Ethos overview
This booklet provides an overview of Ethos – Encana’s integrated environment, health & safety (EH&S) management system. Integration of EH&S standards, related practices and behaviors into all facets of Encana’s business will ensure that we maintain our license to operate and protect people and the environment. All staff are accountable and expected to integrate each of the Ethos standards and related practices into each of his or her operational processes. Full integration of Ethos will help deliver on Encana’s operational and EH&S goals.

Within this booklet you will find more information on:
- the Ethos framework
- the plan-do-check-act process
- the 16 Ethos standards
executive support

*Ethos: Encana’s environment, health and safety management system*

Saying we are committed to responsible action is just the start of corporate responsibility. Acting in a responsible manner is the essential second step. However, showing ourselves and others that we have followed our own environmental, health and safety policies is often a greater challenge than saying and doing.

Ethos, our management system, helps us measure, track, know and understand our environment, health and safety performance. Ethos turns the goals and objectives set by our environment, health and safety policies into authentic and transparent accomplishments. Ethos is an accountability tool that will help us understand our performance and guide our future behaviours as we continually strive to improve how we care for people’s health, safety and the environment.

Ethos sets out 16 corporate-wide environment, health and safety standards that clearly define how we conduct our business at Encana. Integral to the standards is a systematic Plan-Do-Check-Act methodology, a simple four-step process that guides users to predictable and repeatable results and drives the continuous improvement of our processes.

By integrating Ethos and its accompanying standards into the planning, execution, review and look back of our activities – everything from conducting routine daily tasks to the execution of our development plans – Ethos will help us create an injury-free workplace, minimize our environmental impact and treat our neighbours with respect. These actions provide the foundation of responsible development.

Ethos is our yardstick for measuring our environment, health and safety performance. Everyone at Encana must learn how to use Ethos and put it to work so we can meet our internal and external accountabilities and demonstrate sound environmental, health and safety performance to ourselves and all of our stakeholders.

Randy Eresman

*President & Chief Executive Officer*
Ethos – a systems approach to EH&S management

Ethos is our overarching framework for managing EH&S. It is a simple, well-defined and structured EH&S management system. Ethos is based on the plan-do-check-act process. This simple approach can be described as follows:

**plan**
A plan is required to set objectives along with the necessary action plans, roles and responsibilities and essential resources to carry out those objectives.

**do**
Our teams use the available tools and resources to carry out or do the plan.

**check**
We take the time to check our performance to see how we are doing.

**act**
We identify areas in which we can improve – act – and feed these opportunities back into the planning cycle.

Embedded in our daily activities, Ethos contributes to Encana’s long-term success and sustainability by aiding in meeting and surpassing our environment, health and safety obligations and managing EH&S risks.
what does Ethos look like?
Ethos is a combination of the 16 Ethos standards, the plan-do-check-act process, and related EH&S practices. Each component of Ethos is designed to work interdependently and this interdependence continually reinforces our common objective of improving our EH&S performance. Ethos drives continuous improvement. With deliberate planning and priority setting, resources can be efficiently allocated to maximize our EH&S performance.

what is Ethos?
The word, Ethos, is defined as the characteristic spirit, guiding beliefs and values of a community, people, or system. For Encana, it is our guiding belief that every job can be done safely with sound environmental stewardship. Together these beliefs permeate the spirit of the organization.
Ethos continuous improvement

plan do check act
PROCESS

Continuous Improvement
we plan our work

- set goals, objectives and performance measures
- identify Encana policies, standards, EH&S practices, procedures and regulatory compliance requirements
- identify hazards and risks
- determine roles, responsibilities and accountabilities
- establish competency requirements
- identify resource requirements
- establish record keeping requirements

we follow our plan

- communicate goals, objectives and performance measures
- adhere to Encana policies, standards, EH&S practices, procedures and regulatory compliance requirements
- assign roles, responsibilities and accountabilities
- train individuals to be competent in their roles
- provide resources
- keep records

we verify the work plan was followed

- confirm achievement of goals, objectives and performance measures
- verify adherence to Encana policies, standards, EH&S practices, procedures and regulatory compliance requirements
- confirm appropriate roles, responsibilities and accountabilities
- verify appropriate competency is in place
- confirm adequate resources
- confirm appropriate records were kept and appropriately managed

we review our work and adjust our plan as required

- review verification and performance results
- develop corrective action plans, where required
- implement and track corrective actions to confirmed closure
- integrate learnings into future plans and communicate across Encana
structure and accountabilities

what’s expected of Encana.

how we do it.

