

Date: May 2, 2012
To: Europe/Africa Asset Management Employees & Contractor Management
From: Rich Hilchey, EA Asset Management Manager
Subject: Contractor Site Safety: Listen Learn and Leverage

Let me start by congratulating the individuals and organizations that were recognized at the recent Contractor Safety kickoff meetings. The “**Starters**”, for showing the right mentality, open mind and embarking on a continuous safety journey. The “**Solid Performers**”, the many contractors who are able to maintain the appropriate discipline and focus in Safety processes and finally our “**Star Performers**”, who are leaders in driving safety culture environment and very often many other aspects of the business. Our vision continues to be ‘**NOBODY GETS HURT**’.

Four months into the year, I am pleased to report that up to now, no contractor employee has been injured on our sites. However, we did have an accident involving a French Motorway site employee. This person tripped over a cable reel, which was left unattended and not properly barricaded by one our contractors who were finishing construction activity. The Injured Person fell and suffered a fracture in the elbow joint. You can find more details and lessons learned of this preventable accident at the end of this letter.

In April, we completed all the 2012 Contractor Safety kickoff meetings. During these meetings around 1000 contractor professionals, listened and learned from each other during the presentations and the workshops. You listened to your fellow contractors who shared their improvement initiatives or lessons learned. You reviewed each other’s JSA’s and provided and received input to improve that key documentation. The meetings, its workshops and its discussions offered you the potential to identify opportunities for improvement within your own company and I expect you will take advantage of this so that you can leverage your learning’s.

The one area we all can leverage is the theme, ‘Listen, Learn and Leverage’ itself, namely every time you or your employees:

- Assist in the start work discussion on construction projects,
- Have interface meetings with site managers before maintenance work is executed
- Participate in toolbox talks and safety meetings
- Review JSA's and procedures
- Perform Alert observations
- Conduct your LMRA
- Report incidents and accidents
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This is an opportunity for continuous safety improvement as we all should strive to Listen, to Learn and to Leverage. This will depend on both the individual itself as of the safety culture and behaviors present in your respective companies. As a follow up of the contractor meetings we will review the feedback and suggestions for improvement and consider implementation at future editions. In summary, we at ExxonMobil will continue to Listen, Learn and Leverage!

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