

# 2012 CEOs

**THE NATIONAL SAFETY COUNCIL** is proud to announce the 2012 CEOs Who "Get It." This year's honorees lead national and international organizations ranging in size from 90 to more than 100,000 employees. While they come from very diverse backgrounds and a variety of industries, they share certain traits that make them world-class safety leaders.



**Janet Froetscher** is President and CEO of the National Safety Council.

These CEOs understand the Journey to Safety Excellence philosophy and are creating a strong safety culture within their organizations. First and foremost, these leaders demonstrate an unwavering commitment to safety and are walking the talk.

Rick Frost, CEO of Louisiana-Pacific Corp., when faced with difficult choices, puts safety first. His organization had three unrelated recordables across its manufacturing system of 35 mills in one week, and he directed his entire system to be shut down for a half-day to discuss the incidents – a decision

estimated to cost nearly \$1 million. This sent a very strong message to the entire organization that safety is more important than production.

Lt. Gen. Harry M. Wyatt III, Director of the Air National Guard, hosts an annual Executive Safety Summit where the core leadership and safety team gather to focus exclusively on safety and safety leadership. He also chairs a mishap review panel and personally reviews mishap recommendations and follow-up actions, while also chairing the Air National Guard Safety Investigation Board. Even with more than 100,000 staff, this leader personally gets involved in employee safety and well-being.

Brady Corp. is an international company with operations in 29 countries. Its president and CEO, Frank M. Jaehnert, says that dealing with differing laws and standards across the globe is one of the organization's biggest obstacles. Jaehnert has established standardized work processes and working conditions for his entire workforce, viewing it as a matter of integrity. This involves installing air conditioning, guarding machines and exceeding pollution standards, even when it is well above a country's norm.



# WHO 'GET IT'

Wayne Livingston, president and CEO of Diverse Power Inc., engages his employees to take safety knowledge home to share with family and neighbors through the company's "Safety@Home" campaign. Diverse Power also encourages employees to take their personal protective equipment home to use on household projects. The organization offers defensive driving and first aid courses free of charge to employees' family members.

Coverage of this year's CEOs Who "Get It" begins with Andrew Liveris, chairman and CEO of The Dow Chemical Company – the 2012 recipient of the National Safety Council's Green Cross for Safety Medal. Liveris encourages personal responsibility for safety by all employees through the iCommit program, which asks employees to think about what they could do to help Dow reach its zero-injury goal. Dow's "Drive to Zero" safety initiative – zero injuries, zero incidents, zero near misses, zero spills and zero waste – means it is never fully satisfied with its performance. Dow looks to

leading indicators such as near misses to find proactive measures to protect employees, the community and the environment.

These are only a few examples of management commitment displayed by the 2012 honorees. I encourage you to read all of the CEOs' stories on the following pages to learn how they are engaging employees in safety at all levels, implementing safety management systems, continuously reducing risk and measuring their performance – critical components of the Journey to Safety Excellence philosophy.

Congratulations to these world-class leaders.



**Janet Froetscher**  
PRESIDENT & CEO  
NATIONAL SAFETY COUNCIL





## **ANDREW LIVERIS**

*Chairman and CEO  
The Dow Chemical Company  
Midland, MI*

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*The Dow Chemical Company is the recipient of the National Safety Council 2012 Green Cross for Safety Medal*

**ANDREW LIVERIS** is chairman and CEO of The Dow Chemical Company, a global leader in special chemicals, advanced materials, agrosiences and plastics, delivering solutions to sectors such as electronics, water, energy and infrastructure.

An advocate for the criticality of manufacturing, Liveris serves as co-chair of President Barack Obama's Advanced Manufacturing Partnership, and is the author of "Make It in America," which presents a comprehensive set of practical policy solutions and business strategies for reviving this important sector. In recognition of his efforts in this arena, Liveris has been honored with the 2011 Distinguished Performance Award for Excellence in Public Policy from the

Committee for Economic Development and the 2011 International Leadership Award from the United States Council for International Business. He sits on the board of directors of IBM, and is vice chairman of the Business Council, vice chair of the Business Roundtable and a member of the President's Export Council.

Liveris serves as president and chairman of the board of the International Council of Chemical Associations. He is also a trustee for the Herbert H. and Grace A. Dow Foundation, USCIB and Tufts University. A chemical engineering graduate, Liveris continues to support his alma mater as the inaugural chair of the University of Queensland in America Foundation.

