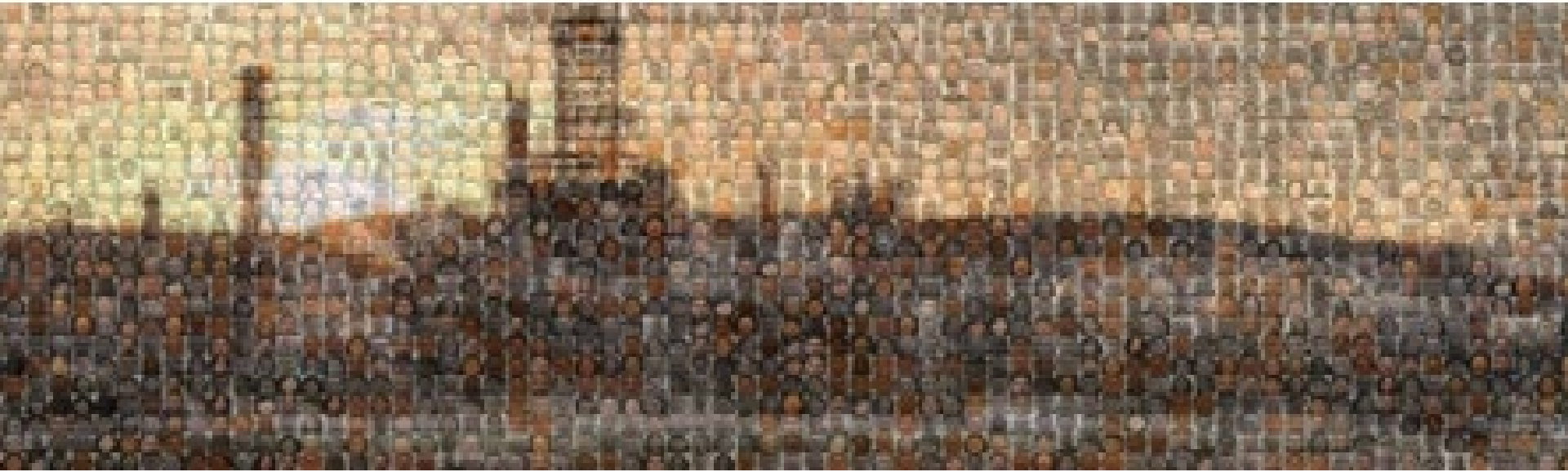




BUILDING A GOAL ZERO CULTURE: 2024 HCU TURNAROUND

Presenters: Nancy Navarro, Ashley DeBlander and Tyra Callen



Martinez Refining Company

We Care For People, The Environment, And Our Community!

"A culture where people deeply care about each other and our community. It is a personal and organizational commitment to be intolerant of injury, leaks or incidents that can impact our workers and the environment"



Getting to Know You!

- Name
- Company
- Share something about you that they may not know about you.
- If you had a superpower, what would it be and why?

GOAL ZERO

Martinez
Refining Company



GOAL ZERO

What is it?



- Relationship building
- Care for one another
- Trust
- Open Communication
- Respect
- Integrity
- Teamwork
- Results



2023 GZ Workshops:

- 629 individuals reached
- 28 workshops facilitated
- Approximately 22 individuals per workshop

2024 GZ Workshops:

- 935 individuals reached
- 31 workshops facilitated
- Approximately 30 individuals per workshop

2025 GZ Workshops:

- 36 workshops scheduled in Q1
- 1000+ individuals by Q4





Turnaround Safety Statistics

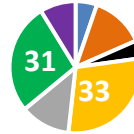
- 245,473 Total Hours Indirect, Direct, MRC Staff (Pre-TA, TA, Post-TA)
- 813 Total Safety Observations
 - 454 Contract Partner Led Safety Observations
- 81 Total Permitted Work Audits
- 66 Contractor Safety Committee (CSC) Meetings (Days/Nights)
 - 60 CSC Safety Walks in the field



Total of 436 Questionable Items

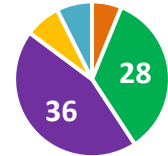


Total QI's: Personal Protective Equipment



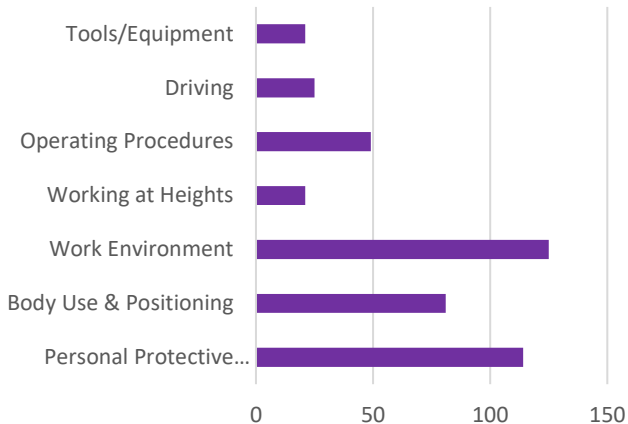
- Protective Clothing
- Hand Protection
- Respiratory Protection
- Eye Protection
- Head Protection
- Hearing Protection
- Personal Gas Monitor

Total QI's: Body Use & Positioning

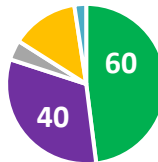


- Workers Using Correct Body Use & Positioning
- Work Area Free of Line of Fire Hazard(s)
- Work Area Free of Pinch / Crush / Scrape Points
- Ascending / Descending

