

Start Safe. Finish Safe. Setting the Standard

In January 2016, Josh Comstock, C&J Founder, Chairman and CEO, shared an event which exemplifies the C&J spirit and employee commitment to excellence and social responsibility. A Well Services crew in Montana came upon a severely injured woman on a remote country road. Having been in a car accident, she had walked more than a mile, in shock and with injuries, wearing only one shoe. C&J employees called for help and kept the young woman warm until help arrived. With a temperature below freezing, it is likely this young woman would not have survived the night without this crew's intervention in this remote area.

As Josh stated, our employees' response to this incident sets the C&J standard: one of courage, honor, integrity and dedication. It's about being aware in our surroundings, watching out for ourselves and others. It's about taking personal responsibility and doing the right thing in any given situation no matter how small or large.

In support of setting a new, heightened safety standard, managers and supervisors in all regions will be communicating our "Start Safe. Finish Safe." campaign which includes core Rules to Live By. These rules are not new. However, during this time of change and reorganization, we are revisiting, relearning, refocusing and rededicating ourselves to these core areas of risk to mitigate injury. These rules should be second nature in our culture and a commitment and a responsibility we all share.

The roll-out of the new program will start with the distribution of information cards, posters and hard hat stickers to all locations, as well as training in each of the specific areas. Managers and supervisors will be charged with communicating vital safety information while the entire company is tasked with listening, learning and committing to making safety a priority with every task.

Throughout 2016, we will continually communicate and reiterate the significance and importance of these rules. Each month will focus on a specific area of high risk: Transport and Driving; Work Responsibly; Risk Mitigation; Working at Heights; Lifting and Hoisting; Permit to Work; Forklifts, Cranes and Manlifts; Chemical Hazards and Explosives; Line of Fire; Hazard Zones; Working with Rotating Equipment; and PPE.

At C&J, taking responsibility for our own safety and for the safety of others around us is fundamental to our culture. We all need to continually ask questions, verify procedures and speak up if something looks, or even feels off. And when we see unsafe conditions and behaviors, we should exercise Stop Work Authority. C&J has continually grown to be a leading service provider as a result of these safety and service quality standards. Let's keep up the momentum by continuing to do our best in the safest way possible; that's the C&J way.

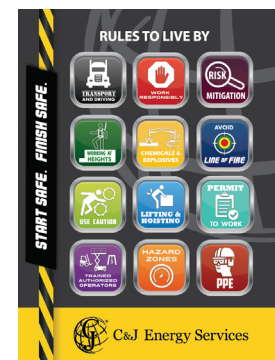
Lastly, we must recognize our own successes at locations within our company that have set the standard of Excellence Delivered we all strive to achieve. We will acknowledge locations that have achieved significant milestones without an OSHA-recordable incident in future articles as well as on the [QHSE Storefront](#) on the Intranet. These locations exemplify what is possible when everyone commits to working safely.

Each year's first quarter brings fresh resolve to improve upon past year's progress. Let's strive to place the bar even higher for our own safety and the safety of others. Your participation, commitment and dedication in this new campaign are exceedingly important in today's market.

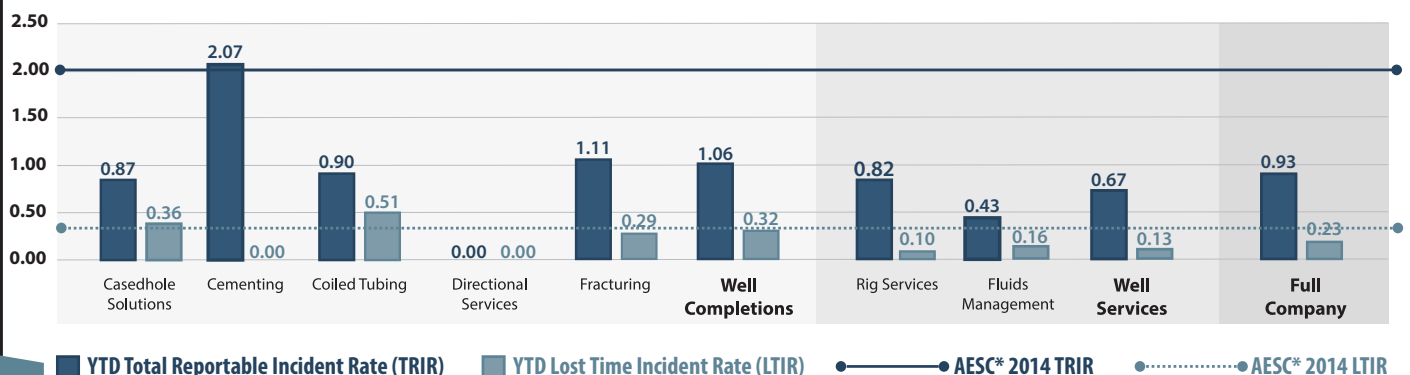
As always, if you have comments, concerns or questions, please contact me or your local QHSE professional. And remember, **Start Safe. Finish Safe.**

John Srock

Vice President of QHSE



Year-to-Date Incident Rates as of December 2015 by Service Line





Start Safe. Finish Safe. **CAMPAIGN KICK OFF!!!**

At C&J Energy Services, taking responsibility for our own safety and for the safety of others around us is fundamental to our culture. As such, to align with our unwavering commitment to safety, Operations, with support from QHSE, has developed the *Start Safe. Finish Safe.* campaign with a focus on essential **Rules to Live By.**

These rules are not new. However, during this time of change and reorganization, we are revisiting, relearning, refocusing and rededicating ourselves on these core areas of risk to mitigate injury and death.

