



ConocoPhillips

Contractor Leadership Engagement

Mark Wood
HSE Team Lead North

Contractor Data Prior to 2012

- Contractors made up 83 percent of Western Canada Business Unit's workplace injuries
- Same issues identified on a yearly-basis
 - Compliance with HSE programs, procedures and policies
 - Compliance with CPC expectations
- Our challenge was getting contractor leadership to meet our expectations

Field-Based Approach to Contractors Prior to 2012

➤ Approach:

- Manage the contractor worker and provide assistance to ensure compliance with CPC expectations
- Provide the appropriate resources to ensure compliance and worker's safety

➤ Result:

- Strain on the field-based workforce
- Contractor leadership not empowered to manage own people

Contractor Leadership Engagement

► Why engage contractor leadership?

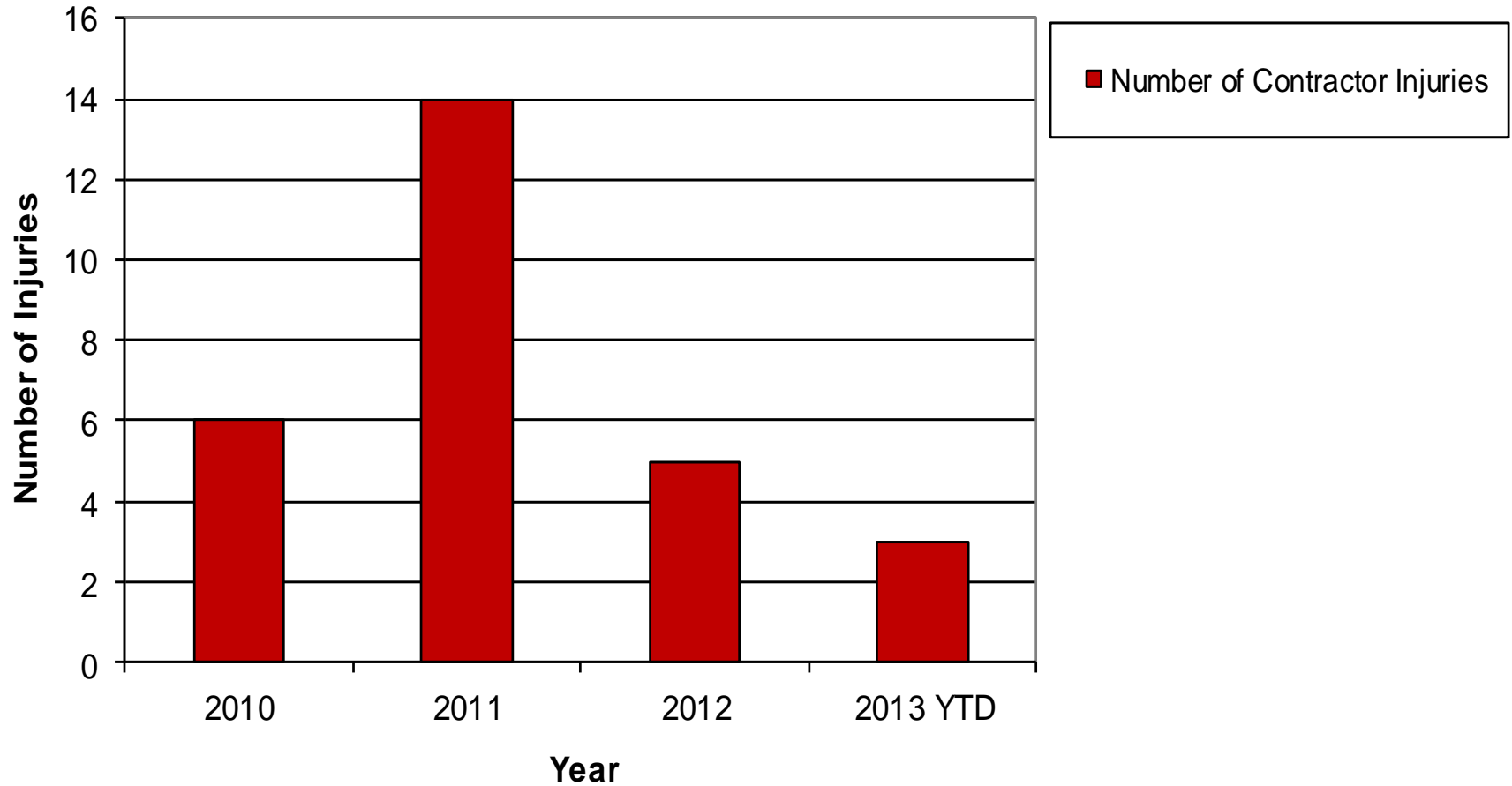
- Contractors are an intricate part of CPC success
- Ensure contractors participate in all areas of HSE
 - Achieve Triple Zero (zero injuries, reportable spills and vehicle incidents)
- Ensure that contractors have a clear understanding of what safe work expectations are

Engaged and Equipped to perform work **Consistently** and **Competently**

Contractor Leadership Engagement Process

- Objective: set expectations for contractor leaders to manage their people in achieving an injury-free workplace
 - Step 1: Use KPIs to identify contract companies that will be included in the focus group
 - Step 2: Roll out CPC expectations to the leadership of the focus group
 - Step 3: Request a written response from contractor leadership on how the expectations will be met
 - Step 4: Measure the contract companies' performance in meeting these expectations
 - Step 5: Provide feedback on safety performance and then hold contractor leadership accountable by requesting them to address any gaps in performance

Western Canada Business Unit Recordable Injuries



Key Learnings

- Stop fostering dependency to allow contractor leadership to meet our expectations
 - Ensure timely communication with leaders regarding what we observed at worksites
 - Include feedback on both positive behaviors and opportunities
 - It is contractor leadership that builds a consistent and enduring safety culture

Questions?

Mark Wood

TM LEAD HSE OPERATIONS NORTH

Mark.Wood@cop.com