



# 2019

# CEOs WHO "GET IT"







For 15 years, the National Safety Council has selected high-performing leaders who demonstrate they not only understand what safety is all about – they make it a top priority for their organization. In short, they are CEOs Who “Get It” when it comes to running a business with safety in mind. The eight individuals selected for the honor of 2019 CEOs Who “Get It” cast long shadows and use their influence to shift their respective organization’s safety culture from reactive to proactive.

Whether cleaning up Manhattan Project sites, managing hazardous chemicals, directing complex construction or transportation projects, or building safer working environments, these CEOs make safety leadership both visible and palpable. Like Greg Gluchowski, they foster a ‘One Team, One Goal’ mentality. Like William Wulfsohn, they recognize that “no amount of profit or business success can be called a win for the organization if people are getting hurt in the process.” Like Brian DiSabatino, they make safety awareness a part of everything they do.

CEOs Who “Get It” create employee-driven safety programs, listening to worker concerns through both employee perception surveys and personal conversations. They engage in ongoing discussions with labor organizations, rank and file, and safety leaders to identify and address root causes of safety hazards. Like Stuart Bradie, they know that achieving a zero-harm culture means empowering all employees to address safety issues, even if “safety” isn’t necessarily part of their job title or description. Like Maree Mulvoy, when it comes to safety, they lead by example. By personally spending time in the field like Kenneth Rueter, CEOs Who “Get It” build trust and identify opportunities for improvement, seeking innovative solutions and using the latest technology.

By clearly communicating expectations of excellence, these leaders are able to simultaneously expand their ongoing operations while fostering collaboration and enhancing safety. In the case of John Fenton, this means bringing safety leadership acumen to not just one, but several organizations. They understand the value of employee wellness, and promote health and safety for employees and the community at large. They recognize that safety does not stop when an employee heads home from work. Like Anthony “Tony” Campbell, they implement a safety culture in a way that reminds employees that it is all about “the Reason I Go Home Tonight.”

Each of these individuals brings personal accountability into play to ensure safety is not an afterthought. Each has a powerful safety vision that others can learn from, and always keeps the big picture in mind. Learning from these leaders is just one way we can get to our goal of eliminating preventable deaths in our lifetime, at work, at home and on the road.

NSC congratulates our 2019 honorees.





## STUART BRADIE

PRESIDENT AND CEO  
KBR  
HOUSTON

*KBR is a global provider of differentiated professional services and technologies across the asset and program life cycle within the government services and hydrocarbons sectors. KBR employs about 34,000 people worldwide (including its joint ventures), with customers in more than 75 countries and operations in 40 countries, across three synergistic global businesses.*

**Describe your personal journey to becoming a CEO who "gets it." What experiences or lessons brought you to where you are today?**

I've had many poignant moments that have helped cement the importance of people and safety, but one of the greatest was making a phone call that no one ever wants to make. A few years ago, there was a tragic industrial accident that resulted in multiple fatalities – and while KBR was not part of that project, we had an employee whose two sons were killed on that site. I called that employee to offer him my condolences and provide support as a company, whether it be counseling or other resources. As a father myself, it was one of the hardest phone calls I've ever made.

A few years later, I lived through quite a different event: my first hurricane. Hurricane Harvey brought devastation to Houston and the surrounding Gulf Coast region, displacing many KBR employees and impacting almost all of our Houston-area employees in one way or another. That storm was a wake-up call for many, including myself. I realized there are a lot of safety and security threats that are out of

my control, but there's a lot we can do as a company – and for our people – to prepare for natural disasters and other safety and security scenarios.

In the aftermath of the hurricane, the company's HSSE team saw the need to create a full-time position dedicated to emergency management, crisis management and business continuity to help the company navigate natural disasters or emergency events in the future. Today, this employee spends her time training KBR teams around the world through crisis management exercises covering a range of topics.

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

KBR is committed to a culture of safety in which employees feel personal ownership for their own well-being as well as the safety of others. Employees are urged to engage in "Courage to Care Conversations," which help us achieve an incident-free workplace through observation, intervention and discussion.

We also encourage all of our employees, contractors and clients to employ stop-work authority to suspend any individual task or group operation when the control of health, safety or environmental risk is unclear.

24/7 is one of the key pillars within the KBR "Zero Harm" culture. We consistently communicate the message to take safety home with you, and we also clearly challenge everyone to choose to work safely when the only governance is their own personal choice.

