

smarter, safer, faster

SCHERING-PLOUGH



At the beginning of this \$150 million EPC contract for a new smart clone of multiproduct active pharmaceutical ingredients plant (MPP2) at Tuas, Singapore, Schering-Plough challenged us to beat the world-class safety, cost and schedule performance we achieved for the MPP1 plant.

smarter

With key members of the MPP1 team on board on this project, we worked with Schering-Plough to build continuous improvement into every aspect of this new plant.

Full advantage has been taken of the rollover benefits and the 'smart cloning' of process building design from MPP1, clearly demonstrated by the reduction in home office manhours by nearly 50%. A remarkable achievement when taken in context with the programme of continuous improvement.

We've achieved new levels of documentation quality. Crucial to this was early agreement on requirements, and close collaboration with the client's quality and validation teams, who provided extra 'checks and balances'.

safer

Safety has really been a 'way of life' on the project. The safety message has become fully embedded in the site culture. This has been evident as soon as you set foot on site, from the exemplary 'housekeeping' to the visible pride the workforce takes in its working environment.

The project team achieved a significant safety milestone, reaching three million manhours without a lost time incident - a magnificent achievement. Congratulations to everyone who has contributed to this world-class performance.

This has only been made possible by the total commitment of the teams from Foster Wheeler, Schering-Plough and construction contractors.

faster

We are pleased to announce that the Temporary Occupation Permit was obtained on 9 July 2004 - on target!

The outstanding safety record achieved on MPP1 has been maintained on MPP2, with over three million manhours expended without a lost time accident.

The benefits of 'smart-cloning' and rollover of key team members: design teams, construction supervision, construction contractors and suppliers, onto the new project have been realized: MPP2 costs are only 70% of MPP1's, with a schedule reduction of over six months!

The rollover also contributed to an even higher quality facility, with minimal rework and punchlists.



Site Safety

Rob Holland

Rob Holland is Foster Wheeler's project manager at the Singapore Ministry of Manpower OSH Excellence Award-winning Schering-Plough project site at Tuas.

Rob comments:

"Safety is fundamental to our business. Our safety track record is a real differentiator and one that we work very hard to maintain. On my project, the safety team is an integral part of the site management team, attends progress meetings with the contractors and holds daily coordination meetings."

"Our safety teams also train workers, who may be of many different nationalities, speak different languages and have different literacy and skill levels. We find that a rewards-based approach works for us: we don't want a situation where workers hide things from us."

The hazard observation scheme records, collates and identifies any developing trends and the safety team then assists in finding ways to eliminate the hazards and educate the workers accordingly.

For example, regular rallies are held to promote safety. For a graphic message on safety at height, safety officers have dropped dummies and water melons from a height to simulate the scene of a fatal fall.

To stress the importance of protective eyewear, the site has posters with family photos asking: *"Do you want to see your family again?"*