

## Overview

The Apache framework for HSSE Operational Excellence is comprised of the Work Rules that define the expectations of our workforce, the Behaviors that drive Apache to build and maintain a culture of safety, and with Aim for Zero, the tools that empower our employees to make the right choices, every single time. This document will outline Apache HSSE Cultural Behaviors, their importance to Apache’s HSSE efforts, and most importantly, how they apply to you and your work at Apache.



## HSSE Cultural Behaviors

Our Cultural Behavior Model describes the behavioral expectations of employees at different levels within Apache. This is a stepped approach where every individual is accountable for the behaviors labeled within “Everyone” and gains additional behavioral expectations as they move up to the next functional level within Apache (Supervisors; Managers, Directors & Executive Officers).

## HSSE Cultural Themes

- Standards
- Communication
- Risk Management
- Involvement

## Standards

**Managers,  
Directors &  
Executive  
Officers**

Set High  
Standards

- I will...*
- Tackle significant safety & environmental issues without delay
  - Recognize & reward good HSSE behaviors & performance
  - Address poor HSSE behaviors & performance, firmly & fairly
- I will not...*
- Allow schedule, cost or production pressures to override HSSE
  - Tolerate variable & inconsistent HSSE standards

**Supervisors**

Ensure  
Compliance

- I will...*
- Visit the work area regularly to check compliance to standards, procedures & rules
  - Ensure team members have adequate skills, experience & training before starting
- I will not...*
- Set a poor example by breaking HSSE standards, procedures or rules
  - Imply that schedule, cost or production are more important than HSSE

**Everyone**

Follow  
Rules

- I will...*
- Learn the standards, rules & procedures that apply to my work
  - Follow rules & use the right procedures for the work
  - Complete training & development activities to maintain required work competency
- I will not...*
- Ignore rules & procedures
  - Rush or take shortcuts to get the work done

## Communication

**Managers,  
Directors &  
Executive  
Officers**

Communicate  
Openly

- I will...*
- Communicate HSSE messages in a simple & direct manner
- I will not...*
- Fail to regularly visit site or spend time in the work area
  - Disregard workforce views about HSSE

**Supervisors**

Encourage  
the Team

- I will...*
- Get to know the strengths & limitations of each team member
  - Seek & listen to my team’s HSSE suggestions, concerns & ideas
  - Deal firmly & fairly with poor HSSE behavior & performances
- I will not...*
- Disregard my team’s views & opinions
  - Avoid making touch or unpopular decisions

**Everyone**

Speak Up

- I will...*
- Stop the work if in doubt & warn people of the risk
  - Challenge any unsafe or environmentally unacceptable behavior at the time
  - Report incidents, near misses & hazards
- I will not...*
- React negatively when challenged or when others observe my work
  - Work when fatigued, unwell or otherwise unfit

## Risk Management

Managers,  
Directors &  
Executive  
Officers

Confront  
Risk

*I will...*

- Ensure hazards are identified & managed
- Participate in incident investigations to understand root causes & ensure action close out

*I will not...*

- Wait for others to take the lead on communication of HSSE issues
- Fail to regularly visit or spend time at the work site

Supervisors

Promote  
Risk  
Awareness

*I will...*

- Take time to plan work with the team
- Help the team identify hazards, assess risks & implement controls
- Reassess hazards & risks when changes occur

*I will not...*

- Rush into an activity without first recognizing hazards & implement controls
- Focus only on occupational safety, with insufficient consideration of process safety

Everyone

Be  
Mindful

*I will...*

- Stay vigilant to risks, surroundings & adjacent work
- Avoid complacency by asking “what could go wrong?”
- Take time to plan & organize the necessary steps & resources to do the work safely

*I will not...*

- Assume that everything is safe & environmentally sound
- Expect someone else to think through the work for me
- Presume HSSE is only important in the field

## Involvement

Managers,  
Directors &  
Executive  
Officers

Involve  
the  
Workforce

*I will...*

- Engage with workforce to improve HSSE performance
- Discuss lessons from incident investigations with the workforce
- Allocate sufficient time & priority for HSSE activities

*I will not...*

- Create contractual arrangements which undermine HSSE
- Commit verbally, but fail to act or be slow to act

Supervisors

Involve  
the Team

*I will...*

- Initiate team discussions about HSSE behavior & performance
- Ensure the relevance of lessons learned from incident investigations are shared with the team

*I will not...*

- Ignore the team & their proposals for HSSE improvement

Everyone

Get  
Involved

*I will...*

- Work with the workforce to achieve the desired HSSE culture & performance
- Participate in activities to improve HSSE performance
- Share my own HSSE knowledge & ideas with others

*I will not...*

- Allow myself to be easily led or simply go with the flow
- Avoid getting involved in HSSE issues

# Apache

## HSSE Cultural Behavior