**What role does off-the-job safety play in your organization's overall safety program? What types of off-the-job safety and health programs does your organization offer to employees?**

We believe that an all-day, every-day approach is a key pillar within the KBR "Zero Harm" culture. KBR is a big supporter of personal health and wellness globally, and has recently sponsored local family days geared toward cascading "Zero Harm" principles back to the home 24/7.



Read the full Q&A at [sh-m.ag/2Fas94k](http://sh-m.ag/2Fas94k).

### ACCOMPLISHMENTS

- Leads the "Zero Harm" philosophy that purports any incident is intolerable, all incidents are preventable and quality investigations of incidents – as well as communication of learnings – can prevent recurrence.
- Empowers all personnel to intervene when unsafe conditions and acts are observed via the behavior-based HSE process, which involves positive conversations to determine root causes instead of placing blame.
- Encourages leadership to visit work locations, participate in safety meetings and conversations, and listen to employee safety concerns.



## ANTHONY "TONY" CAMPBELL

**PRESIDENT AND CEO  
EAST KENTUCKY POWER COOPERATIVE  
WINCHESTER, KY**

*East Kentucky Power Cooperative is a not-for-profit, member-owned cooperative providing wholesale electricity to 16 owner-member distribution cooperatives that serve 1.1 million Kentucky residents. The company employs 691 workers.*

### ***Describe your personal journey to becoming a CEO who "gets it." What experiences or lessons brought you to where you are today?***

When I came to EKPC in 2009, the organization faced a number of formidable challenges, including a lackluster safety culture. We committed to putting more emphasis on safety. Initially, I used my position as CEO to let employees know that they would be punished for safety violations. I was pleased to see an immediate drop in reported incidents. About a year into this effort, an employee bluntly told me safety incidents were still occurring, but they were not being reported because workers feared the consequences. I knew he was right. Unless I changed my approach, EKPC and its employees faced tremendous risk.

This idea was cemented for me when I attended a safety roundtable and asked peers why they had sought help for their safety programs. Their answers all included fatalities as their catalyst. We became determined to transform EKPC's safety culture before catastrophe struck.

EKPC engaged a safety consulting firm and surveyed all of our employees. We were astounded when 99 percent of employees participated in this voluntary survey and nearly

half wrote comments. Clearly, employees valued safety and wanted to provide feedback. Survey results clearly showed employees indeed were not reporting incidents, and they believed safety took a back seat to affordability and reliability. EKPC had to transform its safety culture.

After reading all the survey results, I traveled to every EKPC location. I told employees I heard them, I had been wrong in my approach and I needed their help changing the culture. EKPC immediately formed a Central Safety Committee, consisting of my executive staff and other key personnel. Next, we formed five safety process improvement teams, directly engaging about 60 employees from across the organization. One team created a template for safety observations or conversations. These positive interactions between employees and managers let employees see safety as a priority for management. Employees were encouraged to report near misses and suggest improvements. We started sending employees a daily safety email and beginning every meeting with a safety moment. Safety messages were incorporated into signage, uniforms and vehicles. A short time later, Safety Week became an annual event each January, featuring programs and interactive events designed to focus employees squarely on safety.

Initially, because of the new trust level, reported incidents jumped. Then, the numbers leveled out and dropped dramatically as the new culture took hold. Just as we felt we were making real headway, a potentially fatal near miss occurred. This led to EKPC's first-ever safety stand-down for all employees, where we discussed exactly what happened, why it happened and how to avoid it in the future. And later, when a serious injury did occur, it brought home to me the human impact. Besides the pain and suffering of the victim, these incidents directly impact co-workers, family and friends. Safety is about people, not numbers – a point we have emphasized many, many times to our workforce and to other groups.



Read the full Q&A  
at [sh-m.ag/2Fas94k](http://sh-m.ag/2Fas94k).

### **ACCOMPLISHMENTS**

- Deployed a safety culture survey with a 99 percent participation rate. Read every comment from employees about what needed fixing.
- Created and chairs a safety committee made up of the entire executive staff, plant managers and other key personnel, including employee representatives.
- Created a safety coin and carries gift cards to present when talking with employees about safety and to encourage safe behaviors.
- Drove down total recordable incident rate to 0.56 from 7.0.



