



Zero Accidents. Own Your Work. Never Compromise Safety. Every Voice Matters.

By now, many of you have had a chance to learn about the principles of Zone Zero, dive into your workbooks, and have had meaningful discussions with fellow employees about things you can do to be more safe while on the job. To ensure we have success with this major undertaking, it is critical that you take the content of Zone Zero to heart and begin to look for actions in your day-to-day work that will contribute to a safer, more productive Island Operating Environment.

We first unveiled the Zone Zero Program to the PICs on September 17th. The response from those in attendance was overwhelming and better than I could have ever anticipated. While we have always been ahead of our industry peers by way of our safety standards, there clearly is a feeling that we aren't doing enough and a desire among our crews to engage in more dialogue around safety and to find ways to improve and get better. Zone Zero is just the beginning of a process that will lead us to this goal.

Over the past several weeks, we have been pouring over the reply cards and the notes that were taken from these meetings. This feedback has reinforced our belief that we have some of the best professionals in this industry. Your ideas and constructive criticism are precisely what we hope to gain through Zone Zero to help us improve as a business. Hearing back from you in this manner is one of the key tenants of zone zero: Every Voice Matters. Your voice matters whether it is sharing a safer way to perform a task, or stopping work when you feel the job is unsafe. Never underestimate the power of your voice and how far it can reach within Island

While we have spent the past several weeks discussing what Zone Zero is, let me take a few moments to discuss what Zone Zero isn't. Zone Zero is not simply a communications program. It is not a here today and gone tomorrow initiative. Zone Zero was borne out of your feedback and direction from the survey many of you completed as well as our belief that human factors are the biggest area of opportunity when it comes to being and working safe. Also, Zone Zero is not a typical safety program. As we are all aware, there are many other "Zero" programs out there, but ours is different in the responsibility and accountability it places with each of you. We won't simply be talking about safety – we will be living it, measuring for it, and planning to reach our ultimate goal: zero accidents and incidents.

Let's also not forget that Zone Zero doesn't just impact the workplace. Our actions impact our customers and their employees. And, our actions on the job have consequences for our loved ones at home. Many of us have significant others that depend on us. Some of you even have little ones that do too. Zone Zero is as important for them as it is to us. It is about being safe and doing the right thing.

Finally, Zone Zero is not going away. We intend to weave Zone Zero throughout our culture as well as every aspect of our operations. Zone Zero will be the anchor to our safety initiatives. This is, and will continue to be, the rule by which we guide our operations and how we will measure the success of our safety goals. As I've said before, Zero IS possible and we will not only achieve it, but maintain it.

Once again, should you have any questions on Zone Zero, please ask. Ask your manager, anyone in leadership or me. This is a requirement of Zone Zero and a requirement of being an Islander.

Zone Zero belongs to us and, I for one, look forward to seeing the product of our individual and collective commitment. Thanks for being part of our company and for all you do for our customers and your co-workers.

Gregg Falgout

Zone Zero Starts Here

We are at the beginning of transforming how we think, how we act and how we work as individuals and as a company. As we begin the transformation that is required to achieve the tenets of Zone Zero, it is important for each of us to continue to read, to process and to understand not only what Zone Zero says, but what it means to each person in this company.

Take time to read what Zone Zero means. And, more importantly, take time to think and rethink how you can change your actions – mental and physical – to work safer. This is about you – we could have developed a number of different approaches to achieve what is required. But, there was only one that fundamentally centered around empowering YOU.

So take time to think and rethink what is being asked and what you can do.

Zone – Zone not only reflects each professional's personal work area or workspace, but also is an acronym with deeper meaning for Island Operating Company employees.

Zero – Zero is what drives our actions and desired outcomes. Zero is the ultimate goal from a safety perspective. Zero is possible by each employee focusing on the individual task that they are undertaking without incident or accident.

Z – Zero accidents.

Expectations:

I understand that the safety goal of zero accidents and incidents is attainable by completing each individual task safely.

Actions:

1. I will focus on the task at hand – no matter how routine it may seem.
2. I will be open to new ways of working and thinking about safety.
3. I will take action if I witness unsafe action by others, regardless of their position or tenure.

O – Own your work.

Expectations:

I accept responsibility for not only the work that I complete, but also for which I am a part. I understand I am accountable for the safe completion of all work in which I am involved.

Actions:

1. I will do the right thing regardless of the situation and whether I am supervised or unsupervised.
2. I will put my personal stamp of approval (safe, compliant and properly executed) on every task I undertake.
3. I will be active in stopping work that compromises safety or our standards.

N – Never compromise safety.

Expectations:

I will never give in to any pressure, real or perceived, that could compromise the safe outcome of a task.

Actions:

1. I will be a committed Island team member.
2. I will not deviate from agreed procedure to complete a task.
3. I will not stand idly by if someone around me compromises safety.

E – Every voice matters.

Expectations:

I have the responsibility to make my opinion heard and to listen to the opinions of my co-workers when it comes to the safety of my co-workers, our customers' assets and our environment.

Actions:

1. I will voice my opinion if I see work that I believe is unsafe.
2. I will respect the opinions of my co-workers when they stop unsafe acts.
3. I will stop unsafe work and propose alternative solutions if appropriate.