



The 2021 CEOs WHO “GET IT”

Safety depends on leaders who understand and support it from the top down, ensuring every major business decision is made with safety in mind. That is the definition of a CEO who gets it.

The eight honorees recognized this year are leaders with decades of experience. These individuals hail from multiple industries and are passionate about safety and the impact it has on their employees, their organizations and their communities. They set bold goals, focus on continuous improvement and deliver strong results, recognizing that safety never stops.

In moving safety beyond compliance, CEOs who “get it” are able to address the myriad safety challenges present in organizations in which risk comes in many different forms. When Jeff Owens pushed for a Live Safety/Beyond Zero culture at Advanced Technology Services, the goal was to encourage all employees to “make safety a way of life, in and out of the workplace.” Meanwhile, Keryn James, ERM CEO, has focused on improving both leading and lagging metrics to sustain a high level of safety performance.

CEOs who “get it” lead by example, like Stephen Sandherr, CEO of Associated General Contractors of America, who uses his voice to promote safety beyond the walls of his organization, raising public awareness around high-risk areas such as work zones.

As leaders, they take time to listen to employee concerns and connect on topics that go beyond physical safety,

paying attention to concerns around psychological safety as well as mental health issues. With the health and safety of employees and their families as a “North Star,” these leaders drive the evolution of their organizational safety culture. Mark Vergnano, CEO of The Chemours Co., set an aggressive goal of improving Chemours’ safety performance by 75% by going deeper to create a companywide “safety obsession” mindset. Phil Breidenbach, president and project manager at Savannah River Remediation, has built a foundation of trust through a personal approach of making sure all employees are on the safety journey.

By using every tool at their disposal, such as promising technology, these leaders are able to address workplace safety performance, including driver safety behavior. For example, John E. Eschenberg, president and CEO of Washington River Protection Solutions, and Jeremy Kucera, president of Duro Electric, invested in safety practices and training for every employee on Day One. Each leader may have his or her own credo and leadership style, but all, like Mike Choutka, president and CEO of Hensel Phelps, believe that “working safely is the most important thing we do.”

Every worker in America deserves a CEO who gets it, and these eight individuals not only inspire their own employees, colleagues and other industry leaders, they help people live their fullest lives, from the workplace to anyplace.

The National Safety Council congratulates the 2021 honorees. **S+H**





PHIL BREIDENBACH

SRR PRESIDENT
SAVANNAH RIVER REMEDIATION
AIKEN, SC

Savannah River Remediation's mission is to eliminate the most significant environmental hazard in South Carolina. Its 2,600 employees do that by taking a hazardous, radioactive liquid waste stream – which is stored in 43 1.3-million-gallon operational underground tanks – and converting it into two safe, solid forms that can be disposed of and will be stable in the environment for 10,000 years.

Why is safety a core value at your organization?

I was born and raised on a farm. Farming is a dangerous business – next to mining, it's probably the most dangerous industry in the United States. I believe that's because you are constantly working around heavy equipment, and you are typically working alone. We did a lot of work growing up, and I made it through without getting hurt. We didn't have much in the way of pre-job briefings, procedures or work packages. The only oversight was my dad, and he was usually a long way away.

When I started working at the Savannah River site in the mid-1980s, I was shocked by the level of documentation, rigor and time required to do work. It didn't make sense to me, and I actually almost quit the industry. Slowly I started to understand why it was different than what I was used to on the farm. On the farm, I could certainly hurt myself or maybe someone I was working with, but not much more than that. I could certainly start a fire and burn up a field – I might have done that once. I could put the wrong pesticide or herbicide on a field and cause a serious problem. But I'd have a hard time affecting the state or the country. I'm not

sure I could affect the farming industry as a whole on my little farm in South Dakota.

In the nuclear business, we can. If we don't do the work correctly, we can affect many people, large areas of the state and the entire nuclear industry. Think about Chernobyl or Fukushima. Because the consequence can be so significant, the controls to ensure we don't actually experience those consequence need to be so robust. That's why we use engineered controls, plan the work, comply with procedures, etc.