## BRIAN DISABATINO

CEO  
EDiS CO.  
WILMINGTON, DE

*For 110 years and five generations of ownership, EDiS Co. has been building what matters in our community. EDiS provides construction management, general construction, design-build, interiors, pre-engineered solutions and BIM services on projects large and small. The company has 80 workers.*

**Describe your personal journey to becoming a CEO who "gets it." What experiences or lessons brought you to where you are today?**

I have been part of our construction business my entire life. I've had the privilege of knowing five generations of tradespeople who have built our community. The common denominator that I learned from them is respect for the person, every person. And when you place that philosophy on a construction site, you quickly learn that getting people home at night in the same or better condition than they arrived is the priority that drives all other decisions. People matter.

**Why is safety a core value at your organization?**

Being a company that originated from immigrant roots, you quickly learn that the livelihood that comes from our trade is central to our families. It puts food on the table, it creates educational futures for our children, and it provides for our health and welfare during retirement. Therefore, protecting and enhancing the ability of our work family to come back to work in the morning, every morning, is central to our and their well-being.

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

There is a lot of "noise" in our business. Schedules, budgets, cranky moods, egos are all examples of "noise" that arrives at a jobsite each day. Our job is to instill safety as a subconscious thought for every decision, allowing us to compete with this noise. But we also recognize the need to constantly create conscious thought through discussion, training and audits.

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

Two ways. First, we establish the expectation of safety by making sure that this isn't a cliché thought, but rather a commitment from the owners of the company and me, the CEO. We expect safe environments. Second, we provide employees with training, ongoing feedback and job security so that they are empowered to make split-second decisions that benefit the welfare of those around them and themselves.



Read the full Q&A  
at [sh-m.ag/2Fas94k](https://sh-m.ag/2Fas94k).

**How does your organization measure safety? What are the leading indicators that show you how safe your organization is, and where do you see room for improvement?**

We measure formal statistics such as our lost time and incident rates. And certainly, we look to our insurance and [experience modification] rates. But we don't use them exclusively.

It sounds simplistic, but we measure safety by asking, every day, if everyone went home unharmed and if there were any near misses. We also measure it by constantly evaluating the attitudinal commitment to the topic. In this day and age of accumulating data, I would suggest that we have room for improvement by better studying industry loss rates and causation factors, and bringing those to life in our training.

### ACCOMPLISHMENTS

- Believes that neither profit nor schedule need to be sacrificed to gain a safe work environment.
- Is a strong advocate of safety pre-planning, and brings safety into early conversations about how projects will be managed.
- Personally conducts walk-throughs of projects to assess conditions and look for opportunities to improve best practices; follows up meetings with the project team and safety manager to discuss findings.
- Brings the newest innovations in employee health and wellness to EDiS, including ergonomic desks and workstations, health screenings, and health management resources.





## JOHN E. FENTON

PRESIDENT AND CEO  
PATRIOT RAIL CO. LLC  
JACKSONVILLE, FL

*Patriot Rail operates 12 short-line railroads across the United States, as well as multiple rail services locations. Its Ports division (Portus and Seaonus) operates seven terminals along the Atlantic and Gulf coasts and an inland cold storage facility. The company employs 850 workers.*

### **Describe your personal journey to becoming a CEO who "gets it." What experiences or lessons brought you to where you are today?**

One of the saddest days I can remember was when I saw the news come across about the Chatsworth incident – my heart sank. Being a professional railroader, everyone remembers where they were the day this happened. Similar to Sept. 11, 2001 – you don't forget where you were and what you were doing. It was after that incident that I received the call to take over MetroLink operations to help make this catastrophic event into a positive and safe operation. Stepping in at that moment was simultaneously the worst and best experience of my life.

My career has consisted of freight rail, passenger rail and waste transportation as a turnaround specialist for the past 30 years. I always get superstitious when I talk about safety. I'm just that way. Many companies do a tremendous job around safety. They all have great numbers, but to take it to the next level requires focus on building a positive safety culture, which includes a quality safety system and strong safety leadership.

A leader has to think beyond the clutter and the noise, and focus on the people – this is how you build your safety performance. If you are managing safety well, the rest of the business will follow suit. Safety is a constant learning environment – you can never anticipate everything, but when you have a safety culture of alignment, standardized safety fundamentals and the engagement of the employees to partner with, now you have the basis of a successful safety program.

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

Our biggest obstacles are the unknowns, those who take risks by disregarding the process. We call that the "superman syndrome," and normalization of deviance. If there are failures in either the environment or behaviors, then there are systems of management process deficiencies.



Read the full Q&A  
at [sh-m.ag/2Fas94k](https://sh-m.ag/2Fas94k).

