The Journey Continues…
until Nobody Gets Hurt

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Safety Culture Symposium
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Culture... Why are we here?
ExxonMobil in Eastern Canada

- Hibernia
  - Discovered 1979
- Terra Nova
  - Discovered 1984
- Sable
  - Discovered 1972
- Hebron
  - Discovered 1981
- Orphan Basin Exploration
- Flemish Pass Exploration
- White Rose
  - Discovered 1984
- Terra Nova
  - Discovered 1984
- Shell ELXXX Exploration
- Maritimes & Northeast Pipeline
- Newfoundland Transshipment Ltd.
- Encana Deep Panuke
Sable: Thebaud Platform

Gas Production Commenced 1999
200 km southeast from Nova Scotia
50 Personnel On Board (POB)
14 days on / 14 days off
Sable: Thebaud Platform

Gas Production Commenced 1999
200 km southeast from Nova Scotia
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- PRODUCTION
- LOGISTICS
- SECURITY
- CONSTRUCTION
- MARINE ACTIVITY
- DRILLING
- CATERING
- FACILITY INTEGRITY
- AVIATION
- PERSONNEL SAFETY
- PROCESS SAFETY
- WELL INTEGRITY
Sable: Point Tupper Fractionation Plant
First Oil 1997
315 km from St. John’s, NL
270 POB
21 days on / 21 days off
Hebron

First Oil Target 2017
350 km from St. John’s, NL
220 POB
21 days on / 21 days off
Hebron Accommodations Module
2-person Cabin
Hebron Accommodation Module
Dining Room
Sable: A Safety Success Story

Lost Time Incident Rate by Industry for Nova Scotia, 2013

Sable workforce has achieved over 11 years without a Lost Time Incident

Source: Workers Compensation Board of Nova Scotia 2013 Annual Report
Sable: A Safety Success Story

Sable Workforce Recordable Injury Rate 2004-2013
Marine Safety Council

Member organizations (past and present):

ExxonMobil, Marathon Oil, Hibernia Management and Development Company, Suncor Energy (Petro Canada), Encana, Husky Energy, Northern Transportation Company, Atlantic Towing, A. Harvey & Company, Offshore Logistics, Seabase, Maersk, Chevron, Canship Ugland, Secunda, Marine Services, Canadian Superior

International Regulators Forum Offshore Safety Conference 2010 Awards Presentation

Vessel TRIR 2003-2009 Atlantic Canada

TRIR

Hours Worked (millions)
“In short, the road to safety excellence must be built on an integrated comprehensive safety management system – operating within a supportive culture – and driven by strong leadership. This is a journey, but an imperative for business success.”

ExxonMobil was the recipient of the 2013 Green Cross for Safety medal.

Rex W. Tillerson
C.E.O. ExxonMobil

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Video

“Our Safety Journey”
(2 mins)
Components that Enable SSH&E Excellence

Operations Integrity Management System

- Management Leadership, Commitment, and Accountability
- Risk Assessment and Management
- Facilities Design and Construction
- Information and Documentation
- Personnel and Training
- Operations and Maintenance
- Management of Change
- Third Party Services
- Incident Investigation and Analysis
- Community Awareness and Emergency Preparedness
- Operations Integrity Assessment and Improvement
OIMS – The Barrier Concept

Nobody Gets Hurt
Eliminate Serious Incidents

Initiating Events
Equipment
Processes
People

Undesired Consequences
Keys to Success

Safety leadership drives culture…
Culture drives behaviors…
Behaviors drive safety performance
A New Way of Looking at the Pyramid

The new pyramid identifies actual and potential incident severity.
# Hurt-based Levels

## New Upstream "Hurt Severity Levels" (Actual or Potential Hurt)

<table>
<thead>
<tr>
<th>Level</th>
<th>Description</th>
<th>Duration of Body Damage (Hurt)</th>
<th>Examples</th>
</tr>
</thead>
</table>
| 5     | Multiple Fatalities | Long-term, Life-altering | • Amputations/ Severe Disfigurement  
• Loss of Organ Function, Total Vision/Hearing Loss  
• Debilitating Injuries or Illnesses |
| 4     | Fatality     | Long-term, Life-altering | • Bone Fractures, Partial-Single Digit Amputations  
• Moderate Hearing/Vision Loss  
• Significant Lacerations/Sprains/Strains/Burns  
• Ergo case requiring surgery or physical therapy |
| 3     | Severe Hurt  | Week(s) to Months to recover | • Minor Lacerations/ Bruising/Sprains/Strains/Burns  
• Slight to Mild Hearing Loss / Corneal Abrasions  
• Confirmed Ergo or SIE Illness requiring treatment |
| 2     | Moderate Hurt | Hours to Days to recover | • Foreign Object in Eye, not Embedded, no Abrasion  
• ST&F with no Bruising, Sprain, Strain, Swelling  
• Skin Abrasion/Cut/Puncture with no Bleeding  
• Muscle or Joint “tweak”, General Soreness |
| 1     | Minor Hurt   | No Body Damage                |          |
| 0     | No Hurt      |                                 |          |

## Diagram:

- **5**: Multiple Fatalities
- **4**: Fatality
- **3**: Severe Hurt
- **2**: Moderate Hurt
- **1**: Minor Hurt
- **0**: No Physical Body Damage but Actionable Learnings
The Hurt-based Approach

Level 4-5 Hurts: Fatalities

Level 3 Hurts: Life Altering

Level 2 Hurts: Moderate

Level 0-1 Hurts: None / Minor

Mine the Diamond: Identify events with potential Level 3, 4, or 5 severity

If not for luck, impact could have been severe.
Near-miss Reporting: Real World Example

Aug 28 2014
Thebaud Platform
Maintenance Shutdown Scope
Exchanger Bundle Change-out

Near-miss: Lifting Beam Trolley
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