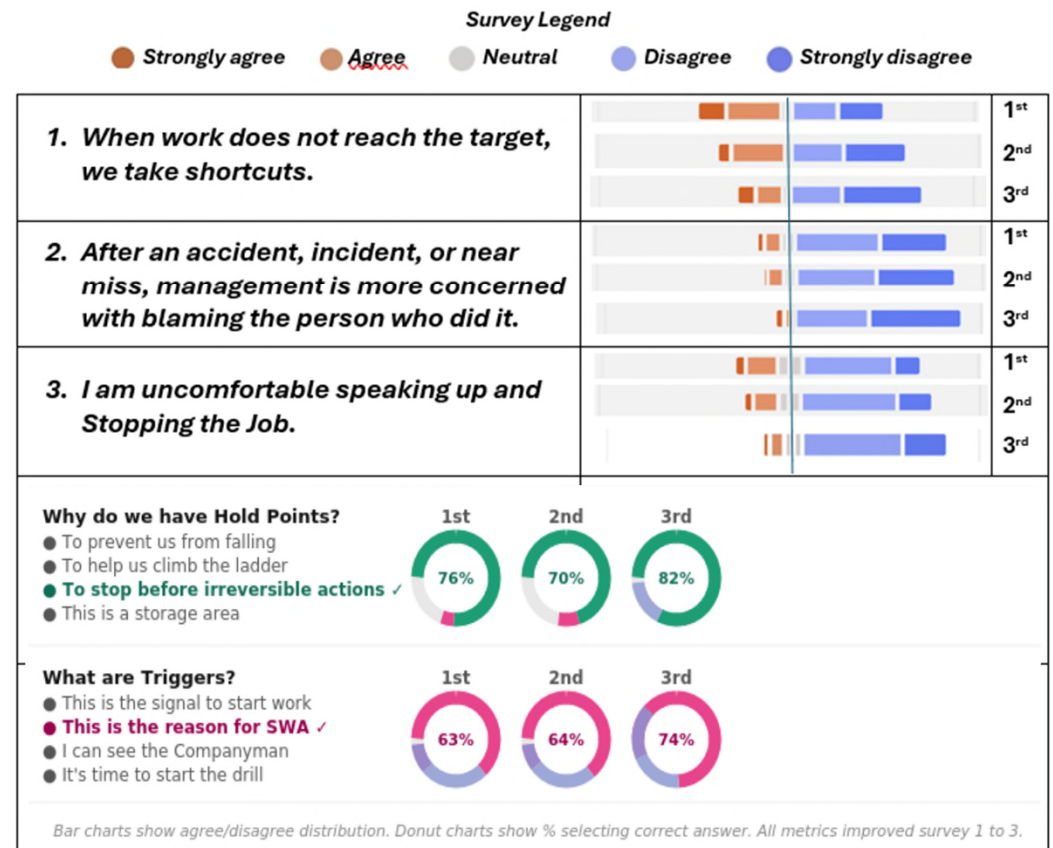
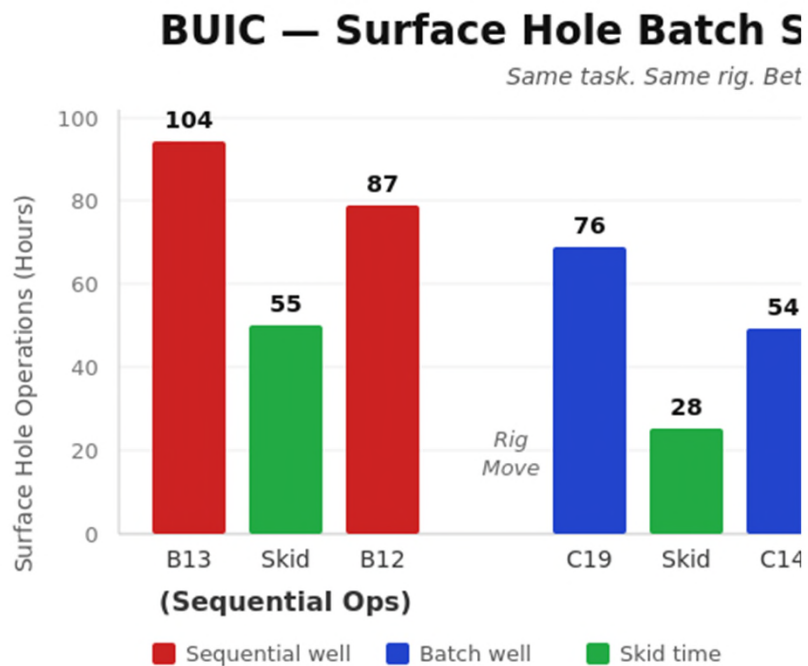


