REACHING SAFETY MILESTONES THROUGH SAFE ATTITUDES AND BEHAVIORS

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11 Years at Ferndale
OVERVIEW SUMMARY

REACHING SAFETY MILESTONES THROUGH SAFE ATTITUDES AND BEHAVIORS

• Comparison of two similar safety cultures may help identify key safety enhancements that have enabled Phillips 66 to reach safety milestones

• Key Safety Enhancements
  – Engaged Leadership
  – Incident Reporting Ideology
  – Job Safety Analysis
  – Family Engagement
  – Secure Fit
  – STOP WORK AUTHORITY

• Time for Questions
# KEYS TO REACHING SAFETY MILESTONES

## Safety Culture Comparison

<table>
<thead>
<tr>
<th></th>
<th>Company A</th>
<th>Ferndale Refinery</th>
</tr>
</thead>
<tbody>
<tr>
<td>COMPETENT LEADERSHIP</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Process Safety Management</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Safety Policies / Permitting / Site Orientation / Training</td>
<td>x - Better</td>
<td>x</td>
</tr>
<tr>
<td>PPE enhancements (Boot Mobile; Goggles; Glove Selection)</td>
<td>x - Better</td>
<td>x</td>
</tr>
<tr>
<td>Safety Committees / Safety Investment / Coaching</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Incident Reporting</td>
<td>x</td>
<td>x - Better</td>
</tr>
<tr>
<td>ENGAGED LEADERSHIP</td>
<td>x - Less</td>
<td>x - Best in Class</td>
</tr>
<tr>
<td>- Management Meet and Greets / Toolbox Blitz / Contractor Reviews</td>
<td>N/A</td>
<td>x</td>
</tr>
<tr>
<td>- Incident Investigation and Action Tracking</td>
<td>N/A</td>
<td>x</td>
</tr>
<tr>
<td>- Special Recognition Rewards for All Employees</td>
<td>x</td>
<td>x - Better</td>
</tr>
<tr>
<td>Job Safety Analysis</td>
<td>N/A</td>
<td>x</td>
</tr>
<tr>
<td>Secure Fit</td>
<td>N/A</td>
<td>x</td>
</tr>
<tr>
<td>Family Engagement</td>
<td>N/A</td>
<td>x - Best in Class</td>
</tr>
<tr>
<td>STOP WORK AUTHORITY</td>
<td>N/A</td>
<td>x - Best in Class</td>
</tr>
</tbody>
</table>

## Safety Milestone Performance

<table>
<thead>
<tr>
<th></th>
<th>13 year span</th>
<th>6 year span</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Year Periods Without a Recordable Injury</td>
<td>0</td>
<td>1x (2015)</td>
</tr>
<tr>
<td>2 Year Periods Without a Recordable Injury</td>
<td>0</td>
<td>1x (2017-2019)</td>
</tr>
</tbody>
</table>

**Key Management Attitudes**

**Key Safe Behaviors**
**Leadership that is ENGAGED**

- Managers in the field meeting with workers and observing jobs
- Morning gate greets and afternoon ice cream socials
  - You might get a HUG!
- Toolbox meeting attendance
- Open door policy at all levels
- Investigate and follow-up on incidents
- Exceptional performance recognized and rewarded generously
- New contractors orientated with RLT
- “Creating an environment of trust”
FOSTER TRUST BY REPORTING EVERYTHING!

- **Incident Reporting Ideology**
  - More (data) is BETTER!
    - Reporting rate is tracked
    - Rate doubled in last 3 years
  - When in doubt, REPORT!
  - Report IMMEDIATELY!
    - Prevent additional incidents
    - Prevent worsening conditions
  - Anonymous reporting is also accepted
  - New incidents reviewed by everyone daily
  - FULL transparency
    - “Creating an environment of trust”

<table>
<thead>
<tr>
<th>IMPACT Reporting</th>
<th>May</th>
<th>YTD</th>
</tr>
</thead>
<tbody>
<tr>
<td>IMPACT Incidents</td>
<td>70</td>
<td>287</td>
</tr>
<tr>
<td>IMPACT Reporting Rate</td>
<td>109.74</td>
<td>108.08</td>
</tr>
</tbody>
</table>
DRIVING THOUGHT AT THE WORK LOCATION

- **Job Safety Analysis**
  - All maintenance and construction requires a written JSA by those performing work
  - **Must be completed at the task location**
  - Task specific hazards
  - Any surrounding working conditions that impact safety
  - Could this work impact others?
  - Each hazard must have its corresponding practical mitigation listed
  - **Review with ALL members of crew before starting work**
  - JSAs are audited by management
LEVERAGING INCENTIVES TO WORK SAFE

- **Family Engagement (UP4Safety)**
  - Work site banners with family photos and encouragement
    - “Dad...There is no family without YOU, Come Home Safe”
  - Whole family gets safety messages at company sponsored movie premiers
  - Family bus tours of the refinery
  - Family access to refinery Facebook page
SCREENING BEHAVIORS AT THE GATE

**SECURE FIT**
- New to Phillips 66 in 2018
- Pre-screening for contractors before coming on-site
- Behavior Assessment Test
  - Do you tend to drive through yellow lights?
  - A co-worker is screaming at you....what is your best response?
  - How many unexcused absences are acceptable to you?
  - Is it okay to take shortcuts sometimes?
- Exceptions must be evaluated and approved by managers
MANAGEMENT’S CONTRACT WITH EVERYONE

**STOP WORK AUTHORITY**

- **EVERYONE** has AUTHORITY to STOP work
  - When unsure if it's safe, STOP the work!
- No negative consequences for someone stopping work
- Work is either:
  - Discontinued
  - Re-planned with alternative methods or safety enhancements
  - Group evaluation with subject matter experts, management, and the persons who stopped the work
- Often the work resumes after everyone understands how the work is completed safely
- “Create an Environment of Trust”
QUESTIONS?

FROM ALL OF US AT THE P66 FERNDALE REFINERY
THANK YOU FOR WORKING SAFE!