

## Active Training Team (ATT)

real drama; real learning

### *the challenge*

The construction of Ørsted's Hornsea offshore wind projects involved hundreds of people working across terminals, fabrication yards, vessels and offshore sites. At Hull's Alexandra Dock, personnel were operating in high-risk environments involving heavy lifting, cargo movement, simultaneous operations and tight production schedules. In an industry where multiple contractors, differing safety cultures and commercial pressures converge, Ørsted recognised that traditional briefing-based training would not create the behavioural consistency required to prevent serious incidents.

The challenge was twofold. First, Ørsted needed a way to give every person—irrespective of job role, employer or previous experience—a shared understanding of what safe work looked like in this complex environment. Second, they needed a training approach strong enough to influence real attitudes and actions: the confidence to intervene; the ability to recognise deteriorating conditions; the willingness to challenge unsafe norms; and a clear sense of personal accountability.

Crucially, Ørsted wanted to set a new benchmark for offshore and port-side safety leadership while creating a legacy that would benefit the wider Humber region and its growing renewables sector. They required a solution that would reach large numbers quickly, resonate emotionally, cut through organisational hierarchies, and deliver measurable improvements in behaviour.

This is the challenge that led to the creation of Thrive: a purpose-built Safety Leadership Centre designed to transform how people understand risk, how they communicate under pressure, and how they take responsibility for themselves and others in real cargo-handling and offshore construction operations.

### *the innovation*

Thrive represents a new kind of safety leadership training for offshore wind and cargo-handling environments. Rather than relying on conventional instruction or compliance-based briefings, ATT created a deeply immersive learning experience that brings the human, organisational and operational factors behind incidents into sharp focus.





The innovation lies first in **the learning design**. Thrive uses a hard-hitting narrative told across multiple rooms, each depicting a different stage in an unfolding offshore construction scenario. Thrive 1 focuses on an offshore load-out; Thrive 2 depicts an onshore civils environment. Both examine how everyday decisions, miscommunications and production pressures accumulate into a life-changing incident.

Second, the programme uses **live actors, film and facilitated interaction**. Participants witness and engage with realistic workplace conversations, the emotional aftermath of an incident, and the perspectives of families, colleagues and managers. This drama-led approach builds empathy, reveals the complexity of decision-making across all levels of an organisation, and creates powerful memory anchors.

Third, Thrive integrates **Practical Safety Leadership Skills (PSL)**. The workshop is “theory-light and practical-heavy”, equipping participants with communication tools and intervention techniques they can apply immediately back on site, docksides and vessels.

The programme’s core innovation is its use of **emotional and sensory engagement** to embed learning. By experiencing the consequences of decisions rather than simply hearing about them, participants gain a deeper understanding of their personal responsibility for safety and



their capacity to influence outcomes. Thrive reframes safety training from rule-based instruction to a behaviour-changing experience enabling every participant to act as a proactive safety leader.

#### *how it was implemented*

The implementation of Thrive required a close, long-term collaboration between Ørsted and ATT. Ørsted committed £1.4 million to establish a dedicated Safety Leadership Centre at Immingham Docks, converting a disused engineering shed into a permanent multi-room immersive facility equipped with advanced AV and production technology.

ATT led the creative, technical and operational development. Working with Ørsted's project and safety teams, ATT designed the offshore load-out narrative to reflect genuine cargo-handling and construction risks encountered across the Hornsea projects. They then built the theatre set, lighting, sound and film infrastructure required to deliver a seamless, high-impact immersive experience inside an active port environment.

A key part of implementation was building a skilled local workforce. ATT recruited and trained a team of actors, facilitators, technicians and operational support staff, generating over 60 jobs and contracts in the region. This ensured the centre could run daily programmes at the scale required to induct every Ørsted and contractor employee prior to deployment.

Thrive opened in September 2020; a critical point in the Hornsea Project 2 construction timeline. ATT delivered the programme under strict Covid-safe procedures, maintaining continuity of essential safety training despite pandemic-related pressures. Thrive's implementation has since informed ATT's wider portfolio of bespoke centres and mobile programmes across the UK and internationally. See the Thrive Centre in action: <https://vimeo.com/706875269/28b07a5510?share=copy>

#### *result*

Over a two-year construction period, every Ørsted employee and contractor working on Hornsea 2 attended Thrive before starting work. Hornsea 2 was completed and began generating clean electricity for 1.4 million homes per year with no Lost Time Incidents during construction.

Lutuf Shah, CEng, Programme Manager for Ørsted: "We have been able to keep our people safe. Hornsea 2 has been delivered with absolutely no LTIs."

To date, 8,200+ people have completed Thrive, with 97% of Ørsted participants giving positive feedback on the programme and wider results:

- 94% now see themselves as a safety leader
- 96% will apply what they learned
- 95% feel more confident to challenge unsafe behaviour

Thrive's impact is highly recognised with awards including:

- Renewables UK Global Offshore Game Changer Award (ATT 2023)
- Humber Renewables Award for Excellence in Renewable Skills and Training (ATT 2022)
- Energy Institute's Health and Safety Award and the Gold Award for Best Training Event at the EVCOM London Live and Film Awards (Ørsted 2021)

Benj Sykes, Head of UK Region, Ørsted: "Thrive has helped embed our safety-first culture across Ørsted and the wider Humber business community. The immersive experience brings the consequences of decisions into sharp focus and drives the behavioural change that keeps people safe. We're proud of what our partnership with Active Training Team has achieved – from the Hornsea 2 legacy to continued support through Hornsea 3 – and we look forward to seeing more organisations at Thrive as we continue raising the bar for safety leadership across the UK."

#### *Conclusion*

Thrive demonstrates how immersive, actor-led and facilitated training can deliver tangible safety improvements in complex cargo-handling and offshore construction environments, and then scale far beyond a single project.

From the beginning, Thrive was designed not just as a Hornsea asset but as an industry legacy. Ørsted and ATT opened the centre for wider sector use during spare capacity making the Humberside Centre a safety leadership resource for the wider renewables, ports and maritime sectors. It has since been adopted by organisations including Siemens Gamesa, Siemens Energy, SSE, Equinor, Ocean Winds, RWE, Scottish Power Renewables, Associated British Ports and DP World as part of their safety leadership programmes.

ATT's methodology is proven and repeatable. The same immersive principles underpin EPIC (Tideway London for civils, construction and infrastructure), TRUST (Network Rail partnership in Huddersfield for rail safety) and Faskally (SSE partnership in Scotland for utilities) Safety Leadership Centres, as well as mobile programmes worldwide.

In 2024 ATT launched our US operation with Thrive USA, a mobile iteration based on the offshore load-out narrative (Thrive UK), but re-developed for the USA, with pilots delivered to leading offshore wind developers and safety organisations at ports and load-out facilities along the US Northeast coast. Click here to see our mobile, Thrive USA programme in action: <https://vimeo.com/1103161377/2263c6ae8b?ts=0&share=copy>

Active Training Team are recognised by Ørsted and other global organisations as innovators in safety leadership, using emotional and sensory engagement to improve learning, memory, recall and behaviour.

LINK: <https://activetrainingteam.co.uk/>

**att...**  
Real Drama. Real Learning.

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