Throughout 2016, managers and supervisors in all regions will be communicating and reiterating the significance and importance of these rules during monthly safety meetings.

For the first month, look over the enclosed information and start communicating with your champions about next steps and strategies for disseminating information to the field. Using your talking points as a guide, introduce the campaign in one of your **March** safety meetings. As you will go over each month in detail in the months to come, make this first meeting a general overview of what is to come. Perhaps talk about recent onsite incidents or near misses that could have been mitigated by following the **Rules to Live By.** Do not place blame, just make this a teachable moment by saying, “We can do better and this is how.” During this overview meeting, you can also distribute the campaign badges and hard hat stickers you received.

Enclosed are your campaign learning tools:

- *Start Safe. Finish Safe.* Slideshow Presentation — Overview of entire campaign, purpose, objectives, roles, expectations, Rules To Live By, posters and more.
 - *Start Safe Finish Safe* Presentation How-To Guide — details how to open and navigate the *Start Safe. Finish Safe.* Slideshow Presentation.
 - Leadership Facilitators Guide — outlines campaign talking points for leaders.
 - Supervisor Facilitators Guide — outlines campaign talking points for supervisors.
 - Monthly Safety Meeting Form — a fillable form to document all *Start. Safe. Finish Safe.* discussions during monthly safety meetings.
 - Campaign Flyer for Customers — Promotional flyer which can be distributed to customers.
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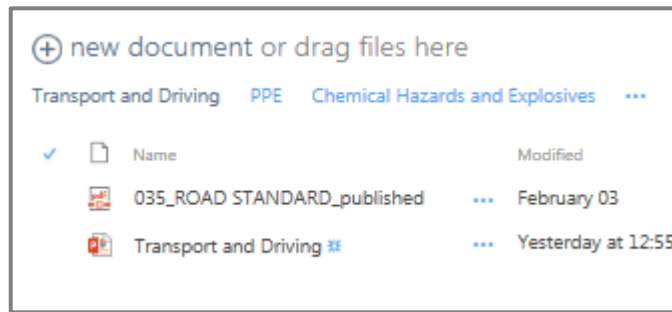
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- QHSE Campaign Slide — PowerPoint slide you can use to present information at your safety meetings.

Prior to each month's rule(s) roll out, you will receive an email with your new learning tools. Each month will focus on the topics as outlined on the tentative 2016 **Rules To Live By** schedule below. April's learning tools will cover transport and driving.

Rules to Live By	Focus Month
1.  Transport and Driving	April
2.  Work Responsibly	May
3.  Risk Mitigation	May
4.  Working at Heights	June
5.  Lifting and Hoisting	July
6.  Permit to Work	July
7.  Forklifts, Cranes and Manlifts	July
8.  Chemical Hazards and Explosives	August
9.  Line of Fire	September
10.  Hazard Zones	September
11.  Working with Rotating Equipment	October
12.  PPE	November

Use the enclosed safety meeting form to document discussions in safety meetings. After each meeting, scan and email a copy to XXXXXXXXXXXXXXXX. All *Start Safe. Finish Safe.* safety meeting discussions will be logged and tracked in C&J University as training.

Note that all support information will also be available on the *Start Safe. Finish Safe.* webpage on SharePoint at all times. Just click on the *Start Safe. Finish Safe.* logo on the QHSE Storefront at (<http://portal.cjenergy.com/departments/qhse/Pages/default.aspx>). There, you'll be able to access all accompanying supporting documents such as company policies, standards and training by clicking on the **Rules to Live By** above. Once clicked you will see all accompanying files (see example below).



All documents will also be available on G and O drives (links below) for those not having access to SharePoint. To see these documents, you must be logged into the C&J network.

<G:\NCPS\Houston\Shared\Safety&Training - Public\Start Safe. Finish Safe. Safety Campaign>

<O:\QHSE\Start Safe. Finish Safe. Safety Campaign>

As the campaign progresses, let's strive to place the bar even higher for our own safety and the safety of others. Your participation, commitment and dedication in this new campaign is exceedingly important in today's market.

As always, if you have comments, concerns or questions, please contact me. And remember, always *Start Safe. Finish Safe.*

John Srock, Vice President of QHSE



START SAFE. FINISH SAFE.



START SAFE. FINISH SAFE.

INSTRUCTIONS: 1) Watch *Start Safe. Finish Safe. Rules to Live By* presentation with employees on a laptop or computer with Internet connection. 2) Use talking points below to talk about Rules to Live By and the expectation that everyone must follow them. 3) Print out Acknowledgement form and have each employee sign it. 4) Scan forms to QHSE.Training@cjes.com by April 1 to be logged into C&J University as training.

MANAGER/LEADERSHIP FACILITATOR'S GUIDE FOR RULES TO LIVE BY "START SAFE. FINISH SAFE." CAMPAIGN

CAMPAIGN OBJECTIVE:

The "Start Safe. Finish Safe" campaign was developed to demonstrate our commitment to providing a safe and incident-free work environment.