What have you done to support employee mental health and well-being within your organization?

We have recognized over the years that a safe and healthy workforce does not start and stop at the gates of our site. Some of the steps we have taken to support our employees' health and well-being include the formation of "Health Kiosks" throughout our facilities. These kiosks allow employees to treat minor ailments with over-the-counter medication, check their bodyweight and body mass index, and check their heart rate and blood pressure. These kiosks include self-help literature to support awareness and give employees some considerations for taking further action if improving their wellness is desired.



Read the full Q&A
at sh-m.ag/2K20o1v.

We have created companywide health challenges called "The Biggest Winner" (a play off a TV network weight-loss competition), where teams are formed and support one another with health lifestyle changes to lose weight and increase their overall well-being. We have coordinated various onsite health fairs and flu shot clinics. We also offer ongoing health education via "lunch and learns," where guest speakers provide 30-minute educational sessions during lunch breaks.

During the COVID-19 pandemic, we are routinely checking in with our personnel who are teleworking to ensure they see/hear a friendly voice. This action provides us the opportunity to gauge the overall health and well-being of our teammates.

ACCOMPLISHMENTS

- Like everything, safety comes first. Phil made the priorities clear: safety of employees, safety of facilities and stopping/slowing the spread of the COVID virus. He's been successful in making the site of SRR statistically safer than "outside the plant."
- Each week, he pens personal messages to employees with safety topics, current events and project updates.
- Since the pandemic began, he has shared 10 transparent video messages, updating the team on the COVID-19 Response Plan, workforce/staffing status, and providing calls to action in fighting against the virus. He has contacted employees to check on them, asking how he can help them.



MIKE CHOUTKA

**PRESIDENT AND CEO
HENSEL PHELPS
GREELEY, CO**

Founded in 1937, Hensel Phelps specializes in building development, construction and facility services in a range of markets, from aviation to government, commercial, transportation, critical facilities, health care and transportation. Hensel Phelps is one of the largest employee-owned general contractors in the United States. Hensel Phelps brings clients' vision to life with a comprehensive approach that begins with innovative planning and extends throughout the entire life of the property. The organization has 3,905 employees.



Describe your personal journey to becoming a CEO who "gets it."

I began my career with Hensel Phelps almost 30 years ago as a field engineer, working on a multi-prime aviation project. One day, I was in the field performing survey work, minding my own business. There was another contractor making a crane pick nearby that was not properly planned. The crane operator lost control of the load, which struck me at a high rate of speed. I was not severely injured, although it could have been much worse. At that early point in my career, I learned how inherently dangerous this industry can be and how important hazard analysis is in the planning process. I also learned that engineering controls were not the sole remedy to preventing all incidents. People make the difference in this industry, so a strong safety culture with high engagement is needed for a holistic approach to a zero-accident mentality.

From that moment until present day, I can honestly say getting injured on a jobsite was one of the lowest points of

my career. I do not want anyone to go through that experience on a Hensel Phelps project.

What is the biggest obstacle to safety at your organization, and how do you work to overcome it?

The construction industry faces challenges every day that create barriers for safety culture, including trade partner integration, difficult schedules, budget constraints and complex projects. Considering these obstacles, our biggest challenge is creating an uncompromising safety culture that is consistent on all of our projects and engages everyone from the moment they walk onto our project.

Our goal is to be the safest company in our industry. To achieve this goal, we start by creating a culture that engages all stakeholders. We focus on three guiding principles: visible leadership involvement, engaging all employees and trade partners, and recognizing people for the things they do well every day. For us to be successful, we need to have safety champions on each project who build relationships with our people and trade partners. We send a consistent message that safety is of the highest importance. We must all do what we say, even when the challenges of the project make it difficult.



Read the full Q&A
at sh-m.ag/2K20o1v.

Why is safety a core value at your organization?

