



ENHANCED SAFETY TRAINING (EST)

A Rodeo Renewable Energy Complex Best Practice

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Hands-on, peer-led safety training — 10+ years running

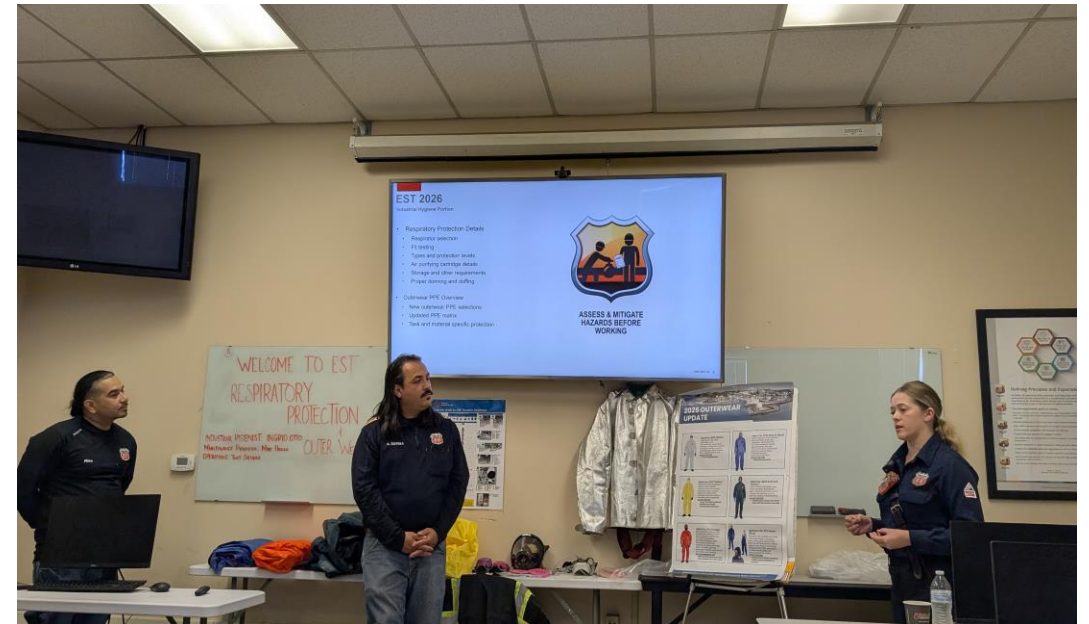




What Is EST?

Annual, all-hands, hands-on safety training

- Every employee and contractor lead attends one 4-hour session
- Instructor-led in small groups for maximum engagement
- Reinforces core, high-risk practices used every day
- Grown and refined over 10+ years at Rodeo





EST at a Glance — 2026 (EST 11)

Six weeks, two days a week

- 6 weeks, 2 days per week — Thursdays and Fridays
- 4-hour sessions, 7 AM to 12 PM, lunch included
- 45+ participants per day
- Represented, non-represented, and contractors together
- 4 rotating hands-on modules



Why It Works

Engagement over slideware

- Hands-on, not slideware
- Small groups drive participation
- Combined employee and contractor sessions
- Peer-to-peer credibility
- Field feedback flows back into our programs





Peer-Led Instructor Model

Craft teaching craft

- Instructors are primarily USW represented volunteers
- Each module has at a minimum 1 Operations and 1 Maintenance instructor
- Craft teaching craft builds trust and buy-in
- Contractors invited to co-lead and present
- Instructor recognition reinforces ownership





The Four Modules

Four rotating, hands-on stations

1

Confined Space and Ventilation

Entry discipline

2

Lock, Tag, Try and Joint Job Walks

Energy isolation

3

Industrial Hygiene and Respiratory Protection

Exposure control

4

Incipient Fire, SCBA and Escape Packs

Fire and egress



Module 1 — Confined Space and Ventilation

Disciplined pre-entry preparation

- Simulated confined space entry prop, with easter eggs e.g., incorrect isolation
- Ventilation demonstration with smoke or fog
- Review upcoming policy changes
- Roles: entrant, attendant, entry supervisor
- Reinforces disciplined pre-entry preparation





Module 2 — Lock, Tag, Try, Joint Job Walks, Hot Work

Energy isolation and safe work planning

- Hands-on lockout, tag, try practice
- Energy isolation trailer and hot work scenarios
- Tagging system review
- Quality joint job walk modeling, the right questions to ask before work starts
- Hot work hooch, what does good look like





Module 3 — Industrial Hygiene and Respiratory Protection

Selecting and maintaining protection

- Air-purifying vs. supplied-air respirator selection
- Hands-on respirator fit, inspection, storage
- 2026 change: standardizing to 3M and Scott
- SDS access and exposure awareness





Module 4 — Incipient Fire, SCBA and Escape Packs

Fight or escape — done right

- Live dry chemical fire extinguisher practice
- Fire monitor operation and spotter signaling
- SCBA and 5-minute escape pack donning



Learning Flows Both Ways

Training that improves our programs

- Participants give real field feedback during training
- EST committee reviews policies and procedures
- Simplify processes and challenge unnecessary steps
- Tailored annually to current high-risk focus areas



Results and Impact

A stronger, shared safety culture

- Whole-workforce reach — every employee and contractor
- 10 years free of a process safety event — 2025 milestone
- Cited in Rodeo's AFPM Distinguished Safety Award application
- Stronger, shared safety culture



What Makes EST Replicable

Bring the model to your site

- Keep it hands-on and prop-based
- Use volunteer craft instructors — Operations and Maintenance
- Combine employees and contractors
- Refresh topics yearly from field feedback
- Protect the time with leadership commitment and logistics



QUESTIONS & DISCUSSION

Rob Johnson — Health and Safety Supervisor

Rodeo Renewable Energy Complex, Phillips 66

Bringing EST-style training to your site