It highlights the areas of operation that have the highest potential to impact the lives of our employees and the measures that can be taken to mitigate those risks.

This campaign allows leadership to convey why improving safety is vital to our employees, our contractors, our customers, and the growth of our company.

ROLLOUT:

Operations, with the support of QHSE, will communicate this initiative to personnel to ensure the consistent delivery of information. Each month will focus on a specific rule to be delivered at your safety meeting.

This is one of the most important safety series we will ever have. Your leadership and direction are pivotal in ensuring that the significance of this message is delivered across all of our operations

The "Start Safe. Finish Safe." campaign consists of training, information cards, posters, and hard hat stickers. They all help to highlight the **Rules to Live By**. Each rule is vital

to employee health and safety. Deviation from these rules could mean injury or death.

Each supervisor is responsible for the successful delivery of this initiative to guarantee every employee receives coaching on how these rules can impact his or her life.

- As you talk about these Rules to Live By with personnel, avoid negativity.
- This is about positively influencing safety at C&J so that every employee can go home safely, every day, to enjoy his or her personal life.
- This is a huge opportunity for C&J and our contractors to positively impact our work environment and industry.
- "Start Safe. Finish Safe." is not just a campaign, it's a way of thinking.
- Implementation and buy in will take time. Reiterate key points.
- Acknowledge good behavior and celebrate all successes, even the small ones.

This campaign coincides with the company's new Operation EXCEleration roll out. During the development of the new QHSE module, a matrix was developed to determine root causes for non-conformances and near misses. This along with an improved incident reporting system & corrective-action process will help identify issues so they can be fixed.

START SAFE. FINISH SAFE.

This campaign helps everyone identify risks so they can be mitigated. Bottom line, we want, need, and must improve employee health and safety.

LEADERSHIP TALKING POINTS:

At C&J, safety is top priority. It's the C&J way.

- That's not new and it shouldn't be a surprise to you.
- People are top priority.
- The health and welfare of employees, contractors, and customers are the most important aspects of our business.

That's why we're launching the **Rules to Live By** "Start Safe. Finish Safe." campaign.

- These are rules to help each of us identify risks and hazards. Knowing them allows us to take responsibility for our own safety.
- The rules apply to every employee and contractor.
- The rules cover areas of high-risk, including:

- ✓ Transport and Driving
- ✓ Work Responsibly
- ✓ Risk Mitigation
- ✓ Working at Heights
- ✓ Chemical Hazards and Explosives
- ✓ Avoiding the Line of Fire
- ✓ Working with Rotating Equipment
- ✓ Lifting and Hoisting
- ✓ Permit to Work
- ✓ Forklifts, Cranes and Manlifts
- ✓ Hazard Zones
- ✓ PPE

This campaign is about changing behaviors to prevent injury and save lives.

- Leadership is responsible for ensuring all employees are fully educated on how these rules affect them in their daily work.
- The rules will be communicated through training, information cards, posters and stickers.
- A new Operation EXCEleration health and safety information system will be rolled out this year.



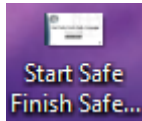
START SAFE. FINISH SAFE.