Photos: The Dow Chemical Company

***What does safety leadership mean to you?***

**ANDREW LIVERIS:** Safety leadership is more than programs, initiatives or even strong performance. Safety leadership is a mindset – a way of life at Dow. We expect all employees, from top executives to the newest hires, to have an unwavering commitment to safety excellence. It is an integral part of accomplishing our daily tasks and activities – on and off the job.

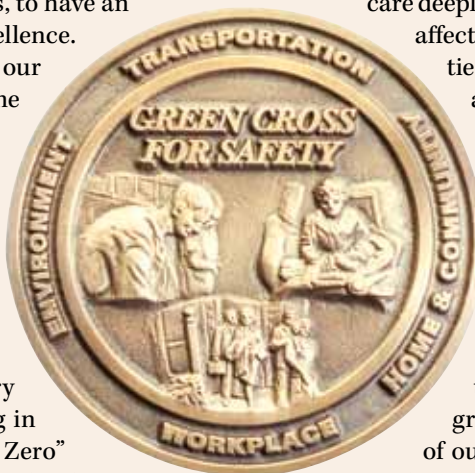
Early in our history, Dow chose to create a culture predicated on caring for human health, the environment, our communities and the world – and making that a top priority in terms of time, attention and money. It is one reason why working at Dow is 16 times safer than working in a grocery store and 23 times safer than working in a hospital. Our company's "Drive to Zero" safety initiative demonstrates Dow's relentless pursuit to reach "zero" – zero injuries, zero incidents and zero excuses. Our leaders constantly emphasize: "Safety first, pounds second." So, when tough decisions need to be made, our leaders know that the safety of our communities and our employees is of the utmost priority. No exceptions.

Our definition of safety leadership has evolved and expanded in recent years. Our 2015 sustainability goals represent our intent to not only continue improving our environmental, health and safety performance, but to step up with even more far-ranging, more integrated, more collaborative and more innovative goals. Our business strategy is guided with an eye toward solving mankind's largest challenges, and we are exploring ways in which our chemistry and expertise can support a sustainable future for our world. This means continuing to deepen the way we work with suppliers, joint venture partners, customers, governments, and communities to understand and respond to shared challenges.

For example, in China, we implemented a two-year project with the Chinese Ministry of Environmental Protection and the United Nations Environment Program to help promote safer production and better emergency preparedness among chemical companies. By sharing our expertise and best practices, we can positively impact the sustainable development of China's chemical industry and benefit society as a whole.

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

At Dow, safety is embedded in our corporate vision and strategic commitment to sustainability. We simply could not live up to our corporate values of Respect for People, Protecting the Planet and Integrity without an unrelenting focus on safety.



Safety is infused into our corporate strategy and integrated into all Dow businesses, functions and geographies. Every business is required to incorporate EHS into its goals and make safety the highest priority wherever we operate. We care deeply about how our operations and products affect our employees, contractors, communities and customers. We believe ensuring all of our employees and contractors go home every night the same as they arrived is simply the right thing to do. Each of our 344 locations around the world, in fact, operates according to a global set of EHS standards that often exceed local requirements. All employees and contractors at Dow "own" safety and EHS. Our Drive to Zero initiative is an inclusive program with detailed execution in all phases of our operations. It provides tools that can be leveraged at all Dow facilities across the globe.

***How do you view the relationship between safety and quality, production and profitability?***

They are not only intertwined, they are inseparable. Employee health and well-being not only influence medical care and other expenditures, but also the productivity and overall competitiveness of Dow.

I also believe a company that delivers more sustainable solutions to its customers while operating safely and securely has a competitive edge. For example, as a world leader in chemistry, Dow takes very seriously our responsibility for managing the products we manufacture. We are committed to ensuring our products are manufactured, stored, transported, used, disposed of and recycled in a manner that shows high regard for human health, safety and environmental stewardship. In doing this, Dow has an opportunity to further differentiate our company and increase public confidence in our products.

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

Complacency is the biggest challenge we face in our workplace. When tasks are routinely executed day in and day out, it can be tempting to grow inattentive, take shortcuts and overlook details. We constantly work to keep safety top of mind and remain vigilant – every day and with every task. Employees and contractors complete ongoing safety training. We also help drive the issue of personal responsibility for safety through our iCommit program, which asks employees to think about what they could do to help Dow reach our zero-injury goal.

