



Strength to Deliver

Working Conditions & Human Rights

Petro-Canada

Petro-Canada continues to reinforce safe work behaviours, grow its safety culture with a focus on Zero-Harm and ensure the fundamentals of health and safety are ingrained in our facility design and business conduct. The overarching goal of our Zero-Harm philosophy continues to be that everyone who works on Petro-Canada's behalf goes home safe and sound every day.

Regan Yeager and Kevin Hetu, operators at the Wildcat Hills facility, North American Natural Gas

Petro-Canada's most valuable resource is its people.

Our number one priority for our people is safety. We have a Zero-Harm philosophy, which means we believe all work-related injuries and illnesses are foreseeable and preventable. In 2008, we maintained a strong Total Recordable Injury Frequency (TRIF) performance. Regrettably, however, we had one contractor fatality in 2008, so we know there is more that we must do. Contractors are a valued and essential part of our business and a key part of our growth strategy. We are therefore working to improve engagement through application of best practices in selection, relationship building and management of contractors.

A focus area in 2008 was to enhance our Total Loss Management (TLM) processes by developing and utilizing process safety audit protocol based on the Canadian Society for Chemical Engineering Process Safety Management Standard. A focus for 2009 is on continuing to improve and embed the process safety practices we have put in place. (See feature story on page 18.)

While the focus on contractor management initiatives to date has primarily been related to safety performance, we have identified situations presenting potential improvements for human rights and employee practices as we develop our international projects in Libya and Syria. Therefore, we are strengthening the terms of our contracts to communicate our expectations in a concrete and meaningful manner. In 2009, a contractor code of conduct is being developed and will be implemented first in our Libyan and Syrian operations.

In 2008, we made enhancements in our emergency response preparedness, including enhanced training. Several exercises and drills were conducted by employees and contractors to reinforce, verify and improve our emergency preparedness capabilities. More than 75 emergency "drills" were held at our operational sites. We share learnings from drills, exercises and real events across our business units to ensure we continuously improve our response capabilities.

Petro-Canada also recognizes the importance of a positive work environment. Employees are provided with an opportunity to share their feedback and perspectives through our employee survey. In 2008, the employee survey results showed company-wide positive trends and high scores in a number of areas, particularly in safety, capability development and communication of the Company's strategy and goals. We are committed to creating a work environment where all people are treated with respect and dignity and in accordance with our values. This is clearly communicated throughout the year and across the Company in our Respectful Workplace seminars.

In March 2009, Petro-Canada announced its intention to merge with Suncor Energy. This merger, once completed, will create one of the largest publicly traded companies in Canada and the fifth largest energy company in North America. We recognize that a merger, especially one of this magnitude, is likely to create some uncertainty for employees. That is why we are committed to providing honest, timely and transparent communication aimed at minimizing uncertainty for employees.

After all, our people are the main reason Petro-Canada has the strength to deliver.

Safety in the Workplace – Our Number One Priority

TRIF and Total Disabling Injury Frequency¹ (TDIF) for Employees and Contractors



¹ The sum of permanent total disabilities and disabling injury cases. Companies calculate TDIF from the total number of disabling injuries and the size of the workforce. The number represents how many disabling injuries there would be if a workforce was 100 people in total. A frequency of 1.0 means, for every 100 workers on site, one person is injured per year.



More information on working conditions and human rights is available on our website under:

- Safety, Health and Security
- Total Loss Management (TLM)
- President's Award for Safety
- Engaging Employees
- Developing Capability
- Diversity and Respect
- Human Rights