PRESENTATION HOW-TO GUIDE

RULES TO LIVE BY “**START SAFE. FINISH SAFE.**” CAMPAIGN

OPENING AND STARTING THE START SAFE. FINISH SAFE PRESENTATION

1. Click on presentation or link provided (see figure below).

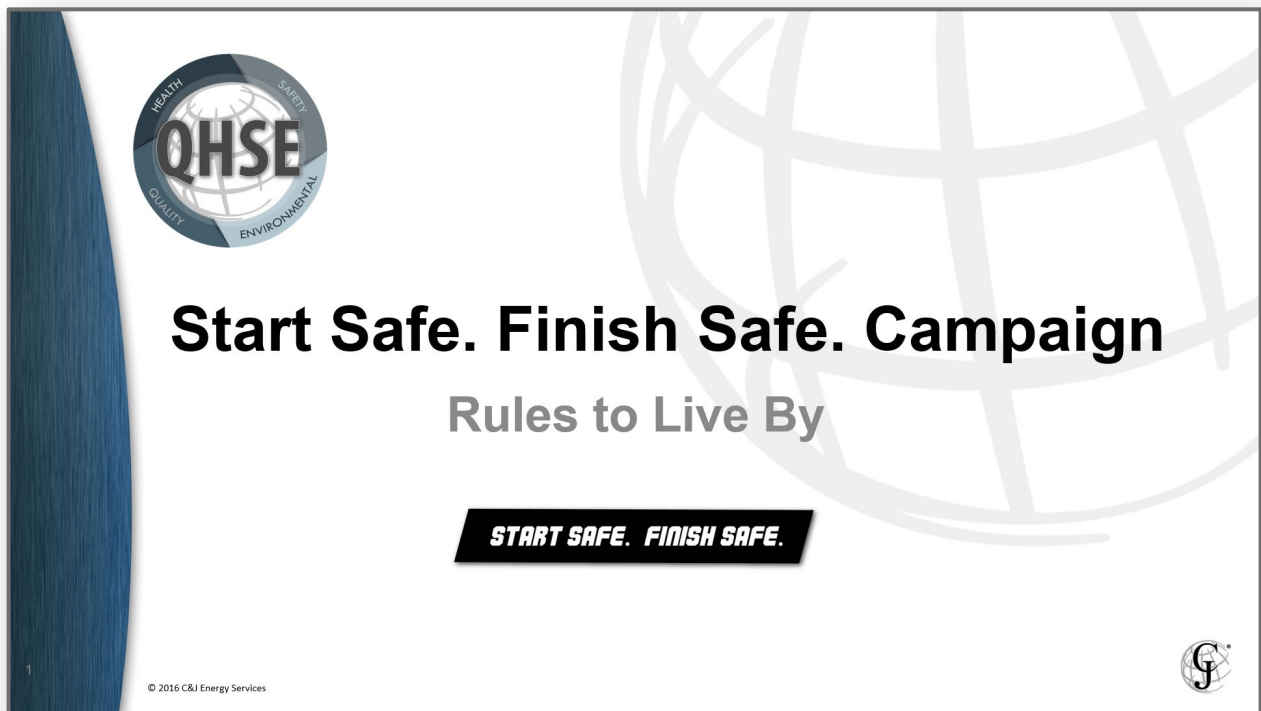


2. Choose the **Enable external content for this session** radio button. Then click **OK**.



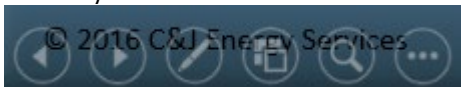
START SAFE. FINISH SAFE.

3. The following screen will appear.



4. To navigate to next pages, do one of the following:

- Click the left mouse button
- Push the keyboard Page Down key. **Note:** The Page Up key will navigate to previous pages.
- Push the keyboard arrow down button. **Note:** The arrow down button will navigate to previous pages.
- Click the arrow icons on the bottom left corner of the presentation page (see figure below).



START SAFE. FINISH SAFE.

5. A Message from C&J Leadership (page 4) contains a video. Click on the arrow in the center of the screen to play the video. **Note:** You must be on the C&J network to view video. If you are on a Nabors computer or laptop, enter your full email address and email password when prompted. If the video does not play, paste <https://youtu.be/NnPSfgv8O7Q> into your web browser to watch the video on YouTube.

A Message from C&J Leadership



START SAFE. FINISH SAFE.

C&J Energy Services

6. The Rules to Live By are compiled on page 8 (see figure below). The text in blue is hyperlinked to those sections. Click on the blue text to navigate to the needed (linked) page.

Rules To Live By

1. [Transport and Driving](#)
2. [Work Responsibly](#)
3. [Risk Mitigation](#)
4. [Working at Heights](#)
5. [Lifting and Hoisting](#)
6. [Permit to Work](#)
7. [Forklifts, Cranes and Manlifts](#)
8. [Chemical Hazards and Explosives](#)
9. [Line of Fire](#)
10. [Hazard Zones](#)
11. [Working with Rotating Equipment](#)
12. [PPE](#)

START SAFE. FINISH SAFE.



START SAFE. FINISH SAFE.

7. The Rules to Live By icons by are also located on the right side of pages 8 through 20. Those are also hyperlinked to those corresponding sections in the presentation. Click on a rule icon to navigate to the needed page.



8. Use the keyboard Esc key to exit presentation.

http://portal.cjenergy.com/news/Pages/News/2015 Start Safe. Finish Safe.

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Start Safe. Finish Safe.

11/18/2015

SAP QHSE and SAP QHSE Audit are strategic parts of an all safe strategy!

Have you been hearing about Operation EXCEleration? Have you asked yourself, "What is it and how does it affect me?"

As part of Operation EXCEleration, QHSE and C&J will implement SAP QHSE as well as SAP QHSE Audit. Mary Starewich, Operation EXCEleration lead for the HSE work stream recently stated, "This implementation will allow us to collect, organize, review and track HSE incidents, corrective actions, risk assessments, audits and observations. The system will provide vital information we can use to understand and gauge how well we are meeting QHSE goals. It will also give us tools to identify trends and proactively impact safety at the local and company level."



"You can't improve what you don't measure. SAP QHSE and SAP QHSE Audit implemented via Operation EXCEleration will provide us the tools necessary to identify, document, track and trend companywide occurrences in QHSE areas. As an organization we will use this new system to enhance our ability to meet and exceed regulatory compliance and promote working safely each and every day," said John Srock, Vice President of QHSE and Risk Management.

In short, having these systems in place will provide a 360-degree look at what is occurring across the organization in QHSE areas. This will allow us to identify trends, deploy resources and implement safety measures appropriately and quickly.

"The new systems will support C&J in areas of QHSE by promoting standard processes and collection methods. Use of the system will also add additional transparency and promote accountability, ultimately allowing us to correct unsafe conditions and behaviors quickly and put preventative measures in place to improve our safety performance and culture," Srock said.

Implementing SAP QHSE and SAP QHSE Audit systems will benefit all employees by:

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Implementing SAP QHSE and SAP QHSE Audit systems will benefit all employees by:

- Giving every employee an opportunity to actively participate in the "Start Safe. Finish Safe." process and positively impact C&J's safety culture. Each employee will have the ability to submit observations in the field as they occur by using Adobe forms and mobile apps.
- Streamlining current processes by better utilizing technology (laptops, tablets, and mobile devices) and software. QHSE information will be collected via various methods and housed in the system so it can be tracked, analyzed and reviewed.
- Providing standardized tools to evaluate QHSE information in a timely manner, with zoned reporting that is fit-for-purpose and adaptable per user specifications. Information will be available in various formats: alerts, task workflows, reports or Intranet dashboard views.