In addition, our vow to "Drive to Zero" – zero injuries, zero incidents, zero near misses, zero spills and zero waste –

means we are constantly unsatisfied with our performance. We look to leading indicators such as near misses to find proactive measures to protect employees, the community and the environment. If a failure does occur, we acknowledge it, conduct a root-cause investigation, take corrective action, and leverage the learnings across our sites to prevent repeat incidents.

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

We want our employees to see safety as a 24/7 commitment, whether they are on or off the job. To help employees embrace safer and healthier lifestyle choices, we support a number of safety-focused activities. Our leadership takes an active role in safety sessions and kicks off all meetings with a two-way “safety moment” discussion. Often, the focus is on off-the-job safety topics such as boating safety, fire prevention or emergency preparedness. In addition, our award-winning health and wellness programs coordinate with our safety efforts to help our employees and their families make behavior changes that reduce their health and injury risk, improve their well-being, and drive our results.

Leadership, from the board of directors down, plays a key role in ensuring our commitment to safety is visible and that we remain vigilant. For example, when our leaders discuss their business’s quarterly performance with employees, EHS performance is discussed with the same priority as financial results.

We also seek to foster an environment where employee involvement, continuous improvement and teamwork flourish. We encourage our managers to actively solicit ideas on problems and solutions from all people in the work group, empower people to make decisions and implement solutions, and push decision-making down to the lowest possible level.

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

We measure our progress with traditional EHS metrics – injury and illness rates, loss of primary containments, motor vehicle incidents, etc. But safety is more than traditional metrics. It is about people, so we also measure safety by the number of employees working across Dow that return home to their families.

Our leading indicators range from leadership engagement and a healthy workplace index to work process implementation and root-cause investigation effectiveness. This broad spectrum allows us to critically evaluate where we are excelling and where the next unplanned event may occur. And we continually seek better indicators of safety performance so we can prevent future incidents. We know there is always room for improvement.

***How does safety “pay” at your company?***

Setting ambitious EHS efforts at Dow and letting our employees develop innovative ways to meet those goals have resulted in safer workplaces, new business opportunities and considerable financial rewards.

In 1996, Dow set ambitious 2005 goals that committed to a 90 percent reduction in injuries and illnesses per 200,000 work hours, leaks, breaks and spills, process incidents, and more. As a result, we reduced personal safety and health incidents by 84 percent. Our injury and illness rate is well below the chemical industry average. We also reduced solid waste by 1.6 million pounds, or the equivalent of 415 football fields of waste 1 meter thick, reduced water use by 183 billion pounds and saved 900 trillion Btu of energy. Our efforts, while difficult to achieve, saved lives and improved our world, while saving the company more than \$5 billion with a \$1 billion investment.

Our current set of sustainability goals for 2015 sets the bar even higher and calls for an average 75 percent improvement in key indicators for EHS operating excellence from 2005. By setting aspirational 10-year goals with annual milestones, we have been able to break free from a focus on incremental improvement. Because our employees are not sure how they are going to reach these goals, they are more likely to innovate and seek non-traditional ways to improve performance. That is exciting and has paid off with some truly cutting-edge technology improvements at our sites.

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

A truly transformational experience for both Dow and myself has been the journey we have taken in terms of how we view sustainability. In the past two decades, we have gone from focusing on improving our EHS performance within our fence line to incorporating the values of sustainability and corporate responsibility into the heart of our business strategy. When we examined the business environment several years ago, we saw what we call “megatrends” emerging. These are game-changing global shifts that are redefining important market sectors of health and nutrition, energy, consumer behavior, and transportation and infrastructure. We came to see these new global challenges as opportunities for Dow – opportunities to drive economic growth and to be a driver for change.

Our 2015 sustainability goals reflect this thinking. Not only do our goals recommit Dow to making our plants and operations safer and more efficient, but they also challenge us to use our expertise to find new solutions to help meet global challenges. So today, we are developing alternative feedstocks for our facilities while also embarking on a huge effort to develop and promote new energy efficiency solutions for our customers. Everything from new forms of insulation to new solar shingles that are making solar



power more affordable to homeowners. We are working to improve the safety of our employees and communities while also creating products that improve the safety of everyone. These products include highly reflective waterborne coatings technologies that make the world's roadways and runways safer, and reverse osmosis filters that bring safer, more affordable drinking water to some of the least hospitable environments on earth.

