



REACHING SAFETY MILESTONES THROUGH SAFE ATTITUDES AND BEHAVIORS

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OVERVIEW SUMMARY




REACHING SAFETY MILESTONES THROUGH SAFE ATTITUDES AND BEHAVIORS

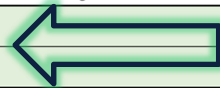
- Comparison of two similar safety cultures may help identify key safety enhancements that have enabled Phillips 66 to reach safety milestones
- Key Safety Enhancements
 - Engaged Leadership
 - Incident Reporting Ideology
 - Job Safety Analysis
 - Family Engagement
 - Secure Fit
 - STOP WORK AUTHORITY
- Time for Questions



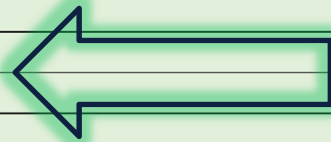
KEYS TO REACHING SAFETY MILESTONES



Safety Culture Comparison	Company A	 Ferndale Refinery
COMPETENT LEADERSHIP	x	x
Process Safety Management	x	x
Safety Policies / Permitting / Site Orientation / Training	x - Better	x
PPE enhancements (Boot Mobile; Goggles; Glove Selection)	x - Better	x
Safety Committees / Safety Investment / Coaching	x	x
Incident Reporting	x	x - Better
ENGAGED LEADERSHIP	x - Less	x - Best in Class
- Management Meet and Greets / Toolbox Blitz / Contractor Reviews	N/A	x
- Incident Investigation and Action Tracking	N/A	x
- Special Recognition Rewards for All Employees	x	x - Better
Job Safety Analysis	N/A	x
Secure Fit	N/A	x
Family Engagement	N/A	x - Best in Class
STOP WORK AUTHORITY	N/A	x - Best in Class
Safety Milestone Performance	13 year span	6 year span
1 Year Periods Without a Recordable Injury	0	1x (2015)
2 Year Periods Without a Recordable Injury	0	1x (2017-2019)



Key Management
Attitudes



Key Safe
Behaviors

SERVANT LEADERSHIP



■ 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”

IMPACT Reporting		
	May	YTD
IMPACT Incidents	70	287
IMPACT Reporting Rate	109.74	108.08



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

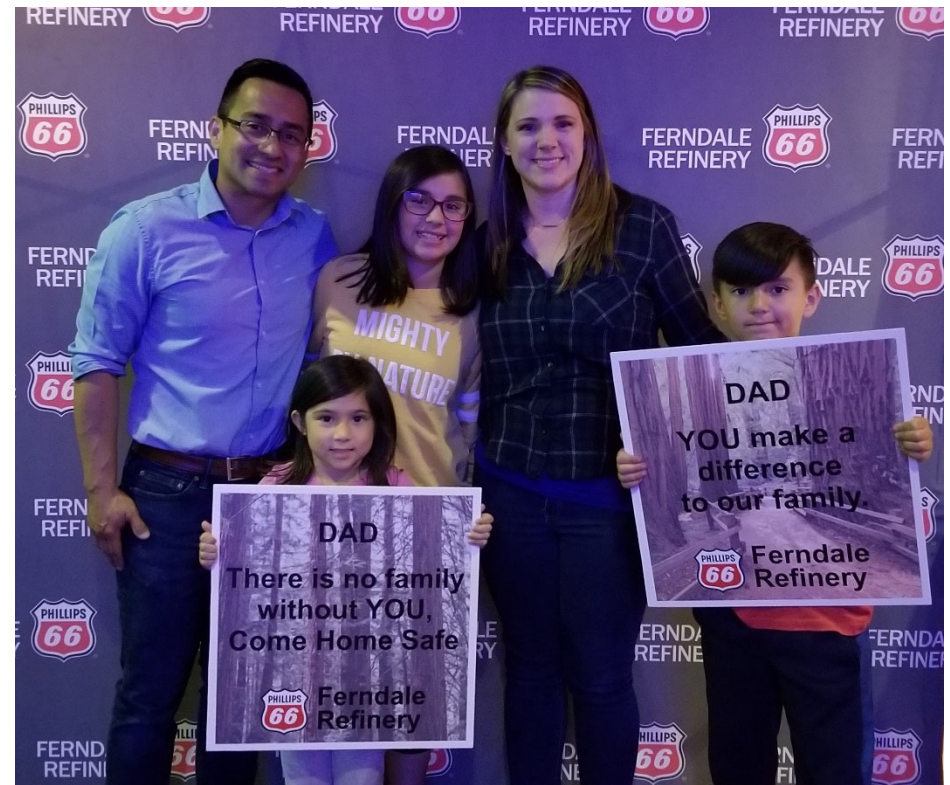


LEVERAGING INCENTIVES TO WORK SAFE



■ 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 premieres
- 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 its 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 FERNDAL REFINERY
THANK YOU FOR WORKING SAFE!**