Hensel Phelps places the highest value on the safety and health of our employees, trade partners and our communities. I truly believe that safety is the most important thing we do because we care about our people and their families. Our leadership understands that every decision made sends a message about what really matters to the organization and impacts employee behavior. For us to demonstrate that safety really is this important, we must integrate safety into everything we do, ensure the right plans and controls are in place before performing any operation, verify safe working conditions, and empower anyone to stop work when conditions change.

ACCOMPLISHMENTS

- Mike's first priority as president and CEO: To communicate his expectations for Hensel Phelps to be the safest company in its industry.
- He requires executives to walk their projects exclusively for safety.
- He identified that HP wasn't engaging the workforce and trade partner craft in safety at the same levels as salaried and management employees. As a result, he launched the Craft Awareness and Recognition in Safety (CARES) Program.
- Mike actively monitors the safety observation program and recognizes top performers with a handwritten note and valued gift.



JOHN E. ESCHENBERG

**PRESIDENT AND CEO
WASHINGTON RIVER PROTECTION SOLUTIONS LLC
RICHLAND, WA**

Washington River Protection Solutions, an Amantum-led company with more than 3,000 employees, is committed to the safe and efficient management, retrieval and treatment of 56 million gallons of radioactive and hazardous waste stored in 177 underground storage tanks at the U.S. Department of Energy's Hanford site. The Hanford site is one of the largest nuclear cleanup projects in North America.

Describe your personal journey to becoming a CEO who "gets it."

At an early age, I learned the value of safety in the workplace through my own personal work experiences and by observing the consequences of unsafe actions by others. When I was just out of high school, I took a job in the building and construction industry. It was my first real exposure to the workplace and, without any training, I had no real sense or appreciation for a safe work environment underpinned by solid work practices.

My inexperience resulted in a number of unforgettable safety lessons that indelibly shaped not only my personal behaviors but helped form who I am as a company leader. Over the course of about a year on that job, I recall four specific events, each sending me home in worse condition than when I arrived for work that morning. I was shocked while working on an unsecured electrical circuit. I suffered an injury when a piece of metal became embedded in my eye while drilling on an I-beam, resulting in a trip to the emergency room. I tipped over (forward, thankfully) an overloaded forklift while unloading lumber. Lastly, I had to

make an emergency visit to the dentist after being hit in the mouth with a wooden beam. I will never forget the pain and discomfort of having 11 teeth wired back into place.

At that point, while sitting on the ridgeline of an asphalt-shingled roof in the middle of a sweltering South Carolina summer, I decided that I would go to college. As a student, I worked nights and weekends in a university's hospital radiology department as an X-ray technician, working in the emergency room and supporting the surgical suite. That experience brought me face to face with severely injured patients who arrived at the one of the state's Level I trauma centers with life-threatening injuries. Some of these were victims of industrial accidents that resulted from falls from significant height, a collapsed trench, rotating equipment and just basic industrial events. These injuries left some with broken bones and others with a life-long disability. A few, unfortunately, died. Once again, I had experienced a front-row seat to the consequences of industrial hazards, much of it stemming from either a lack of safety focus by the employer or an employee's failure to follow established procedures, including looking out for co-workers.



Read the full Q&A
at sh-m.ag/2K20o1v.

It was not until I became associated with the Navy's nuclear program that I developed a full understanding of the rigor and discipline necessary to ensure worker safety in high-hazard operating environments. It started when I was a co-op employee at the Charleston Naval Shipyard. While there, I completed a nuclear apprentice training program. Later, I worked outside the shipyard directly for the Naval Sea Systems Command, where I spent time on submarines and nuclear-related support installations. That experience introduced me to the true meaning of safety in the workplace and raised my standards to a high level that I have maintained throughout my career. Now, nearly 30 years after those experiences, I realize how they served to fortify not only my personal commitment to keep workers safe, but also to guide a necessary level of conservative decision-making in almost every aspect of my professional life.

