

Date: January 23, 2012
To: Europe/Africa Asset Management Employees & Contractor Management
From: Rich Hilchey, EA Asset Management Manager 
Subject: 2011 Safety Performance Recap / 2012 Focus Areas

As we begin a new year on our continuous journey towards our collective goal of **'Nobody Get's Hurt'**, believe it is appropriate to reflect on the past year's Asset Management safety performance and outline 2012 safety focus areas. Additional discussions about 2012 plans will be revealed during our upcoming Safety Kickoff meetings.

2011 Safety Performance

During the year, over 3.5 million contractor hours were involved in construction or maintenance activity at our retail sites. A total of 8.8k Alert Observations (AO) were conducted with 80% of these AO's had some type of questionable item, which does assist in the feedback process as we strive to modify behaviors. However, we did have four technicians hurt when performing work on our retail sites. Based on the exposure hours, the recordable incident rates were 0.23, which is higher than previous year and some other EM Asset Management Zones around the world. A quick recap:

- In March, a technician performing roof repairs, had his safety harness caught by a ladder extension guide when descending the ladder. Trying to release his harness, his feet lost grip and he fell down, landing on his feet. His fall resulted in a fracture of several bones in a foot. He was extremely lucky, but was a lost time injury.
- In April, a technician, drilling a hole through the single deck canopy sheeting from underneath, hit his colleague, who was kneeling down on top of the canopy, in the leg with the drill bit. His leg needed medical treatment to close the wound.
- In June, a technician got into an argument with a retailer, who in the course of the escalating confrontation pushed him aside. The technician fell on a curb stone and hurt his neck, resulting in a restricted work injury.
- In November, a heavy metal grid, positioned upwards against the wall inside a car wash, was accidentally toughed, tilted and fell on the foot of a technician who was working next to it. The technician suffered from a hairline fracture in the foot. After treatment he resumed work under restrictions.

What do all these incidents have in common? Was it a lack of procedures or communication, or the personal behavior itself, or the right tool for the job? In the end, all these incidents were all preventable. So what can we do to avoid in future?

A common theme in 2012 will be 'Listen, Learn and Leverage'. We need to listen to the various AO's, learn from the feedback and then leverage the learning's on our journey where **'Nobody Get's Hurt'**. Let's take a look at the 2012 focus areas:

2012 Safety Focus Areas

- Reinforce basic Safety habits
 - Respect of the Golden Safety Rules - no exceptions
 - Understand how PPE works, and use it accordingly
 - Provide and use the right tool for the job
 - Communicate basic risks of the job to the site operator before work, and to peers during work – be your brother's keeper
- Strengthen BBS Execution
 - JSA's: Capture lessons learned from prior incidents;
 - AO's: Focus on higher impact questionable items, get away from the traditional comment about the PPE - this should be basic - and get to the things that really are up for improvement; improve quality of discussion with workers - find out what they were thinking when the questionable behavior occurred
- Manage Risks
 - LMRA – all the time; Rigorous use of Higher Risk Checklists
 - Re-emphasize proper barricading when working on the forecourt
- Leak Prevention and Mitigation
 - Continue to improve Critical Safety Device knowledge: How they work, how to test, what bypass means

I am a firm believer in safe, quality and timely execution of our projects and maintenance interventions. The one does not exclude the other; on the contrary, but a job should not be done if it cannot be executed safely. I look forward to continue together with you this common journey towards Safety Excellence.

Remember... **OUR VISION... "NOBODY GETS HURT!"**