Our transformation is allowing us to boldly go where no chemical company has before. We are focusing our efforts on strengthening our relationships within the communities where we operate, continuing to improve our product stewardship, innovating to solve some of the world's most pressing problems, and minimizing our global footprint. As a result, our efforts are helping us to build our reputation and strengthen relationships with all our stakeholders while creating new business opportunities for Dow. That is what I call a win-win situation – that elusive intersection where people and the environment can both prosper.

***What advice do you have for other CEOs who want to “get it”?***

I would advise them to set bold goals – goals so aspirational that you do not know how you can possibly achieve them. Only then will you truly stretch yourself and your people. This is the path Dow has taken, first with our 2005 EHS goals. After achieving and exceeding many of those goals, we pushed ourselves even further with our 2015 sustainability goals. These goals may be difficult to attain, but they have driven innovation and performance throughout our company, and have taken us to where we are today.

I also would tell them to set the tone from the top. Leadership, from the board of directors down, plays a key role in cultural change. Safety must involve everyone. Make safety a core value rather than an initiative, infuse it into your corporate strategy, integrate it across your company, and continually measure progress. In addition, leaders should take every opportunity to talk about safety. They must show they personally care, they want others to care and it takes a team to succeed.

Finally, never be satisfied. The moment you become satisfied with performance, you become complacent. The constant drive to zero, to perfection, is the key to “getting it.” ☺

### **The Dow Chemical Company to be honored at Green Cross for Safety Dinner**

THE NATIONAL SAFETY COUNCIL will present the 2012 Green Cross for Safety Medal to Andrew Liveris, chairman and CEO of The Dow Chemical Company, at a black-tie dinner. The ceremony will take place later this year. For more information on the Green Cross for Safety Dinner as it becomes available, please visit [www.greencross.nsc.org](http://www.greencross.nsc.org), call the NSC Corporate & Community Partnerships Office at (800) 621-7615, ext. 52304, or email [partnerships@nsc.org](mailto:partnerships@nsc.org).

Since 2000, NSC has awarded the Green Cross for Safety Medal to recognize organizations and their leaders for outstanding achievements in safety and health and for responsible citizenship. To be considered for the Green Cross for Safety Medal, an organization and its leadership must demonstrate a superior record in advancing safety and health practices consistent with the mission of the National Safety Council.

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

**DAN BATRACK:** At Tetra Tech, our work is focused on improvement. Whether our efforts result in improved water quality, greener energy solutions, more efficient infrastructure design or more effective governance in struggling democracies, our completed projects leave behind tangible results that improve the quality of life. This is what we do as an organization. Our people are our No. 1 asset, so neglecting the health and safety of our employees while conducting this work would be contradictory to our mission.

### *What is your company's biggest obstacle to safety?*

Tetra Tech has established itself as a global leader. Nearly one-third of our employees currently work outside the United States – including employees in remote and austere working environments in Afghanistan, Africa and the Arctic Circle. And many of our employees are working in parts of the world where safety may be lacking or addressed differently from the United States. This shift in our work population requires that our commitment to safety and the safety education of our employees be communicated from the perspective of Tetra Tech's best management practices.

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

As CEO, I have established a regular operations forum for all key managers in every Tetra Tech operating unit. These monthly calls span multiple countries and time zones. The purpose of my call is to discuss the current performance of the enterprise. It is my practice to include safety performance as a regular agenda item.

Presenting financial and project performance data, as well as safety performance data, emphasizes my expectation for our key leaders that they are responsible for safety and health within their areas of authority and will be held accountable for their safety performance just as they are in all other operational aspects of our business. I have seen our operational leaders follow this example and have made health and safety a standing reporting item in each business group's operations calls. What gets measured gets managed.

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

I began my journey with Tetra Tech in June 1980. The first few years of my employment were spent working in a variety of challenging environments.

