ON SAFETY

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The purpose of On Safety is to focus on our safety culture among the Refined Technologies family of companies, including CruzAlta and RTI Upstream. This document is a complement to our Refined Technologies Playbook, which is a deep dive into our Mission Statement, Core Behaviors, and more. Here, we aim to connect our foundational statements with our commitment to operate safely every day.

At Refined Technologies, the objective of our work product – what we provide for our clients – is safety. Safety is not one of many goals. It is the ultimate goal as we enable safe maintenance at facilities around the globe. In fact, many clients refer to the service we provide as “safing a unit.”

Artisan: a Refined Technologies employee, citizen of Refined Technologies, embodies Refined Technologies' Core Behaviors, Ideal Team Player, "Skilled In The Art," working for hope and restoration.

To our **Artisans** and their families, this document captures our sincerest desire to provide a safe work environment free of injuries where everyone returns home to their family in good health. We also recognize that we live integrated lives. We must be safe at work and at home. Let's make safety a priority in our homes, teaching our loved ones to identify risks and choose safe behaviors. Let's commit to honoring God with our bodies by caring well for them, prioritizing sleep, exercise, and good nutrition. We regularly pray for all Refined Technologies families and ask God to protect everyone in their work.

To our **Clients**, you deserve excellence – nothing less. And safety is integral to excellence. We care about the safety of every individual on your team as well as your partners on site. We will comply with all your safety requirements, and we will show up with the same safety vigilance on the last day of an execution as we do on the first. When you partner with Refined Technologies, please know that we will never compromise safety and will work tirelessly to prevent injury, ill health, pollution, and loss from our activities.

To those **considering joining Refined Technologies**, we need you to understand how seriously we take our commitment to safety. We have an outstanding safety record, and every Artisan is expected to carry on that tradition. We hire individuals who are passionate about caring for others and exceeding client expectations. Compliance is a low bar. We look for individuals who appreciate the gravity of safety in every facet of our work – on job sites, at the Support Center or other RTI properties, evaluating process conditions, assessing our team's readiness, or on the road.

To **our existing** and **potential suppliers**, this playbook summarizes expectations we also have for you and your teams. You represent our brand, and we aim to partner with teams who share our passion and commitment to safety. We also invite you to give us feedback if you observe areas where we can improve. We may be your customer, but we are a learning organization first and foremost. We care about your safety and success. Safety takes all of us working together.

The framework for ON SAFETY

- Our Why: Eternal Purpose Fuels Excellence
- Mission Statement with Four Big Ideas
- Core Behaviors
- The Whole You
- Our 10 Safety Commitments
- Measuring and Reporting
- Stories and Reminders of Our Learnings

We want to unpack our foundational statements through our safety lens. These are guiding philosophies we strive to embody daily. We are responsible for **our clients**, our **Artisans**, **their families**, and **our suppliers** to experience what we describe here.

ETERNAL PURPOSE FUELS EXCELLENCE

WHY

At Refined Technologies, we believe operating with an eternal purpose fuels excellence. Both the work we do in the field and the way we deliver work as a team have lasting significance. Our commitment to safety is a commitment to excellence. The only way to deliver excellence is to ensure the safety of those we work with and the environment we work within. Excellent work is safe work.



Baton Rouge reception area

Our **Mission Statement**, unchanged since the founding of **Refined Technologies** in 2001, has four big ideas. **Safety** is integral to each one.

HONOR GOD ALWAYS
HELP PEOPLE DEVELOP
PURSUE EXCELLENCE
EARN A PROFIT

HONOR GOD ALWAYS

Honoring God means different things to different people. But at the very least, it means: (1) caring deeply for each person created in His image, (2) keeping our commitments to one another and to our clients, (3) acting with integrity in our words and actions, and (4) responsibly stewarding the environment He created. This understanding calls us to do the right and safe thing. Every time.

HELP PEOPLE DEVELOP

Culture is a reflection of leadership. A strong safety culture reflects leaders who carry passion for safety in every aspect of their role. As we focus on leadership development, we keep safety at the forefront of our conversations. Our culture of continuous improvement means we are all eager to grow and improve as safety champions, showing our courage to stop unsafe work and make safety observations a consistent part of work.

PURSUE EXCELLENCE

Safety is integral to excellence. We cannot achieve excellence – even with an excellent safety record — if we permit and commit unsafe behaviors. Results matter as well as how we get those results. We keep our safety commitments (similar to our clients' life-saving rules) daily. We measure and report against those commitments to ensure every team is improving. We invest in onboarding new Artisans and consistent training for everyone.