Effectively using SAP QHSE and SAP QHSE Audit will allow C&J to excel in areas of QHSE by giving us abilities we've never had before. Now that we have these tools, we are tasked with utilizing them. QHSE is ready and excited to begin building and using these new systems, are you?

Operation EXCEleration portal: <http://portal.cjenergy.com/departments/operation-exceleration>

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Operation EXCEleration portal: <http://portal.cjenergy.com/departments/operation-exceleration>





START SAFE. FINISH SAFE.



INSTRUCTIONS: 1) If not done already, watch the *Start Safe. Finish Safe. Rules to Live By* presentation with employees on a laptop or computer with Internet connection. 2) In one of your April safety meetings, refer to the Transport and Driving Rules to Live By slide (page 9) and the talking points below. 3) Fill out and print form “CJES 1705 - Monthly Safety Meeting Form” and have each employee sign it as proof of attendance. 4) Scan forms and email to your regional QHSE manager (also cc QHSE.Training@cjes.com) by May 1 so meetings can be logged as training into C&J University.

“START SAFE. FINISH SAFE.” RULES TO LIVE BY CAMPAIGN

TRANSPORT AND DRIVING

TOOLKIT & LEARNING TOOLS

TRANSPORT AND DRIVING RULES TO LIVE BY OBJECTIVE



- Understand current company data on transport and driving issues & injuries.
- Reduce employee injuries, restricted work days and lost work days.
- Reduce frequency of motor vehicle accidents (MVAs).
- Continuously and constantly improve driving and road safety by following company road standard.
- Create best-in-class professional drivers.
- Build competency of drivers of heavy-duty and light-duty vehicles to be industry best.

CURRENT YEAR-TO-DATE COMPANY TRANSPORT & DRIVING DATA*

- 2,640 active regulated drivers
- 3,019 active non-regulated drivers
- Approximately 20,000 company units with wheels move up and down the highway
- 5,633,896 DOT mileage for all business units/PSLs

TALKING POINTS

- At C&J, all safety is a condition of employment.
- Standard policies, procedures and routines help mitigate risks when followed.

- April's focus, along with this toolkit and accompanying learning tools, specifically pertain to transport & driving rules & safety.
- Refer to, learn and follow all bulleted driver requirements and expectations as listed in the Transport and Driving slide and accompanying poster (on page 9 in the *Start Safe. Finish Safe.* overview presentation).

TOOLKIT LEARNING TOOLS

All employees should read, know and follow policies and procedures as listed in:

- Employee and Contractor Handbook
- Road Standard Policy

The above documents and additional learning tools are available at:

- QHSE Storefront in SharePoint on the *Start Safe. Finish Safe.* page at <http://portal.cjenergy.com/departments/qhse/qhse-subsite/SitePages/Start%20Safe%20Finish%20Safe.aspx>
- G Drive: <\\mycjes.com\\MYCJES-SUBS-ROOT\\NCPS\\Houston\\Shared\\Safety&Training - Public\\Start Safe. Finish Safe. Safety Campaign> **Note:** The link for the legacy NCPS G drive has been updated on the *Start Safe. Finish Safe.* PowerPoint presentation.
- O Drive: <O:\\QHSE\\Start Safe. Finish Safe. Safety Campaign>

* Per QHSE Statistical Dashboard year-to-date to 3/18/16.



START SAFE. FINISH SAFE.



INSTRUCTIONS: 1) If not done already, watch the *Start Safe. Finish Safe. Rules to Live By* presentation with employees on a laptop or computer with Internet connection. 2) In one of your May safety meetings, refer to the Work Responsibly & Risk Mitigation Rules to Live By slides (pages 10-11) and the talking points below. 3) Fill out and print form “CJES 1705 - Monthly Safety Meeting Form” and have each employee sign it as proof of attendance. 4) Scan forms and email to your regional QHSE manager (also cc QHSE.Training@cjes.com) by June 1 so meetings can be logged as training into C&J University.

“START SAFE. FINISH SAFE.” RULES TO LIVE BY CAMPAIGN

WORK RESPONSIBLY & RISK MITIGATION

TOOLKITS & LEARNING TOOLS

WORK RESPONSIBLY & RISK MITIGATION RULES TO LIVE BY OBJECTIVE



Know that the decisions you make at work every day affect you, coworkers, customers and the public. Your decisions, and associated risks, also either generate bad consequences or good rewards. Be diligent and be an advocate for your safety and for the safety of others around you. Before beginning any job, survey the area to identify hazards

present. If you see a dangerous or potentially-dangerous condition, initiate your stop-work authority and report it before someone gets hurt.



TALKING POINTS

- At C&J, safety, & following company policies & rules, is a condition of employment.
- Standard policies, procedures and routines help mitigate risks when followed.
- May's focus, along with this toolkit and accompanying learning tools, pertains to working responsibly, which includes: **Stop Work Authority**, **Stop Work Intervention**, and **looking out for each other**. Also, before each job:
 - ✓ Inspect all equipment prior to leaving any C&J facility.
 - ✓ Wear correct personal protective equipment (PPE) for the job.
 - ✓ Perform a Job Safety Analysis.
 - ✓ Look for hazards including unsafe acts or conditions.

