



EMBEDDING A CULTURE OF CARE: THE LIFELONG IMPACT OF H&P SAFETY PHILOSOPHY



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Helmerich & Payne is well known in the industry for setting the standard in many ways, and their HSE philosophy has had a profound impact on my life. Laying the groundwork of Actively C.A.R.E.(TM) was done years before our focus on reducing serious injury and fatality (SIF) exposure. Let me share some of my experiences and the lessons I've learned from the leaders who came before me.

In 2005, I started my new hire orientation class in Alice, Texas. I'll never forget our discussion of a quote from the title of a popular leadership book, "hope is not a method." Hoping for a successful field operation without concrete action, planning, or strategy, is ineffective. That quote taught me the importance of deliberate, proactive efforts instead of relying on luck or optimism alone to keep you safe at work. Driven by intentional safety measures, systematic planning, training and accountability, and continuous learning, this vision embraced the spirit of the time. All of us at H&P were busy, ramping up production of the FlexRig® fleet. It would eventually set us apart as synonymous with the United States Shale Boom, cementing our position as an industry leader.

Through my nearly 20 years with H&P, I've held on to mementos. One is an HSE document from George Dotson, President of H&P International Drilling Company, as it was known at the time:

The Work Environment is Not a Place. It is People.

Helmerich & Payne International Drilling Co. is committed to creating and maintaining work environments which encourage employees, subcontractors and customers to perform in a safe and an environmentally responsible manner. Each individual is a critical part of the work environment capable of influencing those around them regardless of their title or position. The Company will increase employee sensitivity to the negative consequences of taking health and safety risks, damaging equipment, or harming the environment through training, education and accountability.

We Actively Care!

Helmerich & Payne International Drilling Co. is committed to creating a culture highlighted by an actively caring workforce. We will actively care for (1) our own safety and health, (2) the safety and health of others, and (3) the protection of our environment. Fundamental to our actively caring culture is every individual's willingness to provide open and immediate feedback to others regarding safe and unsafe work practices and to pro-actively correct recognized hazards that threaten one's health and safety or our environment. We will strive to be HSE coaches – not cops. Coaching begins with caring!

The Achievement of Excellence is Determined by Demonstrated Action and Zero Tolerancce.

Helmerich & Payne International Drilling Co. is committed to achieving HSE excellence and will set the highest level of environmental compliance in meeting the legislation and regulations of the countries in which it works. The Company will achieve the level of HSE excellence which employees at all levels, individually and collectively, demonstrate they truly want to achieve. The achievement of excellence requires action at all levels within the Company. H&P employees will not engage in, or tolerate in others, practices that are harmful, unsafe or pose a threat to people or the environment.

George S. Dotson, President



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While roughnecking on Rig 217 in East Texas, I was fortunate to have remarkable leaders. My rig managers, Jason Coon and Laney “Knot” Hopkins, set the standard for great leadership. If you ever worked with either of them, you know exactly what I mean. They weren’t just managing a drilling rig – they were actively caring for all of us, coaching a safety culture in perfect alignment with the practices H&P continues today. They approached safety with dedication, embodying the leadership H&P seeks to cultivate and promote.

Knot is a bit of a salty dog and has a unique way of mentoring. He would find my weaknesses, whether it was a lack of proactive behavior, equipment operating ability, or common knowledge of life skills. His mentorship, while a bit old school, motivated me to become better. I learned by repetition, and by being challenged to think outside the box. Little did I know at the time that the information would stick with me to this day.

The things I learned in my early years as a roughneck traveled with me throughout my career journey at H&P and is a part of my daily life as an HSE specialist in our Houston Construction Facility, where many different processes and projects occur at the same time. We are given opportunities every day to intentionally promote an Actively C.A.R.E. culture, even while working alongside third parties with differing safety outlooks, ensuring alignment in goals and values. Pre job planning discussions, with all parties involved, occur collectively, with third parties also sharing talking points related to their work scope SIF exposure. We are continually working toward mitigating SIF potential events by digging deep into investigations, not just at the rig but also in our construction facilities and warehouses, to identify root causes of problems and prevent future incidents. We discuss, as a team, how to handle difficult or non-enabled situations and make this situation better by making their situation enabled.

Today, our safety vision, built on a legacy of leadership and mentorship, is as strong as ever. Whether focused on short-term milestones or long-term objectives, we ensure that our goals are specific, measurable, and aligned with our mission. These goals aren’t just checkboxes – they shape our culture, drive our performance, and safeguard the wellbeing of our employees, customers, partners, and stakeholders.

H&P continues to lead the industry by setting clear, actionable Actively C.A.R.E goals that guide every part of our safety vision. With every step forward, we stay true to our commitment to safety, performance, and care—ensuring that everyone who works with us thrives.

For more information on how Helmerich & Payne can help you achieve better drilling outcomes, contact an H&P sales representative today or contact us through our website at [helmerichpayne.com/contact](https://www.helmerichpayne.com/contact).

It's time to follow through on your drilling performance potential.

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