



Process Safety: a Journey

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International Regulators' Offshore Safety Conference

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Cautionary Statement

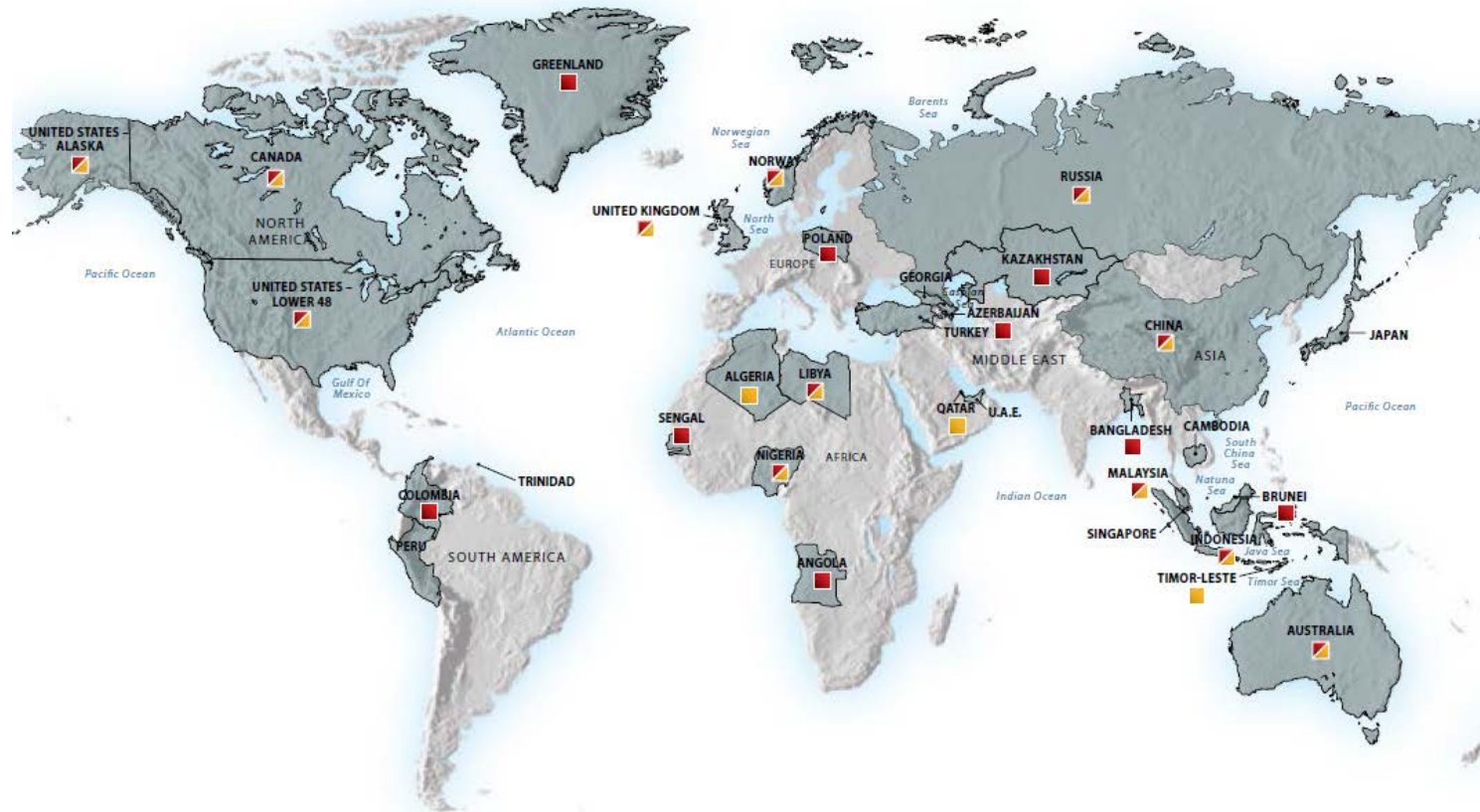
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About ConocoPhillips (As of June 30, 2013)