Board of Directors
President &
Chief Executive Officer

CREH&S Committee
Executive Team

Corporate EH&S

Company-wide
Policies,
Practices,
Guidelines

Ethos: EH&S
Management System

Standards

Guidance Documents

EH&S Practices

Procedures

Division Leadership Team
Team/Group Leads
Superintendents
Coordinators
**scope**

We all have a role to play in our environment, health and safety performance. Ethos applies to all Encana staff, wherever they work, whatever they do.

Our ongoing success is dependent on commitment from all levels and functions of the Company, including senior management. This commitment is active, visible and ongoing. Encana’s Board of Directors is updated regularly on Ethos through its Corporate Responsibility, Environment, Health & Safety (CREH&S) Committee.

**accountability**

We regularly audit our performance on Ethos at a Business Unit level. Audit results are reported to the Executive Team and the CREH&S Committee. EH&S groups provide resources to help Business Units prepare for these formal audits. To drive continuous improvement, corrective actions for any identified gaps are a critical outcome of these audits.

Each member of Encana’s staff must conform to the standards and EH&S practices identified within Ethos as it applies to his or her job function. Leaders and supervisors must ensure that all direct reports or persons under their direction have the appropriate job competency (education, training and experience) to perform assigned tasks. Associated training records must be retained and kept current. Training must take into account differing levels of responsibility, ability, language skills, literacy and risk.

**governance**

Appropriate documents and records are to be maintained to ensure compliance with EH&S regulatory requirements and conformance with the 16 Ethos standards and related EH&S practices. The standards and related practices conform to Encana’s policies and practices, including the Corporate Responsibility, Health & Safety, Environment and Risk Management policies and the Business Conduct and Ethics practice.
Ethos standards

Our 16 standards make up the ‘building blocks’ of Ethos. The standards govern how we will manage our EH&S responsibilities. The 16 standards are designed to work together to maximize worker safety, minimize our environmental impact and ensure regulatory compliance.

Below is a brief description of each standard.

commitment, communication and implementation
Staff demonstrate accountability for the implementation and integration of the EH&S commitments contained within Ethos. EH&S performance expectations are communicated and understood by all. Each staff member is held accountable for integrating EH&S into his or her job function and processes.

competency management
Staff are selected, trained and developed to meet job-specific EH&S requirements and competency is regularly assessed. Each staff member is held accountable for his or her identified EH&S performance objectives. Job competency requirements are regularly assessed.

contractor and service provider management
Contractors and service providers are identified, evaluated and selected based upon an analysis of strong EH&S management practices and performance criteria that includes EH&S. The EH&S performance of contractors and service providers is verified and monitored for conformance to Encana requirements.

document and record management
EH&S documents and records are identified, stored, protected, accessed and retained to ensure operational integrity. The process controls the life cycle of documents to mitigate risk to the corporation and meet regulatory compliance.

emergency preparedness and response
Emergency preparedness and response plans are developed, kept current and regularly exercised to ensure Encana is able to decisively respond to emergency events. Plans will provide a process to identify, mitigate, respond to and recover from emergencies.
**environmental stewardship**
Environmental stewardship practices exist that describe how we safeguard the environment and ensure environmentally-sound performance across Encana’s operations and throughout the life cycle of assets and operations.

**hazard identification, elimination and control**
Workplace hazards are identified, communicated and controlled or mitigated to acceptable tolerances.

**incident management**
Incidents are reported, investigated and analyzed to identify root causes, establish corrective actions, follow them through to completion and reduce the risks of recurrence.

**management of change**
Managing change is a process designed to prevent the introduction of new hazards and risks into the work environment. Risks associated with change are identified and managed to conform to Encana’s Risk Management Policy.

**occupational health and industrial hygiene**
Health practices are in place to promote a hazard-free workplace leading to the safety of our staff, communities and assets.

**regulatory compliance**
Encana conducts its business in compliance with applicable government regulations, agency rules, policy standards, acts and laws and monitors changes to ensure our operations continue to comply with regulatory requirements.
**reporting performance**

EH&S performance data are collected and routinely reported. Performance indicators are monitored, communicated to stakeholders and used for internal and external benchmarking.

**risk management**

EH&S risks in Encana’s processes or facilities are identified and managed to conform to Encana’s risk requirements and range of acceptable tolerances. Risk management includes identifying, evaluating and prioritizing risks with the help of our EH&S Risk Matrix.

**safety practices**

Safety practices are in place to manage site-specific hazards. Practices consider industry best practices and safety standards.

**security**

Security practices are in place to promote a safe and secure workplace, and the safety and security of our staff, communities and assets.

**verification and audit**

Conformance to Ethos is regularly assessed to ensure integrated EH&S performance and to identify opportunities for continuous improvement.
notes
for further information please contact:

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