Discipline to drive quality process management has to lead safety. As leaders, we cast a long shadow on our organization and must lead by example. Our employees watch what we do and they will do the same. By demonstrating to the employees how important they are, positive reinforcement, educate on the issue, be proactive instead of reactive and no shortcuts is how we work to overcome the obstacles. Employee partnering is critical to this process. Their involvement makes them feel valued, included and empowered.

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

Safety is a personal responsibility. We are professionals and our activities must reflect that professionalism. I expect everyone to demonstrate safety advocacy every day, regardless of their role in the company – doing so is a condition of their employment. This means everyone must hold themselves and their teammates accountable for safe conduct by following the rules and procedures, and to take pride in every task.

### ACCOMPLISHMENTS

- Patriot Rail was the first railroad in the United States to receive approval by the Federal Railroad Administration for its Positive Train Control implementation plan.
- Developed the first annual Safety Management System strategic safety approach at MetroLink.
- Developed a beneficial partnership with the University of Southern California to establish the first industry-university partnership to standardize a rail system safety certification course.
- Pioneered the installation of on-board, inward-facing cameras to enhance operational safety in locomotive cabs.



## GREG GLUCHOWSKI

PRESIDENT AND CEO  
THE HILLMAN GROUP  
CINCINNATI

*The Hillman Group's purpose, vision and mission: delivering simple solutions to a complex world. We strive to be the leading North American provider of complete hardware solutions, delivered with industry-best customer service and sales support. The Hillman Group employs 3,500 workers.*

**Describe your personal journey to becoming a CEO who "gets it." What experiences or lessons brought you to where you are today?**

Early in my professional career, I had the opportunity to work in the wire, cable and mining industries. In those industries, having a safety-first, zero-injury culture was paramount due to the severity and potential of any injury that occurred. I had the opportunity to learn from some of the best companies in business regarding best practices in safety. At the age of 32, I was awarded the Phelps Dodge Corp. Chairman's Award for Safety due to my leadership role in turning around an operation that had a Total Recordable Incident Rate above 20 to one that worked for two years injury-free. During that time, I also learned the difference between safety programs and a safety culture, and the importance of having both in order to be able to achieve a destination of zero injuries.

**Why is safety a core value at your organization?**

Because it is a fundamental responsibility of leadership in our organization to provide a work environment that allows

our team members to work safely and injury-free every day. I hold myself and my leaders accountable for the safety of all team members in our organization.

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

The biggest obstacle is ensuring we have 100 percent buy-in from all team members to put their personal safety and that of their team members as their first priority every day. In our organization today, we handle over 100,000 SKUs and 300,000 lines shipped every day. The nature of our business creates a significant volume of activity with a fair amount of repetition in tasks. We have to make sure that our culture is constantly reminding our team members to put safety first, and we have to design into our work practices and processes methods to eliminate the risks involved with repetitive tasks. One example of a practice we introduced is stretching. Every day across our business, with 3,500 associates, we ask our associates to stretch prior to working and, in some cases, we stretch again halfway through the day.



Read the full Q&A  
at [sh-m.ag/2Fas94k](#).

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

I do my best to walk the talk. I ensure everyone knows safety is the top priority. Every communication forum I have with our team members starts with safety. I also support investing where appropriate to show financial backing that demonstrates leadership commitment to safe operations.

**How does your organization measure safety? What are the leading indicators that show you how safe your organization is, and where do you see room for improvement?**

We measure both lagging and leading indicators. Lagging indicators are primarily TRIR and Lost Time Injury Rate, and leading metrics are safety observations, safety talks and housekeeping audits.

### ACCOMPLISHMENTS

- Holds executives accountable for the safety in their work environments by reviewing incidents weekly and co-facilitating a monthly Global Leadership Safety Team.
- Refocused site safety teams to build employee engagement and create a standard method for best practice sharing.
- Implemented sit-stand desks, security and new distribution center rack configurations to reduce ergonomic issues.
- Developed and implemented a new corporate safety policy that is visible in all locations.





**MAREE RUSSO MULVOY**

**PRESIDENT  
M R PRODUCTS INC., HOME OF MR. CHAIN  
COPEMISH, MI**

*M R Products Inc., dba Mr. Chain, was started in 1960 by Michael T. Russo. It continues to be owned and operated by his heirs and is a certified woman-owned business. It is an innovative company that manufactures proprietary products for the safety and crowd control markets, with the primary focus being plastic safety chain and stanchions. The company has 64 employees.*

**Describe your personal journey to becoming a CEO who “gets it.” What experiences or lessons brought you to where you are today?**

Much earlier in my career, I worked at a firm where we learned that “the whole person comes to work.” To me, this struck a chord and always reminds me that each employee comes to work with his or her own family issues, worries, concerns, aches and pains, hopes and dreams, etc. This realization has given me a real concern for each person and a desire to show our employees that I care about them as individuals, and that we are working together on the same team. The very least I owe each employee is to keep him or her safe and healthy at work.