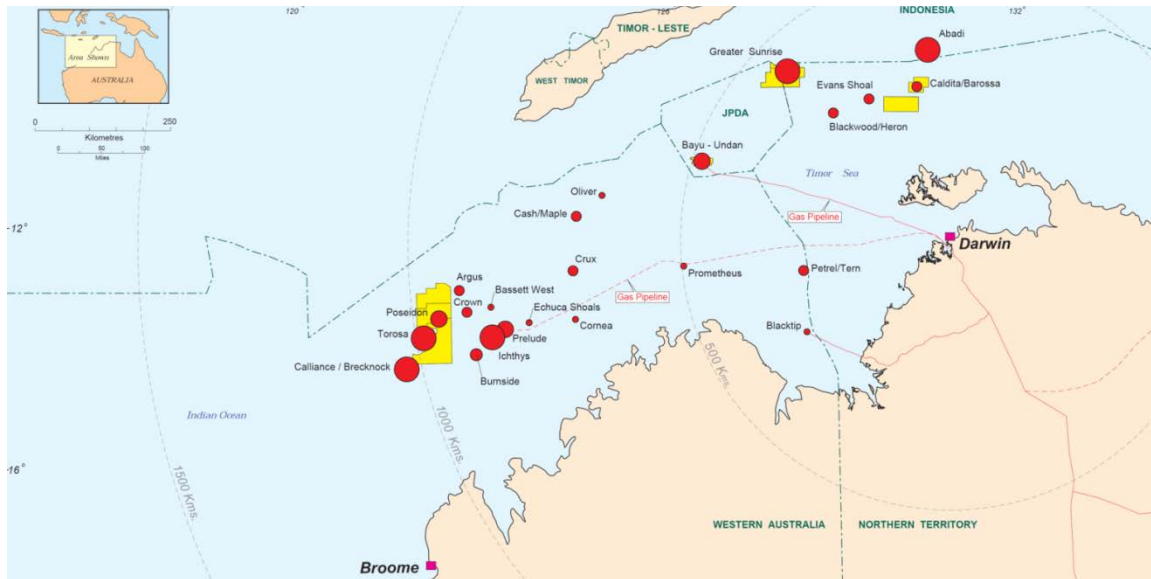
- Largest independent exploration and production company
- Headquartered in Houston, Texas
- Operations and activities in 30 countries, more than 17,500 employees



■ Exploration ■ Production ■ Exploration and Production

World's largest independent exploration and production company based on production and proved reserves.

Offshore Assets



Address Summary

- Challenging perceptions about process safety
- Process safety leadership
- Importance of communication
- Specific examples from ConocoPhillips

Challenging Process Safety Perceptions

- That incidents are rare and unusual
- That it is a technical issue only for engineers and designers

Perception 1: Rare and Unusual?

- Some may never experience a major event during their career
 - But global news reports regular incidents
- Stakeholders expect increasing levels of safety performance



Buncefield Storage Facility UK 2005
Source: Royal Chiltern Air Support Unit



Macondo Incident US 2010
Source: WikimediaCommons

- An element of action or inaction at the root of an incident
 - Split-second concentration lapse
 - Systemic failure to detect faults
- Protective barriers
 - Human
 - Physical
 - Management systems
- Process Safety Culture: focus, vigilance and leadership commitment
 - A shared vision
 - Journey - not a destination
 - All have responsibility – as individuals and team members

Perception 2: Complex Technical Issue?