- More than 2M man-hours (701 days) worked **without incident**
- Rig 40.3 recognized as **safest rig in the contractor's fleet** of 47 rigs
- Production delivered 10-months ahead of schedule
- Exceptional drilling & completion operations (3.6% NPT)

Proactive safety and operational performance aren't competing priorities. The same leadership behaviors can drive both.

The Tools: Make proactive behaviors part of everyday work, not a response to an incident.

The Intervention: Building Proactive Team



Three Step Approach to Culture Building



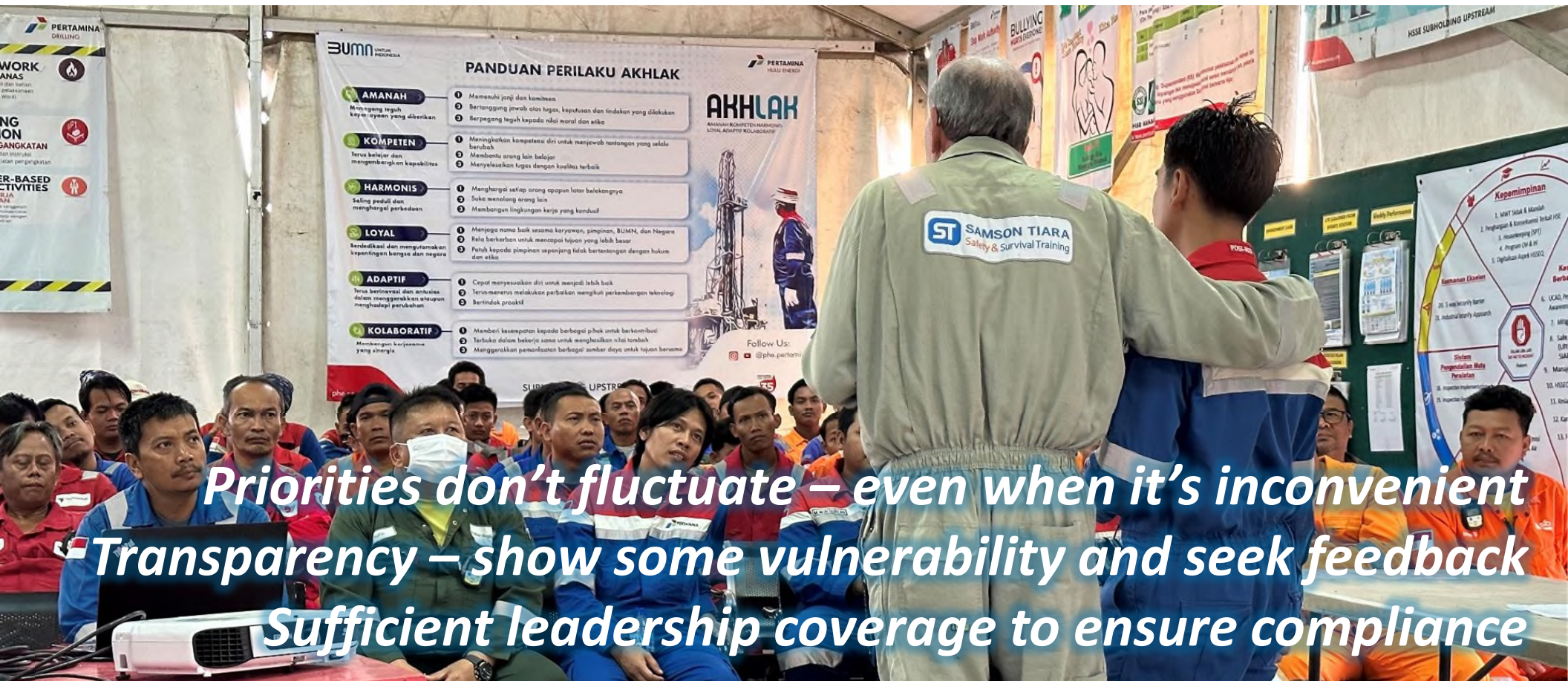
*Set High Standards and Create Alignment
Build Trust by Demonstrating Commitment
Develop Leaders at All Levels*