**Why is safety a core value at your organization?**

In any heavy manufacturing environment like ours, safety has to be a core value because of the very real potential for serious or even fatal injury.

The difference between saying that safety is a core value and actually meaning it is all about our actual practices.

When we shut down production so that a worker can perform a task more safely or to conduct safety drills, this demonstrates to all employees that safety is more important than productivity, and that people are more important than profits.

What might be unique about our company is that our core business is to develop and manufacture products that are used in the safety and crowd control industries. As we consider new products for our customers, we are always studying solutions to safety concerns in other industries and applying them here. Therefore, this focus on safety is always on our minds.

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

Complacency or inattentiveness are the biggest obstacles. When an employee performs the same task repeatedly for months or even years, it is easy to overlook a potential risk.

In order to overcome these factors, we bring these issues up at our safety meetings. Our safety director, general foreman and plant manager walk our factory and warehouses every day looking for potential hazards, eliminating them right away.



Read the full Q&A at [sh-m.ag/2Fas94k](http://sh-m.ag/2Fas94k).

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

We constantly reinforce the idea that every one of us is responsible for safety. We ask employees to identify any potential hazard and to speak up. We keep adding more visual reminders about plant safety, and if there is an incident – no matter how small – we interview the employees who were involved or observers to be sure that all procedures were followed and the best results obtained.

We also insist on preventive measures, like the proper gloves, safety glasses and other protective gear. Even trivial matters, like earbuds or long hair, can cause a problem, so we are always checking to be sure every employee can hear instructions or warnings, and that no loose clothing or hair is too close to a machine.

**ACCOMPLISHMENTS**

- Sets safety and health as a top priority and demonstrates commitment on a daily basis by leading by example.
- Makes routine checks on employees throughout the day, as well as on weekends and evenings.
- Fully commits to identifying and eliminating hazards within the workplace.
- Focuses on being proactive instead of reactive.
- Allocates resources for upgrading safety equipment as needed.





## KENNETH J. RUETER

**PRESIDENT AND CEO  
UCOR, AN AECOM-LED PARTNERSHIP WITH JACOBS  
OAK RIDGE, TN**

*UCOR is an AECOM-led partnership of Jacobs and a small business partner, RSI EnTech. The company manages the cleanup of the 2,200-acre East Tennessee Technology Park for its client, the Department of Energy. The site was contaminated with radioactive, hazardous and industrial wastes generated by more than 40 years of national defense and energy missions. UCOR is also performing cleanup work at excess contaminated federal facilities at Oak Ridge National Laboratory and the Y-12 National Security Complex in Oak Ridge, TN. UCOR employs 1,900 workers.*

**Describe your personal journey to becoming a CEO who "gets it." What experiences or lessons brought you to where you are today?**

Throughout my career, safety has been personal for me. When I was 19, I worked at an industrial site where I had an experience that made an indelible impression about the importance of a safe work environment. I was hit in the face and eyes by a caustic fluid leaking from some overhead piping. Luckily, there was a safety shower nearby, and I was able to wash much of the fluid out of my eyes and airway. They took me to the hospital for further observation. I will never forget the sound of my mother's audible gasp when the doctor delivered the news that there was a chance I would lose my sight. Fortunately, I didn't lose my sight, but that experience left me with two thoughts: 1.) I was thankful that the company I worked for had the foresight to have safety showers for accidents, and 2.) the accident could have been

prevented with a stronger safety culture that employed an integrated safety system. It's one thing to address an accident when it happens, but quite another to have the right standards, procedures and engineering in place to prevent the accident in the first place. Throughout my career, I have stressed the importance of an integrated safety management system that takes a holistic look at safety and strives to make all accidents preventable.

Later, I worked at a plant where a boiler exploded. It turned out that people in the control room saw an issue developing that led to the explosion but didn't stop work. If they had, they would have prevented the explosion and the injuries and equipment damage that resulted.

I later found myself in a similar situation, and I did stop work. I lost my job. That's why today I appreciate the importance of any worker being able to stop work without fear of retribution. As a leader, I expect and insist on any member of our workforce to be able to stop work immediately if they see something is unsafe.