EARN A PROFIT

We can earn a profit only by performing work safely. If we make a profit from unsafe work, we fail to deliver the value we promise our clients. While our greatest motivation in safety is our care for lives, we also recognize our business is greatly harmed if our safety record declines. We are committed to being a sustainable business.

CORE BEHAVIORS

We know that acting with integrity and respect are essential and expected. Our Core Behaviors aim to differentiate the above-and-beyond ways we want to show up at work.

DISPLAY A SERVANT'S HEART
EXHIBIT ENTHUSIASM
LEAD WITH EMPATHY

DISPLAY A SERVANT'S HEART

We hire servant leaders. We love to serve others because we feel called to put others first. At times, this Core Behavior could feel in tension with exercising stop work authority. But we understand that the only way to truly serve someone well is to serve them safely.

EXHIBIT ENTHUSIASM

We bring energy into every safety conversation, refusing to go through the motions or have a check-box mentality. We enthusiastically look at things with fresh eyes because lives depend on it.

LEAD WITH EMPATHY

We approach safety conversations with a no-blame attitude, truly seeking to communicate risks and opportunities for improvement. We use respectful language, avoiding accusatory tones. We are open to coaching and feedback, believing others have positive intentions in correcting us to ensure our compliance and accountability related to our 10 Safety Commitments. Finally, we look out for one another, asking questions about The Whole You.



We acknowledge that mental and emotional health are just as essential as physical health when showing up and delivering safe work. We rely on *The Whole You* framework, authored by Chad Karger, to talk about wellness with our teams.

Your Why Comes Before Your What

We must be clear on our purpose to be grounded.

You are Limited

We must embrace our humanity. We must respect our limits, including the duration and intensity of effort, to work sustainably.

Your Body Needs You

We must prioritize our health by getting enough sleep, adopting consistent rhythms of work and rest, exercising regularly, and eating mindfully. We must commit to regular check-ups and to visit a doctor when ill.

You are an Emotional Being

Although we are not all expressive, we are all emotional. Our emotions are cues that can help us identify stress or anxiety before it affects our physical health.

You are a Thoughtful Being

Our thought life is powerful. Negative soundtracks are harmful. We must be aware of where our thoughts are taking us.

Someone Knows Your Name

Every Artisan should have true friends at work who know what's going on with them. We encourage vulnerability and closeness within teams so we can care for one another during difficult times.

Acknowledgements

Chad Karger is a longtime partner of Refined Technologies. He is the author of *The Whole You* and has been instrumental in Refined Technologies' wholeness and wellness efforts.

OUR 10 SAFETY COMMITMENTS

We believe operating with eternal purpose fuels excellence. Therefore, we stop unsafe work, respect policies, report incidents, and commit to our lifesaving rules every day.

For Refined Technologies, safety is more than compliance. It's a commitment.

To provide a safe environment for everyone, all Artisans are expected to fully adopt our **10 Safety Commitments** into their work habits and practices.

So, let's be **ALL IN FOR ALL 10!**

1. COMPETENT WORK

I will only do work that I'm properly trained and qualified to perform safely.

2. CONTROLLED WORK

I will always secure required work permits and job safety assessments before initiating work.

3. PROCESS VALVES

I will not operate a process valve without the client's explicit approval.

4. ENERGY CONTROL

I will verify isolations and zero-energy status before connecting or disconnecting any equipment.

5. SAFETY CONTROLS

I will obtain authorization before bypassing safety controls or operating equipment outside design parameters.

6. LINE OF FIRE

I will keep myself and others out of the line of fire of recognized hazards.

7. DRIVING

I will follow safe driving rules.

8. PPE

I will always use the appropriate Personal Protective Equipment.

9. CONFINED SPACES

I will never enter a permit-required confined space until I confirm it has been authorized and is safe to enter.

10. ELEVATED WORK

I will protect myself from drops and falls when working at height.

MEASURING & REPORTING

At Refined Technologies, we measure what matters. And nothing matters to us more than the safety and well-being of our Artisans. So, we are committed to measuring our organizational performance against critical safety indicators and communicating that performance to all Artisans. Safe work is within everyone's control. Each Artisan deserves to understand how we're doing as a team in creating a safe work environment and executing on safe work behaviors.

COMPLIANCE VS. COMMITMENT

We've all experienced the negative effects of working in a compliant culture. We aim to operate in a safety culture rooted in commitment – not just compliance – as individuals and as a collective.

