



# prioritizing our culture of operational excellence

we manage health, safety and  
environmental risks

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human energy®



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Chevron values its culture of Operational Excellence (OE), which places the highest priority on the safety and health of our workforce while protecting communities, the environment and our assets. Our OE objectives and performance expectations guide us. They address workforce safety and health, process safety, reliability and integrity, the environment, efficiency, security, and stakeholders. We recognize that managing risk requires constant vigilance and companywide dedication across our global operations.

In 2004, we established the Operational Excellence Management System (OEMS) to manage health, safety and environmental risks. The OEMS enables us to assess risks, identify safeguards to mitigate them and implement programs to assure these safeguards are effective. In 2018, we updated the OEMS to be more specific in how we determine, implement and sustain safeguards, further emphasizing the key role leaders play in achieving OE results.

### improving employee safeguards

Employee safeguards are intended to eliminate fatalities, serious injuries and operational incidents. In 2018, we re-educated our workforce about safeguards—what they are, how we determine whether they are sufficient and how we assure their continual practice. We improved visual depictions of safeguards to help our workforce understand how they help us manage risk. We introduced mobile verification apps designed to help frontline workers confirm that appropriate safeguards are in place and verified before the start of high-risk work. All of our updated and new systems are developed through a human performance lens, with the goal of reducing human errors.

### creating new standards for risk reduction at our facilities

Half of Chevron's global production comes from 14 facilities on five continents. Identifying common characteristics of how these plants are built and how they operate provides us with opportunities to reduce operating and safety risks. In 2017, we formed the Complex Process Facilities (CPF) organization to improve performance in these facilities in process safety, reliability and integrity, and turnaround planning and execution. In 2018, the CPF organization deployed new protocols to respond to unplanned or uncontrolled leaks. Unless addressed properly, these incidents can potentially escalate, resulting in risks to people and the environment. The new standard will help ensure that the right people and guidelines are in place to help decision makers respond effectively and rapidly to a potential or an actual leak.

**Previous page:** In 2018, we re-educated our Upstream workforce about safeguards—what they are, how we determine whether they are sufficient and how we assure their continual practice. Colleagues pictured here on our Mafumeira Sul Project, off the coast of Cabinda province in Angola, took part in that initiative.

## managing risk in operational excellence focus areas

Our Operational Excellence Management System enables us to systematically manage risk and comply with legal requirements across the following OE focus areas:



### workforce safety and health

Eliminate fatalities, serious injuries and illnesses



### process safety, reliability and integrity

Eliminate high-consequence process safety incidents and operate with industry-leading reliability



### environment

Assess and manage significant environmental risks



### efficiency

Use energy and resources efficiently



### security

Prevent high-consequence security and cybersecurity incidents



### stakeholders

Address OE business risks through stakeholder engagement and issues management



## additional resources

[chevron.com/OEMS](https://www.chevron.com/OEMS)  
[chevron.com/healthsafety](https://www.chevron.com/healthsafety)