- ✓ Report any unsafe acts, unsafe conditions, near misses or incidents.
- ✓ Communicate with others; conduct meetings as needed.
- Refer to, learn and follow all information and expectations as listed in the Work Responsibly & Risk Mitigation slides & accompanying posters (on pages 10-11 in the *Start Safe. Finish Safe.* overview presentation).

TOOLKITS & LEARNING TOOLS

All employees should read, know and follow policies and procedures as listed in:

- Employee and Contractor Handbook
- H-S 001 – Stop Work Authority
- H-S 008 JSA – Hazard Assessment

The above documents and additional learning tools are available at:

- QHSE Storefront in SharePoint on the *Start Safe. Finish Safe.* page at <http://portal.cjenergy.com/departments/qhse/qhse-subsite/SitePages/Start%20Safe%20Finish%20Safe.aspx>
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Start Safe. Finish Safe. Learning Tools

4/1/2016

As some of you may already be aware, there is an ongoing, companywide initiative to spread the word to all employees regarding the "Start Safe. Finish Safe. Rules to Live By" campaign. Operations, with support from QHSE, is presenting an overview of the campaign, handing out the "Start Safe. Finish Safe." safety card badges and stickers, and collecting acknowledgement forms from each employee to be logged and tracked in C&J University as awareness training. In addition to the materials distributed through your supervisors, we are also making information available through our [QHSE storefront page](#) on the Intranet.

These rules are not new. However, during this time of change and reorganization, we are revisiting, relearning, refocusing and rededicating ourselves to these core areas of risk to mitigate injury. These rules should be second nature in our culture and a commitment and a responsibility we all share.

April's focus, along with this toolkit and accompanying learning tools, specifically pertains to [Transport and Driving](#) rules and safety. Expect to learn more about this in your April safety meetings. The objectives for this month are to:

- Understand current company data on transport and driving issues and injuries.
- Reduce employee injuries, restricted work days and lost work days.
- Reduce frequency of motor vehicle accidents (MVAs).
- Continuously and constantly improve driving and road safety by following company road standard.
- Create best-in-class professional drivers.
- Build competency of drivers of heavy-duty and light-duty vehicles to be industry best.

Affected employees are expected to refer to, learn and follow all bulleted driver requirements and expectations as listed in the Transport and Driving slide and accompanying poster. These tools are available on the [Start Safe. Finish Safe. campaign page](#) within the QHSE storefront. In addition, all employees should read, know and follow policies and procedures as listed in:

- [Employee and Contractor Handbook](#)
- [Road Standard Policy](#)





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Chemical Hazards and Explosives

8/2/2016

The Start Safe. Finish Safe. monthly safety topic for August is Chemical Hazards and Explosives. Please ensure that you and your team read and incorporate the information below into your daily work. Remember, safety is everyone's responsibility.

Chemical hazards and explosives handling are some of the most significant hazards at C&J. Exercise extra caution in areas labeled Hazardous, Dangerous, Caution, Warning, etc. Do not ever bypass or disable safety protection devices or equipment. Be diligent and always follow safety protocols.



Concerning chemical hazards and explosives:

- Get trained; it's your right to know and understand.
- Before beginning each task, identify potential safety and environmental hazards.
- Follow your job safety analysis (JSA) and standard operating procedures (SOPs).
- Do not go into a restricted area unless authorized to do so.
- Properly label and adhere to all hazard zones.
- Know the location of Safety Data Sheets (SDSs) for reference as needed.
- Know the location of PPE, safety equipment and emergency showers.
- Know and adhere to spill prevention and containment procedures.
- Know where to get safety and health information at your specific worksite.
- Utilize Stop Work Authority when working conditions or behaviors are considered unsafe.

All employees should read, know and follow policies and procedures as listed in:

Employee and Contractor Handbook (PPE, Hazard Communication, Environmental Consideration sections)

H-S 009 – Hazard Communication

The above documents and additional learning tools are available at:

The QHSE Storefront in SharePoint on the [Start Safe. Finish Safe.](#) page



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July Safety Message

7/1/2016

For the month of July, the Start Safe. Finish Safe. campaign topics are Lifting & Hoisting; Permit to Work; and Forklifts, Cranes & Manlifts. We know that safety incidents occur when personnel are careless, too hurried or under tight deadlines. As a counter-measure, before each task, it is important to take a step back, analyze what we want to do, make a plan to do it safely, and ensure all steps are done by the rules as outlined in the C&J employee handbooks and policies. Please refer to the July safety materials on the [QHSE Start Safe. Finish Safe campaign page](#) on the Intranet for detailed learning tools including posters, processes, handbooks and PowerPoint presentations.



Also, keep in mind these key safety points:

Lifting & Hoisting

- Evaluate the load (weight, size, shape, etc.)
- Rigging and lifting processes and equipment must be planned, controlled and fit for the job.

Permit to Work

- Energy isolating devices (locks or tags) must be used to Lockout/Tagout (LOTO) equipment during service or maintenance operations.
- All controls must be identified, a risk assessment performed, a procedure implemented for lock-out/tag-out, and auditing established prior to operation of affected equipment.