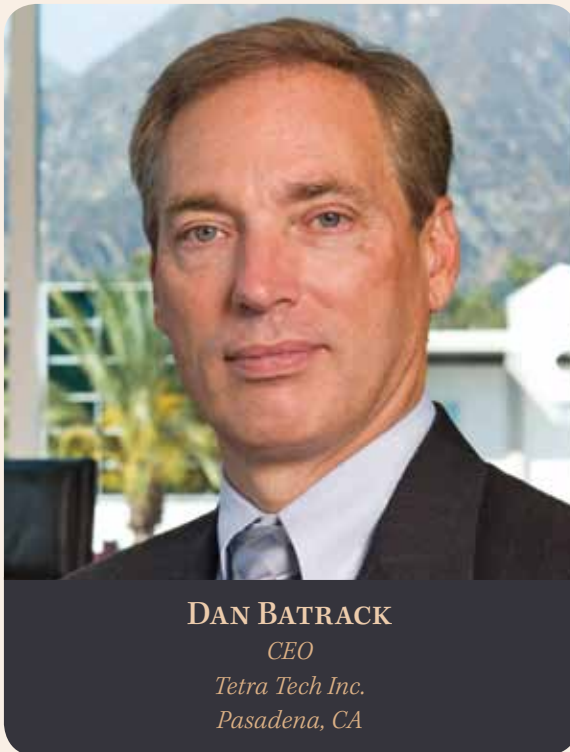
My first project was in the Arctic Circle conducting oceanographic research on the ice pack's interaction with the continental shelf. This project required that I address safe practices for work in extreme weather conditions and exposure to other physical hazards in very remote locations. I went on to spend several more years working in South America and the Middle East. I was the project manager on one of the first hydrographic surveys to identify future marine port locations off the largely uncharted waters of Saudi Arabia from Yemen to Jordan. Our work practices routinely addressed safe diving and boating practices. Over the next 30 years with Tetra Tech, I was involved in project management from many various perspectives as a project manager, operating unit manager and eventually as CEO in 2005.

It was with this extensive project experience that I learned it was my responsibility to complete all of my projects safely, on time and within budget. When incidents occurred on my projects, the responsibility to investigate was not delegated to the

safety coordinator. I personally conducted the investigation and worked with my team and the client to identify the root causes and implement effective corrective actions. I experienced firsthand that a strong safety program was integral to a successful project. This innate understanding of the various challenges that our project managers face is what I bring to the table as CEO of Tetra Tech. One of my goals as CEO is to provide the resources for our project managers so that support is available to them at all facets of project implementation, including safety.

Visit [SH.NSC.ORG](http://SH.NSC.ORG) for the full interview.

**TETRA TECH** is a global company with more than 13,000 employees involved in solving the world's most complex engineering and environmental challenges. It is a leading provider of consulting, engineering, program management, construction management and technical services that focuses on supporting fundamental needs for water, natural resources, the environment, infrastructure and energy.



**DAN BATRACK**

CEO

Tetra Tech Inc.  
Pasadena, CA

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

**JIM BELL:** The vision of our company is “To be the company trusted by all to protect people and improve the environment.” For us to achieve this vision, our employees need to be focused on safety at every moment of every day. We owe this to the customers that we service, the communities that we work in, the agencies that regulate us and the families of the employees who work for us. My personal commitment to our employees is to send them home from work in the same manner that they arrived at work. Many of our employees have heard this message when I routinely visit our operations.

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

Constant reinforcement of safety is critical to improving the culture of safety in any organization. We are always looking for new ideas to reinforce our safety culture. One suggestion from an employee in the past few years was that we start every meeting with a safety message. This is now a routine with our company. I personally start every message, verbal or written, to our employees with an update on our safety performance. Recognition and accountability are key parts of our safety program. Our president’s safety award is handed out annually to each business unit that exceeded all of its safety measurables. In the last year, we instituted a recognition program for business units that have shown the most improvement in their safety program over the previous year. This recognizes business units that emphasize innovation and continuous improvement in their safety program.

**What is your company’s biggest obstacle to safety?**

We are in an industry that handles waste materials, both hazardous and industrial. We often rely on customers’ knowledge of their materials to properly handle them. This is much different than a company that is managing consistent product(s). We have overcome this obstacle through extensive training programs, competency testing programs and tools such as computerized chemical tests to ensure materials are handled safely.

Another obstacle for us is the type of excessive weather conditions that our employees work in. We have a number of outdoor facilities, as well as a large transportation fleet,

that are operating 24/7. These operations are conducted in excessive heat while wearing proper protective equipment, in the extreme cold and in hazardous driving conditions. A key message to all of our employees is that they have the ability to stop a job at any moment for any safety reason. This is consistently reinforced.