Read the full Q&A  
at [sh-m.ag/2Fas94k](http://sh-m.ag/2Fas94k).

### ***Why is safety a core value at your organization?***

As a former uranium enrichment plant site, the East Tennessee Technology Park presents many formidable cleanup challenges. Buildings planned for demolition are laced with radioactive materials, and years of unregulated waste disposal practices have polluted the soil and groundwater. The extent of contamination was not fully known, and the unsafe, deteriorated condition of many of the structures forced many delays in demolition.

That's why, at UCOR, our policy is "Safety First." Period. We do not push schedules, cut corners or save money at the expense of employee safety. All employees are encouraged and expected to have a questioning attitude and stop work if they feel a job cannot be done safely or the environment is threatened. We believe that all accidents are preventable. We want every employee to go home at the end of the day in the same condition as they came to work.

### **ACCOMPLISHMENTS**

- Personal mantra repeatedly communicated is "Safety First – Every Task, Every Activity, Every Time."
- Promotes employee engagement through his presence at regularly scheduled meetings with local union safety advocates, stewards and officials.
- Keeps employees apprised of work status, future plans and potential emerging issues.
- Understands the value of employee wellness programs and actively engages in company and community wellness bicycling and running events.



## WILLIAM A. WULFSOHN

CHAIRMAN AND CEO  
ASHLAND  
COVINGTON, KY

*Ashland is a premier global specialty chemicals company serving customers in a wide range of consumer and industrial markets, including adhesives, architectural coatings, automotive, construction, energy, food and beverage, nutraceuticals, personal care, and pharmaceutical. The company employs 6,000 workers.*

### **Describe your personal journey to becoming a CEO who "gets it." What experiences or lessons brought you to where you are today?**

Early in my career, I was a technical representative selling metal pretreatment chemicals. As I traveled from one customer plant to another, I saw stark contrasts in terms of customer focus on safety. I felt that as part of my role, I needed to educate the operators as to the hazards associated with our chemicals. I found that in customer locations where safety was not a high priority, operators were just as concerned about their safety as in other, more safety-focused operations. To me, the difference in safety culture and results, not surprisingly, came down to leadership. This early experience also made me realize that safety is not a number (e.g., incident rate), but instead about the individuals whose lives were impacted by safety events. I realized that taking a strong role in driving a safe culture was a personal responsibility that would need to be central in my role as a leader.

As my career progressed, I realized that front-line employees often received mixed messages. While in theory safety

was the first priority, messages from supervisors and management were sometimes more focused on productivity, quality, etc. As a result, I believe many incidents were the result of risky actions individuals took in an attempt to "help the company" meet its goals. From this realization, it became clear to me that we must make sure that safety truly comes first, above all other objectives for the company. Furthermore, when driving for increased productivity, quality, etc., it is essential to always highlight explicitly that these objectives are only to be achieved if possible in a safe manner.

As my responsibilities grew, it became increasingly clear that, beyond compliance, it was essential to be a responsible and positive force in the communities we operate. Often, industrial and chemical manufacturing sites are located in communities in need. Our role in this context needs to be constructive, engaging and supportive of positive change.

In the end, there is nothing worth doing if it comes at the cost of safety and compliance. We have made safe and responsible operations the core foundation of the Ashland blueprint.

Each year, I work with the leadership team to establish three pillar priorities. The first is improving our safety performance. It's our first objective because it is our most important priority, above all others.

### **Why is safety a core value at your organization?**

Our goal is to be the premier specialty chemicals company. With that in mind, it is critical that we achieve the highest safety standards and continue to hold safety as a core value and priority each day. We make it clear that safety and responsible operations must come before all other objectives. Our employees take pride in their work and, most importantly, go home to enjoy their family, friends and personal pursuits the way they came in. Ashland employees deserve a safe work environment, our customers want responsible partners and our investors trust us to make our products safely.



Read the full Q&A  
at [sh-m.ag/2Fas94k](http://sh-m.ag/2Fas94k).

### ACCOMPLISHMENTS

- Demonstrates the highest commitment to responding to employee ideas and concerns regarding EHS.
- Created a culture among the executive team, managers, supervisors and individual contributors that EHS may not be in everyone's job title but is part of every employee's job.
- Efforts reflect the drive to ensure every employee goes home in the same or better condition than when he or she arrived at work.
- Works to engage every discipline in one consistent philosophy: "Zero Incident Culture."