ACCOMPLISHMENTS

- John provides top-down and side-by-side leadership on all safety-related fronts. He embodies the practice of leadership by example, and expects employees to incorporate sound safety and health principles at work, at home and in the community.
- He embodies the principles of strong safety culture by speaking to employee groups and routinely recognizing worker efforts and contributions.
- John asked for an independent safety culture evaluation near the end of a significant contract period to ensure an effective transition to a new contractor.



KERYN JAMES

CEO
ERM
LONDON

ERM is a leading global environmental, health and safety and sustainability consultancy firm with about 5,000 employees in 47-plus countries. ERM works with clients in a variety of sectors, including technology, oil and gas, power, finance, chemicals, pharmaceuticals, manufacturing, and mining to address their critical EHS and sustainability challenges.

Describe your personal journey to becoming a CEO who "gets it."

Throughout my consulting career, I have worked on projects in many different settings, from refineries to mine sites to very remote communities in Africa and Asia. I have the privilege of leading a business that has a diverse range of services from site investigation and remediation and decommissioning to stakeholder engagement, product stewardship, due diligence, strategy and safety risk assessment. The diversity of sectors, geographies, cultures and services have exposed me to a very wide array of risks, risk tolerance, and management of health and safety. This has helped me to understand how important it is for safety to be a "value" (rather than a process or a priority) because values are universal, no matter the culture, language or location.

ERM is a partnership model business and partners at ERM have always had the primary leadership accountability for making sure that work is done safely. As you are promoted within ERM, your responsibilities with respect to safety increase, but it is when you become a partner that you are

"accountable." When you are accountable for sending people into remote parts of Africa, a highly hazardous facility or a challenging stakeholder engagement activity, you want to be absolutely sure they will be safe, and it becomes part of the way you think about the work that we do and how we do it. It's built into the culture of the organization.

I have worked with clients and on client facilities/projects that have demonstrated health and safety excellence, and I have been in locations where this has not been the case. In my 25-plus years, I have experienced "good" and "bad" and, in particular, I have had direct experience with the deaths of subcontractors – this loss of life never leaves you. It shapes you and changes you in ways that is very difficult to convey. The understanding that the accountability ultimately rests with me, when this happens, is something that I feel very deeply and it changes how you think and behave.

What is the biggest obstacle to safety at your organization, and how do you work to overcome it?

I think there are two things that I worry about in this regard: 1) complacency and 2) failure to manage change. In every root cause analysis that we have undertaken for incidents and near misses at ERM (and, frankly, also with our clients), some element of these two issues often comes into play. The past eight months of living in a COVID-19 world have exacerbated the change management issues in my view. We are tackling the change management dimension by reviewing processes and other factors, but the most important action is increasing the level of engagement with our leaders and teams delivering projects in the field to raise awareness and capability around recognizing change, and appropriate responses. With respect to complacency, it's about keeping safety alive in all of our conversations and engagements with staff – whether that be at a global level, an office level or at a site level on a daily basis. It's a constant and enduring conversation.



Read the full Q&A
at sh-m.ag/2K20o1v.

ACCOMPLISHMENTS

- Keryn has instilled a "Culture of Caring" within the organization that is driven by the five pillars of ERM's safety program: active leadership, training and competency, emphasizing positive behaviors, risk management and maintaining balance.
- Her focus is on improving and communicating the leading metrics that will ultimately sustain the level of safety performance attributed to an organization that cares for its extended team.
- She personally sponsored the deployment of ERM's initial enterprisewide Safety Culture Survey in 2019. The results of this survey continue to drive improvement efforts related to instilling a "Culture of Caring."



JEREMY KUCERA

**PRESIDENT
DURO ELECTRIC CO.
ENGLEWOOD, CO**

Duro Electric provides preconstruction, construction services, design-build/design-assist, estimating, maintenance, and emergency response services to the Colorado market. Duro Electric employs 175 workers.

Describe your personal journey to becoming a CEO who “gets it.”

