



advancing operational excellence together

we continuously improve how we work to reduce health, safety and environmental risks

learn more > chevron.com/oe

Olukayode Alade

Verification and Validation Coach, Business Services Department



“Assuring critical safeguards are in place before starting a high-risk task is an important step in prioritizing safety, so I coach employees and contractors to assess their work using standardized protocols before they begin.”



Chevron’s leaders drive our culture of Operational Excellence (OE) by managing risk and learning from each other. We focus on performing every task the right way, every time, to keep our people, partners, communities and the environment safe. Our OE objectives and expectations guide our efforts in six key focus areas: workforce safety and health; process safety, reliability and integrity; environment; efficiency; security; and stakeholders.

2019 was our second-safest year in recent history. This success is a credit to the Operational Excellence Management System (OEMS), established in 2004 to manage health, safety and environmental risks. The OEMS enables us to assess risks, identify safeguards and implement programs to assure these safeguards are effective. We constantly strive to learn and innovate to keep people safe.

Above right: Personnel at our San Joaquin Valley business unit in California add another layer of safeguards by working with Verification and Validation coaches prior to beginning work on a specialized oil rig.

enhancing our culture of learning to improve safety

Chevron is committed to continuously improving safety. We create tools to help leaders build more reliable systems, promote open communication on safety issues and establish a culture of learning. As part of these efforts, Human Performance was established as a common expectation in our 2018 update of the OEMS. Human Performance draws on the expertise of our people who have direct experience with high-risk work, helping to improve safety every day.

In 2019, we deployed *A Leader’s Guide to Human Performance Deployment*. The guide is a companywide roadmap—developed by those closest to the work that is actually being done in the field—to help our teams achieve safe and reliable outcomes. It provides operational standards and best practices but also enables implementation to be adapted for localized needs.

coaching program adds a new layer of safeguards

Our OEMS relies on a layered approach to prevent incidents. For example, at oil rigs and natural gas facilities, our approach starts with written and digital checklists required for specific work, verification that safeguards are completed and a final review immediately before work begins.

Our Verification and Validation (V&V) Coaching Program adds another layer of protection and training. Through V&V, coaches from more mature business units mentor less established ones and business unit leaders share best practices to improve safeguards. Since it began in 2018, the program has enabled 146 full-time coaches to provide safety training to workers and managers in more than 31,500 engagements.

146

full-time coaches in the Verification and Validation Coaching Program add another layer of safeguards and training for our employees around the world



Above: A quarantine advisor at Chevron inspects equipment before it travels to Barrow Island, a Class A nature reserve.

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)