Forklifts, Cranes & Manlifts

- Inspect forklifts prior to each shift using the Forklift Pre-Use Inspection Form. Report issues and unsafe conditions.
- Verify the weight of each load before making a lift. Do not load beyond the limits of the load-rating chart.

Additional Resources:

All employees should read, know and follow policies and procedures as listed in:

- Employee and Contractor Handbook
- H-S 023 – Manual Lifting

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Working at Heights

5/31/2016

For the month of June, the **Start Safe. Finish Safe.** campaign topic is Working at Heights. As we continually reinforce across our organization, standard policies, procedures and routines help mitigate risks when followed. We encourage you to refer to the Working at Heights materials on the [QHSE Start Safe. Finish Safe campaign page](#) on the Intranet.



Also, keep these key points in mind:

C&J only allows employees trained in fall protection procedures to work in areas where fall hazards occur. This reduces the likelihood of falls and helps ensure a safe workplace. Passive fall protection, fall restraint, or fall arrest is required if any risk exists that a worker may fall from an elevated position. Not all protection has the same level of protection.

- Fall protection or a fall restraint must be used when working height is 4 feet (1.2 M) or more, or when a hazard exists below where you are working.
- Do not overload or overreach when working at heights.
- Watch for unstable, sharp or fragile surfaces.
- Watch out for falling objects.
- Know your emergency evacuation and rescue procedures and take into account weather conditions that impact worker safety.

Additional Resources:

All employees should read, know and follow policies and procedures as listed in:

- Employee and Contractor Handbook
- H-S 017 – Fall Protection

The above documents and additional learning tools are available at:

- QHSE Storefront in SharePoint on the **Start Safe. Finish Safe.** page at <http://portal.cjenergy.com/departments/qhse/qhse/subsite/SitePages/Start%20Safe%20Finish%20Safe.aspx>
 - G Drive: \\mycjes.com\MYCJES-SUBS-ROOT\NCPS\Houston\Shared\Safety&Training - Public\Start Safe. Finish Safe. Safety Campaign
- Note:** The link for the legacy NCPS G drive has been updated on the **Start Safe. Finish Safe.** PowerPoint presentation.
- O Drive: [O:\QHSE\Start Safe. Finish Safe. Safety Campaign.](#)



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Work Responsibly and Risk Mitigation

5/3/2016

For the month of May, the Start Safe. Finish Safe. campaign topics are Work Responsibly and Risk Mitigation. These two topics reinforce the theme of employee ownership for safety. This is also an occasion to revisit two powerful safety tools: Job Safety Analysis (JSA) and Stop Work Authority (SWA). If both of these tools are used consistently and correctly, we can all prevent incidents from occurring.



Know that the decisions you make at work every day affect you, coworkers, customers and the public. Your decisions and their associated risks generate negative consequences or positive rewards. Be diligent and be an advocate for your safety and for the safety of others around you. Before beginning any job, survey the area to identify hazards present. If you see a dangerous or potentially-dangerous condition, initiate your stop-work authority and report it before someone gets hurt.

Remember, before each job:

- Inspect all equipment prior to leaving any C&J facility.
- Wear correct personal protective equipment (PPE) for the job.
- Perform a Job Safety Analysis.
- Look for hazards including unsafe acts or conditions.
- Report any unsafe acts, unsafe conditions, near misses or incidents.
- Communicate with others; conduct meetings as needed.

All employees should read, know and follow policies and procedures as listed in:

- Employee and Contractor Handbook
- H-S 001 – Stop Work Authority
- H-S 008 JSA – Hazard Assessment

All of the Start Safe. Finish Safe. toolkits and learning tools for this month's topics are available on the [QHSE Storefront/Start Safe. Finish Safe. page](#) on the C&J Connect intranet portal.

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QHSE November Focus

11/10/2016

"Always Wear PPE" is November's focus in our year-long **Start Safe. Finish Safe.** "Rules to Live By" campaign.

Personal protective equipment, commonly referred to as "PPE," is equipment worn to minimize exposure to hazards that can cause serious workplace injuries and illnesses.

Your correct selection and appropriate use of PPE helps minimize exposure to physical, chemical, mechanical, electrical, radiological and other workplace hazards. Important points to remember:

- Know when PPE is necessary. Know what PPE is necessary.
- Always be diligent in using the appropriate PPE.
- Utilize available resources to identify the appropriate PPE for the type of work being conducted (i.e. risk assessment, SDS, supervisor).
- Wear PPE appropriate to the type of work being conducted.
- Ensure you are trained for the PPE you are using.
- Carefully inspect your PPE before each use and ensure it fits properly.
- Use and maintain PPE per manufacturer requirements.
- Understand the limitations of any PPE.
- Check expiration dates during routine inspections and discard out-of-date items.
- When unsure, ask questions.
- Report all concerns and utilize "stop work authority" when potential exists for an injury or incident.

Don't risk your health or safety to save time and effort. Always leave work the same way you arrived.



Nov. 2016





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QHSE focus for October

10/6/2016

Machinery and tools are utilized daily at company facilities and worksites across the nation. In support of incident prevention and creating a safe and environmentally-sound workplace, all employees must assume responsibility for the conditions of the workplace and their actions. This includes the proper maintenance and safe operation of equipment, tools, machinery, vehicles, etc.