- Significant investment in front end design
- Barriers are owned by everyone
 - Engineering
 - Construction
 - Operations technicians
- Personal OHS and process safety



Building on the OHS Mindset

➤ Personnel Safety OHS

- Line of fire
- PPE
- Ergonomics
- Chain integrity
- Housekeeping



➤ Process Safety

- Correct torquing on bolts
- Compatible bolt & flange material
- Correct gasket
- Flange face condition
- Correct lubricants

➤ Raise awareness and shift thinking

ConocoPhillips Initiatives


- Keep it in the Pipe: knowing 'it'
 - Toolkit discussions
 - Equip leadership for process safety conversations
- Ongoing communication
 - Commitment and focussed effort
 - Empowered to ask critical questions
 - Adapting tools our workforce is familiar with



Examples of Tools

- Operations Excellence Framework
- Five year Process Safety Plan
- Behaviour based safety
- HAZID cards






An essential tool for COP Operations Team

- How could this work activity cause a hydrocarbon release?
- What checks have I made on the isolations included in this job? Have I proven it?
- What barriers are in place to protect myself and others during this work?
- What risks exist when I put this equipment back in service? Is the line up correct to P&ID?
- What dangers exist that may not be evident to all?

Injuries can be prevented by active engagement of this tool prior to undertaking all tasks

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Asset and Operating Integrity

An essential tool for COP Operations Team

Leadership, Measurement and Communication

➤ Capacity building

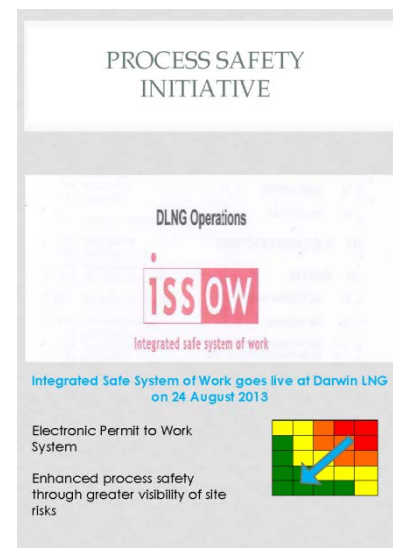
- Discuss potential risks
- Share lessons learned
- Embedding a *mindful culture*

➤ Programs commitment

- PHA
- LOPA
- Safe Operating Limits
- Safety Integrity Level
- Management of Change System

➤ KPIs & metrics communication

- Website
- Newsletters



ConocoPhillips SPIRIT Values



SAFETY

We operate safely.



PEOPLE

We respect one another, recognizing that our success depends upon the commitment, capabilities and diversity of our employees.



INTEGRITY

We are ethical and trustworthy in our relationships with stakeholders.



RESPONSIBILITY

We are accountable for our actions. We are a good neighbor and citizen in the communities where we operate.



INNOVATION

We anticipate change and respond with creative solutions. We are agile and responsive to the changing needs of stakeholders and embrace learning opportunities from our experience around the world.



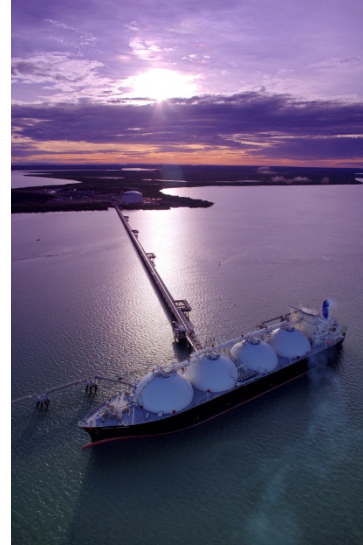
TEAMWORK

Our “can do” spirit delivers top performance. We encourage collaboration, celebrate success, and build and nurture long-standing relationships.

The Goal is ...
ZERO
injuries • illnesses • incidents

At ConocoPhillips,
our work is never
so urgent or
important that we
cannot take time
to do it safely and in
an environmentally
prudent manner.

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Summary

- Process safety communication
 - Multiple tools
 - Report progress
 - Celebrate achievements
- Commit to fostering a strong process safety culture
 - Shared vision and safety responsibility
 - Own your barriers
 - Support leaders to communicate





Continuous improvement of our process safety culture

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