

M&M Protection Consultants

A Technical Service of Marsh & McLennan

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March 23, 1984

Mr. James J. Hall, Manager
Biomedical and Environmental Affairs
Conoco Chemical Company
15990 North Barker's Landing Road
P.O. Box 19029
Houston, TX 77224

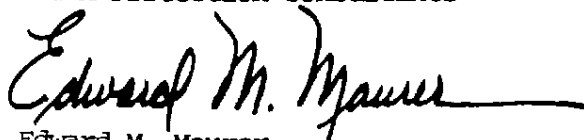
Dear Jim:

I would like to pass on a few comments relative to my recent visits to your plants. The management of Vista Chemical Company has recognized the fact that members of the organization will respond in direct proportion to what they perceive management wants. Further, they have accepted that an effective safety and environmental program requires the normal use of management systems in the same manner they are used to achieve other objectives.

Throughout my involvement with the Vista plant operations it became obvious that plant personnel are accountable and have responsibility for their actions. Not as easily identified, but nonetheless present, is the extreme pride and camaraderie that each plant possesses.

All of this has contributed to the success of the employee safety and the environmental programs at Vista. These programs rank among the best in the industry.

Sincerely,
M & M Protection Consultants



Edward M. Maurer
Assistant Vice President-Manager

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