1. Set High Standards and Create Alignment



Critical that standards and expectations are set on day 1

2. Build Trust with Partners and Crew



Priorities don't fluctuate – even when it's inconvenient
Transparency – show some vulnerability and seek feedback
Sufficient leadership coverage to ensure compliance

3. Develop Leaders At All Levels



With a strong foundation and trust established, the focus expanded to empowering each and every team member.

What Banyu Urip Teaches Us About Safety and Performance

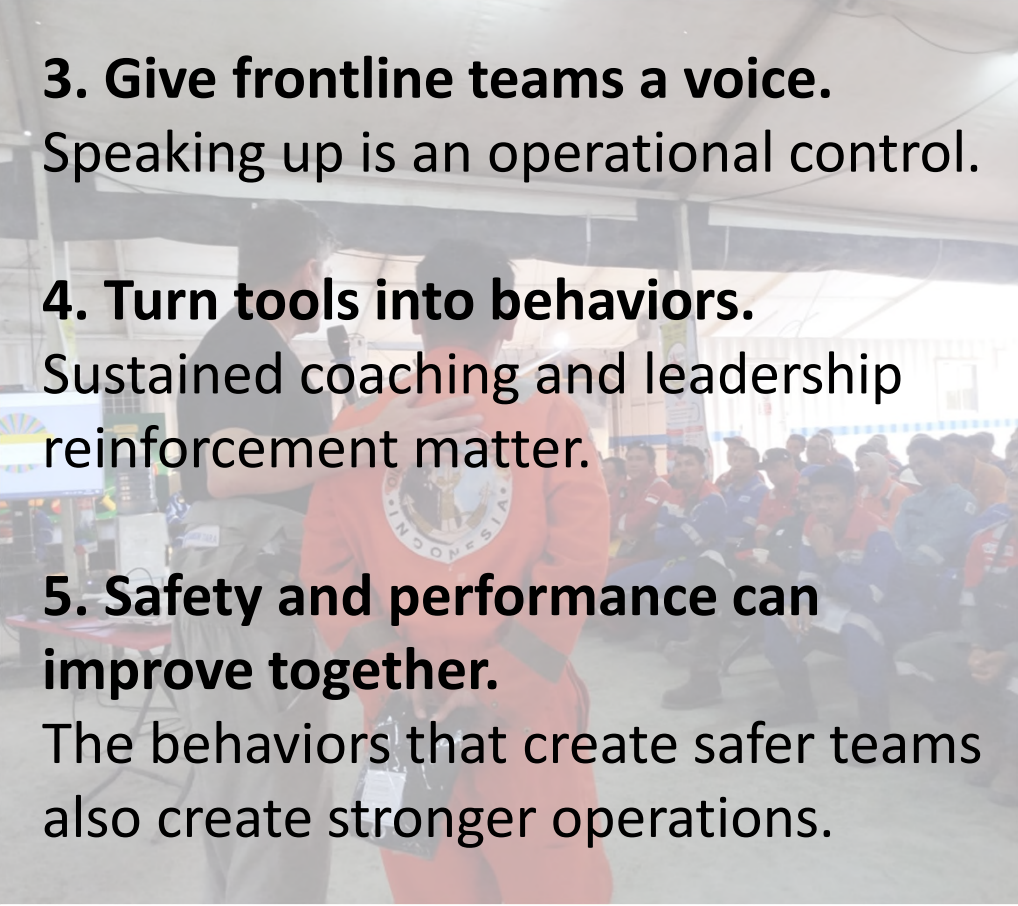


1. Manage Human Performance proactively.

Identify threats before they become events.

2. Make learning part of normal work.

Don't reserve learning for incidents and investigations.



3. Give frontline teams a voice.

Speaking up is an operational control.

4. Turn tools into behaviors.

Sustained coaching and leadership reinforcement matter.

5. Safety and performance can improve together.

The behaviors that create safer teams also create stronger operations.



Questions?