Total QI's



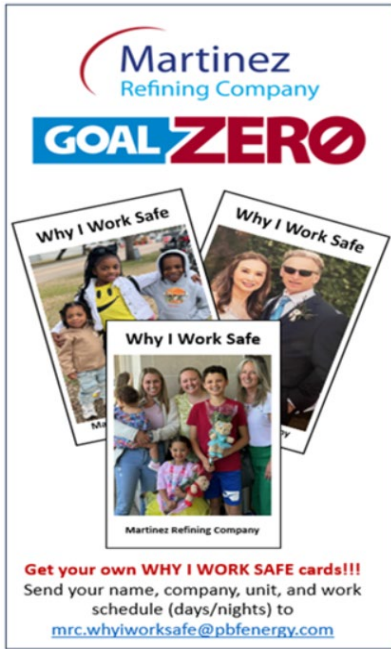
Total QI's: Work Environment



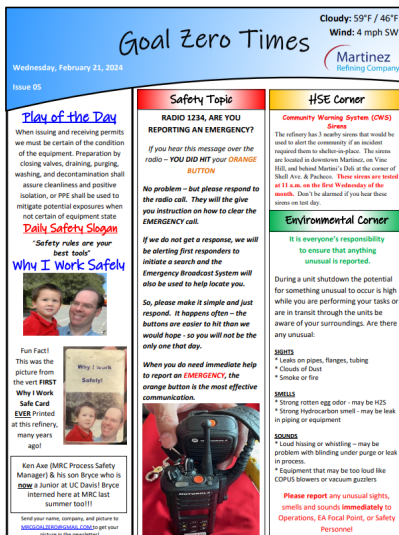
- Work/Walk Surface Free of Obstruction
- Warning Devices (Barricades, Cones, Flags, etc.)
- Atmospheric Monitoring / Gas Detection - H2S, O2, etc.
- Mitigations for Hazards Above/Below Workers



Goal Zero Safety Culture Highlights- 2024 HCU Turnaround



- Why I work Safe Cards
- Morning Contractor Leads Safety Meeting
- Breaking Bread Together
- Turnaround Daily Newsletter
- Safety Pop-Ups Tents
- FOCUS Cards
- Gate Greets
- Contractor Safety Committee Engagements
- Safety Improvement Team
- Goal Zero Workshops
- Safety Observations & Permit to Work Audits
- Tailgate Meetings



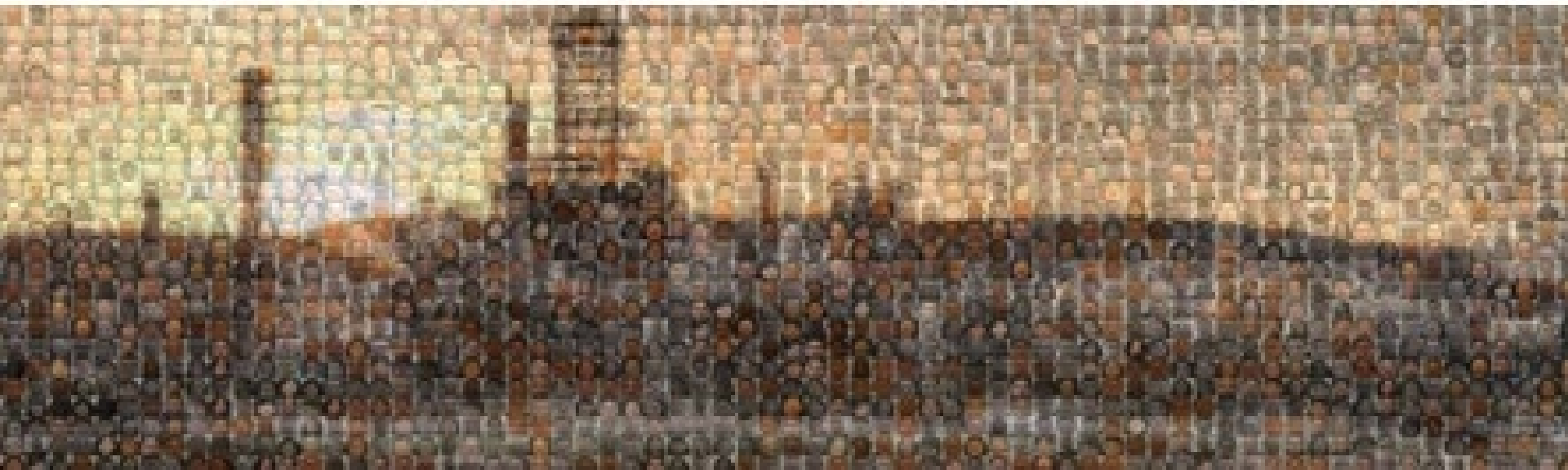
Goal Zero Safety Culture Highlights- 2024 HCU Turnaround



245,473 Total Hours Indirect, Direct, MRC Staff (Pre-TA, TA, Post-TA)

- ✓ **0 Recordable Injuries**
- ✓ **0 Lost Time Injuries**
- ✓ **0 Process Safety Incidents**
- ✓ **0 Reportable Environmental Events**
- ✓ **8 First Aids (3 Pre-TA, 5 TA)**
- ✓ **20 Total Near Misses**





QUESTIONS and /or COMMENTS?