My journey began from a young age working with my father’s electrical company in South Dakota. After high school, I attended South Dakota State University and was in the electrical engineering program. After one year of schooling, I realized that was not the career I wanted. I was more of a hands-on guy! I went back home and continued working for my father’s company and achieved my journeyman’s license. While working, I volunteered to join the South Dakota National Guard as a combat engineer. I quickly moved up to the rank of staff sergeant and was deployed to Iraq in support of Operation Iraqi Freedom from 2004 to 2005. After deployment, I returned home and continued working.

One day I woke up and realized I wanted to see and do more and moved to Denver. I had a dream of building bigger and more complex projects. Once I arrived, I quickly found a new job working as a foreman for Duro Electric. After working in the field for five years, I moved into the office environment to become the business development and preconstruction manager for the company. I learned a lot of valuable business-related experience during these years and was promoted to president in 2017.

Throughout my many years in this trade and in the military, I have learned and been trained on many business and safety topics that have helped give me an understanding of what it takes to “get it.” First, you need to be aware of who you are as a person and use that self-awareness to make improvements to yourself. Every day you need to learn something from yesterday, then use that knowledge to move forward. You take all those experiences – good and not so good – and use them to make yourself and the company be the best they can be. Once the company culture is improved, great things will happen. People will start taking ownership for their actions and work to improve in every way they can.

How do you instill a sense of safety in employees on an ongoing basis?

During the interview process, we talk about our workplace safety program and culture. We are looking to see if safety is a part of their values and if they will be a good fit for the organization. During the new-hire orientation, they receive a card – signed by me – talking about my commitment to safety and giving them the authority to stop and take action if they see something wrong. I get out to the job-sites and talk with the workers. I lead by example (I wear my gloves, safety glasses, hard hat, etc.), and I ask them how the job is going. I participate in their morning stretch and flex exercises and make myself available for questions. We have weekly meetings with the project management staff and the first thing we talk about is safety. During our strategic planning sessions, safety is the first item on the plan. Together with the executive leadership team, we identify projects and deliverables that will enhance our safety culture and performance. I also review and respond to all recordable accidents within the company. Together with my leadership team, we review the incident (along with the worker, their supervisor and the project manager) to identify operational weaknesses and areas for improvement. I am constantly looking for opportunities to incorporate safety into our routine.



Read the full Q&A
at sh-m.ag/2K20o1v.

ACCOMPLISHMENTS

- Jeremy has a written statement that explains his commitment to safety, and each employee is issued a laminated wallet card with this statement on it.
- Jeremy will never ask an employee to put himself or herself in harm’s way to get the job completed. He is a firm believer in zero energized work and even requires that all energized work be approved by the safety manager and himself before the work can be completed.
- He commits to conducting at least two project safety audits each quarter and takes the time to walk each project and talk with the employees directly.



JEFF OWENS

CEO
ADVANCED TECHNOLOGY SERVICES INC.
PEORIA, IL

Advanced Technology Services Inc. is a leading industrial services provider with more than three decades of proven experience in technology-driven industrial maintenance and MRO asset management. Through a technically skilled workforce, standardized processes and Manufacturing 4.0 technologies, ATS delivers improved asset health and productivity to many leading process and discrete manufacturers.

Describe your personal journey to becoming a CEO who "gets it."

One of the influences in my life that made safety so important to me was a visit to the hospital several years ago. One of our rising young maintenance technicians had been injured onsite at a customer plant. A lifting strap failed and a piece of machinery fell on him, breaking his leg and sending him to the hospital. It was a first for me to visit an employee at a hospital due to an on-the-job injury.

I vividly remember walking in and feeling sick to my stomach. While being there and talking with the employee and his father, I realized I was trying to make something terrible seem OK, or at least better, but what I really needed to do was prevent anything like that from ever happening again. That day was a turning point for me. As I left the hospital, I made a personal commitment to take action. I knew that safety excellence was ultimately my responsibility and I owed it to every employee and their families to do whatever necessary to implement a culture that put us on a path to zero incidents.