Compliance is about interest.
Commitment is about identity.

Compliance happens because of fear.
Commitment rises to do the right thing.

Compliance says, "I have to do it."
Commitment says, "I want to do it."

Compliance is an obligation resulting from negative pressure.
Commitment comes from collaboration, expressing our dedication to others.

Compliance culture results in blindly following.
Commitment culture empowers everyone to lead.

Compliance culture is demotivating.
Commitment culture is energizing!

A story about how safety incidents lead to operational changes:

RTI experienced a recordable incident in 2015 when an Artisan was injured in the field during a project execution. A hose rented by the client ruptured and the Artisan fell backwards, injuring his shoulder in the fall. Longtime Artisan Jason Hofseth was on site and recalls, “I’ll never forget taking the call that night, the way I felt walking into the hospital and knowing we could have prevented this incident. Efficiency is never worth a friend’s safety.”

Earlier, concerns had been raised about the ratings of the hoses and whether they were safe to use in a steam environment. However, Artisans on site did not feel the risk was worth delaying the shutdown and potentially damaging their client relationship – resulting in unnecessary exposure.

As a result, RTI changed how we manage and view risk around hoses and temporary facilities necessary for successful shutdowns. We now provide our own tested and certified hoses through our Houston Distribution Center (HDC). They are thoroughly tested after every execution, ensuring each hose is certified and ready for use. RTI is now a major hose supplier in North America providing an industry-leading and trusted product.

A story about an incident that impacted the industry:

As we serve clients around the globe, we encounter differences in safety standards and regulations. In 2015 in Canada, the use of drain headers was not common. At an RTI execution site, effluent was drained into a sewer with a manhole that was only barricaded with tape. Due to the heat of the effluent and cold weather, an abundance of steam made visibility poor.

An Artisan stepped into the manhole, dipping his foot partially in the near-boiling effluent. The liquid went through the laces of his boot. He went back to his hotel to change socks and told his supervisor what had happened once he returned to the project site. He was taken for medical care and the incident became a recordable according to the Canadian Centre for Occupational Health and Safety (CCOHS).

RTI took action to prevent similar accidents. We strengthened our reporting sequence and structure to ensure timely notifications of incidents. Hard barricades made of metal scaffolding were used going forward to secure potential hazards. And, we became leaders in the use of drain headers – an approach that is now the industry standard in Canada.

A story about what we learned as a result of a recordable:

In March 2023, we experienced our first OSHA recordable incident in more than 3.5 million safe hours over almost eight years. An Artisan at a client site was standing near a hose when someone adjusted the firewater flow rate. While the Artisan was positioned off to the side, the change in flow caused the hose to move and spray in his direction, putting him in the line of fire. The Artisan's burn healed well, but since it required an antibiotic, it qualified as a recordable incident.

Always seeking to learn from our experiences – good or bad – we evaluated what happened in order to minimize the risk of future injuries. Those conversations led to the compilation of our 10 Safety Commitments, a clearly stated list of safety practices for all Artisans to follow. We also committed to increase our safety incident reporting efforts by providing an enhanced submission tool and raising organizational awareness of the need. Industrial safety studies have consistently shown that greater near-miss reporting leads to fewer recordable injuries. Excellence in this discipline will lead to safer outcomes for all Artisans.

Finally, this recordable served to remind all Artisans of the role we each play in ensuring our safety – individually and collectively. We must remain vigilant in surveying our environment and being situationally aware of any risks around us.

A situation that highlighted the need for ongoing assessments:

As an Artisan transitioned into a different role while at RTI, he had trouble performing his new duties. It came to light that he had multiple back surgeries prior to joining RTI – a fact that was not relevant to the position for which he was hired but was to the role he now held.

Being "fit for duty" implies having the physical capability to fulfill tasks associated with a job. As we Lead with Empathy, we do not want to put Artisans in roles for which they are not well-suited. The situation above highlights the fact that as our bodies change, our "fit for duty" status might change, too.

RTI has steps in place to gauge Artisans' fitness for the roles they play. Human Resources requests role-specific assessments of applicants to be conducted by a doctor. An annual questionnaire asks Artisans to self-declare new physical concerns. Our fatigue management policy requires 32 hours off work for every 14 days worked in the field to help us maintain physical and mental acuity and sharpness – a key factor in preventing accidents and injuries.

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For more conversations about our commitment to safety or to ask questions, please email *safety@r-t-i.com*.