Guidelines for safe equipment operation include:

- Before starting a task, survey work to identify any and all potential hazards.
- Only use equipment and tools you are trained on and authorized to use.
- Always maintain a safe distance. Remove or secure clothing, hair and jewelry that pose a hazard around machinery and tools.
- Always Inspect equipment before use and ensure safety devices are intact and in top working order.
- Do not remove safety guards from machinery or equipment except for the purpose of inspecting, making repairs, lubricating, or making adjustments and then only after the power has been shut off, locked out and red tagged. All machinery guards must be replaced immediately after completion of service, repair, adjustments, etc.
- De-energize, then lock out and tag out-of-service tools and machinery.

Proper hazard identification and mitigation helps ensure everyone comes home safe. If there is a suspicion that a situation could lead to an incident, use Stop Work Authority and immediately report the issue to a supervisor or manager. Exercising this authority allows time for evaluation of the situation and for corrective action. Remember, safety is everyone's responsibility.

For the above and additional information, download this month's toolkit on the QHSE Storefront in SharePoint on the [Start Safe. Finish Safe.](#) page.

WORKING WITH
ROTATING EQUIPMENT






Oct. 2016



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Avoid Line of Fire and Hazard Zones

9/7/2016

The Start Safe. Finish Safe. monthly safety topics for September are Line of Fire and Hazard Zones. Please ensure that you and your team read and incorporate the information below into your daily work. Remember, safety is everyone's responsibility.



Injuries can be reduced by recognizing and avoiding Line of Fire and other Hazard Zones. Stay clear of danger by: being aware of all hazards around you; understanding all equipment and operations in your work zone; and taking time to think about consequences that could result from your actions or the actions of others working around you.

Concerning Line of Fire and Hazard Zones:

- Work areas with restricted access must be marked to indicate a high-risk condition or task is underway within the area.
- Hazard zones must be visually marked!
- Entry into hazardous areas is restricted.
- Any person entering the restricted area must be able to identify the hazards listed on the caution tag and abide by the conditions.

All employees should read, know and follow policies and procedures as listed in:

- Employee and Contractor Handbook (Rigging, Falling Objects, Stop Work Authority, Machine Guarding, Dropped Objects, Heavy Tools and Equipment.)
- H-S 030 Rigging Safety

The above documents and additional learning tools are available at: QHSE Storefront in SharePoint on the **Start Safe. Finish Safe.** page.



C & J ENERGY SERVICES

Corporate Office

3990 Rogerdale • Houston, TX 77042

Phone: (713) 325-6000 • Fax: (713) 325-5910

C&J Energy Services

START SAFE. FINISH SAFE.

TO: QHSE Representative

FROM: John Srock, Vice President of QHSE

SUBJECT: Safety Cards for Start Safe. Finish Safe. Campaign – DO NOT DISTRIBUTE

Please find the enclosed “Rules to Live By” safety cards for the *Start Safe. Finish Safe.* campaign.

At this time, please store them in a safe place and **do NOT distribute**.

I will send you instructions on when the *Start Safe. Finish Safe.* campaign will officially be rolled out. At that time, I will ask that you distribute these cards to employees in your area.

If you have any questions, please contact Nita Costello at nita.costello@cjes.com.

Thank you very much for supporting this campaign and ensuring the safety of your fellow employees.



C&J Energy Services

Employee Training Form

Employee Acknowledgement & Understanding of Topics

I, (Print Full Legal Name) _____
(Employee Name)

Employee ID (ADP ID) _____ Location: _____

Acknowledge receipt of C&J Energy Services “**Start Safe Finish Safe – Rules to Live By**” training. I have received instruction and understand the training subject and have been given the opportunity to ask questions.

Topics Covered in **Start Safe Finish Safe – Rules to Live By** training:

- Purpose
- Leadership Message
- Our Values. Our Safety Rules.
- Learning Outcomes
- Roles
- Rules to Live By: Transport & Driving; Work Responsibly (Stop Work Authority); Risk Mitigation; Working at Heights; Manual Lifting; Permit to Work; Forklifts, Cranes and Manlifts; Chemical Hazards & Explosives; Avoid Line of Fire; Hazard Zones; Working with Rotating Equipment; Always Wear PPE

I FULLY UNDERSTAND THE GOVERNING AGENCIES RULES AND REGULATIONS AND C&J ENERGY SERVICES POLICIES AND PROCEDURES REGARDING THE AFORMENTION SUBJECTS AND AGREE TO COMPLY WITH THESE REQUIREMENTS.

I FULLY UNDERSTAND THAT I AM MANDATED TO OBSERVE, FOLLOW, AND OBEY WITH THESE RULES AND THAT FAILURE TO ABIDE TO THESE REQUIREMETNS COULD RESULT IN DISCIPLINARY ACTION UP TO AND INCLUDING TERMINATION.

IF I SHOULD NEED ASSISTANCE OR HAVE ANY QUESTIONS OR PROBLEMS, I AGREE TO NOTIFY MY IMMEDIATE SUPERVISOR AT ONCE.

Scan completed forms to QHSE.Training@cjes.com to be logged into C&J University as training.

EMPLOYEE SIGNATURE: _____

TODAY’S DATE: _____