Why is safety a core value at your organization?

Simply put, we care about and value our employees. Many of our employees are maintenance technicians, and due to the nature of their job, they will perform potentially hazardous tasks. Our programs are intended to provide our technicians the education and resources they need to make the right decisions on how to safely execute each task.

Furthermore, we strongly believe that our success begins with having a strong safety culture. Live Safety is the first of our four cultural pillars because it is fundamental to success: **Live Safety:** Safety excellence and personal well-being are foundational. Employees need to think it, feel it and live it every day.

Value Employees: Without knowing that ATS cares about their safety, employees would not feel valued.

Engage Customers: Without valued employees, customers would not be engaged.

Drive Results: Without engaged customers, ATS would not get results.

How does your organization measure safety?

The Safety Dashboard reflects leading indicators (proactive activity) rather than lagging indicators such as accidents. Site managers are responsible for their index scores on the dashboard. It currently measures safety training, the percentage of the workforce observed through leadership safety observations, corrective action completion, safety inspection completion, self-assessment completion, Plan-for-Zero status and toolbox talk delivery. Our biggest challenge is keeping the actions that are measured transformational and not transactional (checking a box).

Our focus on leading indicators is helping our lagging indicator performance. We are proud that ATS has achieved world-class safety performance as measured by the OSHA recordable incident rate and OSHA lost-time rate.



Read the full Q&A
at sh-m.ag/2K20o1v.

ACCOMPLISHMENTS

- Jeff personally helped drive the company's evolution to its current Live Safety/Beyond Zero culture.
- He made safety a core value, underscoring the recognition that no one wants to work for or hire an unsafe company.
- Jeff launched the President's Award for Safety Excellence. Presented annually to ATS sites that achieve 12 consecutive months meeting a defined criterion, this award bolstered the company's long-standing "Zero Incidents" objective and rewarded sustained safety performance.
- He launched the expectation that area business managers, site managers and site supervisors obtain the Board of Certified Safety Professionals Safety Trained Supervisor certification.



STEPHEN SANDHERR

CEO

THE ASSOCIATED GENERAL CONTRACTORS OF AMERICA
ARLINGTON, VA

The Associated General Contractors of America is the trade association for the commercial construction industry in the United States. Its mission is to ensure the continued success of the construction industry by advocating for federal, state and local measures that support the industry; providing opportunities for firms to learn about ways to become more accomplished; and connecting them with the resources and individuals they need to be successful business and corporate citizens. More than 27,000 firms are members of AGC.

Describe your personal journey to becoming a CEO who "gets it."

First off, it is important to note that the Associated General Contractors of America is the trade association that represents the commercial construction industry within the United States. As a result, when we talk about our commitment to safety, we are talking about much more than making sure our several dozen office employees have a safe and healthy work environment. What we are really talking about is our commitment to providing the kind of resources, instruction, information and encouragement to improve the health and safety of the construction workforce in this county.

As CEO, I have consistently worked to support and expand our safety offerings. One of the biggest turning points for me, however, came several years ago when we commissioned a team of researchers to review every construction

fatality over a three-year period. Its final report offered a new level of detail about the causes of construction fatalities. Its underlying message was clear: Construction fatalities can be prevented.

The release of that report in 2017 inspired us to redouble our efforts when it came to construction safety. We issued guidance to member firms based on the study findings to help improve workplace safety. This included encouraging them to hold safety talks midday, when most construction fatalities occur; to pay close attention to work taking place midweek; and to be extra vigilant about drug and alcohol consumption on or near jobsites.

We also made a conscious decision to make all our safety resources available – free of charge – to anyone, regardless of membership. There is nothing proprietary about safety.

The coronavirus presented a unique challenge for our industry. Within days, we organized safety webinars to provide firms with safety resources and advice on how to protect workers from the virus.



Read the full Q&A
at sh-m.ag/2K20o1v.

What have you done to support employee mental health and well-being within your organization?

One of our new initiatives this year is the release of our "Culture of Care" program. This program is designed to help construction firms create welcoming jobsites so they can successfully retain a more diverse workforce. But it also places a special emphasis on supporting the mental health and well-being of construction workers. Indeed, we accelerated the release of this program once the pandemic hit, in fact, to make sure that firms had the resources they need to ensure workers' mental health needs were being addressed.

ACCOMPLISHMENTS

- Under Stephen's watch, the association established the nation's premier construction safety recognition program, the Construction Safety Excellence Awards. This program recognizes the most effective safety programs among member firms and encourages other firms to improve their safety programs.
- He has made it a priority to build a strong, working relationship with federal safety officials. This includes partnering with OSHA to ensure member firms understand how to successfully comply with all safety regulations.
- He made sure AGC became a signature supporter of National Construction Safety Week and has been actively encouraging as many members and chapters to participate in the week's activities as possible. He has also made sure that AGC has played vital roles in industrywide efforts to reduce drug and alcohol use and address high suicide levels among construction workers.



MARK VERGNANO

PRESIDENT AND CEO
THE CHEMOURS CO.
WILMINGTON, DE

The Chemours Co. is a global leader in titanium technologies, fluoroproducts and chemical solutions, providing its customers with essential solutions in a wide range of industries. Chemours' ingredients are found in plastics and coatings, refrigeration and air conditioning, mining, and general industrial manufacturing. The company has approximately 7,000 employees and 30 manufacturing sites serving approximately 3,700 customers in more than 120 countries.

Describe your personal journey to becoming a CEO who "gets it."

Prior to leading Chemours, I spent 35 years with DuPont in a variety of roles ranging from technology to operations to sales to business management, so I have seen what it takes to keep our people safe while operating some very complicated and potentially hazardous processes. It only takes one conversation with an injured employee's family to make you realize that any injury is one too many. Protecting our people is a clear and inspired purpose, and it's one of my most important jobs as a leader.

What is the biggest obstacle to safety at your organization, and how do you work to overcome it?

At companies like ours, it's crucial to have strong processes in place to identify and manage workplace risks and to avoid any temptation for complacency. We tackle this through the combined efforts of our safety team and

the diligence of our entire workforce. We empower – and expect – all our employees to speak up and stop a job if they see something unsafe. We reinforce this in our trainings, in our coaching and in the way we operate every day.

Why is safety a core value at your organization?

At Chemours, "safety obsession" is one of our five core values. "Obsession" means we are never satisfied with where we are and constantly seek opportunities to raise the bar. Our diligence in this regard is important to our people, and it's also why many of our customers choose to work with us. At the end of the day, our obsession with continuous improvement is good for our people and good for business.

How do you instill a sense of safety in employees on an ongoing basis?

We have a shop floor safety team, which captures ideas and feedback from frontline employees. We have safety champions who promote a safe workplace. And we talk about safety every day, involving all 7,000 of our employees in the improvement conversation. Safely operating is a requirement for all of us who want to work at Chemours.



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What role does off-the-job safety play in your organization's overall safety program?

The COVID-19 pandemic has been a strong reminder that we can't let our guard down at the end of the workday, because it's important to minimize the hazards we're exposed to outside the job as well. We continue to work with employees to provide them the resources and flexibility they need to navigate new off-the-job dangers, like those posed by the pandemic.

ACCOMPLISHMENTS

- Mark has built a culture in which employees uphold Chemours' core values, one of which is "Safety Obsession" – the belief that only when its workplace and employees are safe can Chemours operate profitably.
- He actively participated with frontline employees in a day-long workshop on hazard identification and mitigation. This included a simulated field exercise that challenged everyone to spot multiple staged safety hazards in a maintenance shop.
- At the onset of the COVID-19 crisis, he made it clear that Chemours' "North Star" would be the health and safety of its employees and their families. Mark then went on to bring that commitment to life by communicating with Chemours' global workforce at every step through self-recorded videos, vlogs, emails and live-stream conversations.