**How important is off-the-job safety to your company’s overall safety program? What type of off-the-job safety program does your company offer to employees?**

Our employees are our best asset, and we need them to be at work to effectively service our customers. Our daily safety messages often reference how the safety practice could be used at home. We offer first aid and CPR training programs to our employees, which is a tremendous skill both on and off the job. We also offer an employee wellness program for everyone and a comprehensive medical physical program for our operations personnel. A healthy employee is a good employee.



**JIM BELL**  
President and CEO  
Veolia ES Technical Solutions LLC  
Lombard, IL

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

My experience in this industry spans more than 30 years working in various roles, including operations and working in an

environmental, health and safety role, to my current role as CEO. During this journey, we have had some serious issues, as well as near misses, both in our company and the industry. The key to improving safety is to learn from these incidents and improve the company. I have been surrounded by key people who also “get it,” and they have educated and guided me to make the right decisions to improve safety in the organization.

I have had no better experience in my career than when I attend a flag-raising ceremony at one of our sites when they achieve OSHA VPP status or a celebration for achieving a safety milestone. The pride and hard work of the employees at that local operation is amazing to see and really makes me get it.

Visit [SH.NSC.ORG](http://SH.NSC.ORG) for the full interview.

**VEOLIA ES TECHNICAL SOLUTIONS LLC**, which employs 1,600 people, specializes in the handling, transportation, recycling, treatment, and disposal of hazardous and industrial wastes.

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

**RICK FROST:** When I got out of high school in 1969 at the age of 17, I went offshore to work on the oil rigs in the Gulf of Mexico. In my five years out there, a boss of mine was killed and a co-worker lost his leg at the thigh. Neither incident had to happen. They were tragic and unnecessary. I decided that if I was ever in a position to be able to affect occupational safety in a big way, I would. Working in logging, woods and manufacturing facilities for the next 20 years helped me observe that most safety incidents are “practiced” many times before they occur. That means they can be avoided.

We firmly believe that no one should have to get hurt while working at LP. A core value guides your thoughts, actions and behavior no matter if you are at home or at work. So with us, safety is a core value. It is a constant, not an option. It's also not a priority on a list with other things. Priorities shift based on the task at hand, and if you're not careful, you can find yourself in a place where you've put production over safety if all you consider safety to be is a priority.

### *How do you measure safety?*

We were like everyone else a decade ago and measured lost workday cases. We then moved to TIR. Now, with our overall goal being to get to zero recordables as a company for the year, we measure a lot of things. We track and celebrate safe work-hour milestones at our plants in 250,000 incident-free increments. That used to be hard, but now we have plants chasing 1 million hours without a recordable and three have made it.

We use both leading and lagging indicators and, in the last few years, developed an environmental, health and safety dashboard that tracks EHS-related recommendations; safety climate; and the environmental climate at the plant, business unit and company as a whole. This looks at everything from supervisor accountability to compliance.

We also require each manufacturing location to complete a safety management system assessment annually to identify best practices and opportunities for improvement. The opportunities identified then become the goals for the next year.

We have added tracking, reporting and investigating near misses. That has really helped stop the process of “practicing accidents.”

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

As I previously described, my journey began on oil rigs in the Gulf of Mexico.

Today, I'm guided by three beliefs:

1. All incidents can be avoided.
2. It's easy to have principles, but you don't really know if you have them until they cost you something.
3. Your calendar is evidence of your commitment.



**RICK FROST**

CEO

Louisiana-Pacific Corp.

Nashville, TN

Two events in my time at LP stick out. The first was around a zero-tolerance position we had on lockout/tagout. We had a great mill manager who violated LOTO, just trying to help his folks out. We had to let him go to be consistent and wipe out the idea of “Do as I say, not as I do.” Was it harsh? Yes. Was it the right decision? Absolutely. Did it get everyone's attention that we were serious about safety? You bet.

Four or five years later, our TIR had improved from double digits to about 2.5; we were pretty good, but not improving. We had three unrelated recordables across our manufacturing system of 35 mills in one week. I directed our entire system to be shut down for a half-day and that those inci-

dents be discussed at all mills with all of the people. I estimated the cost of that decision to be \$1 million.

That afternoon, I got a call from a mill manager who inquired why I forced him to shut his mill down when they did not have an incident. I told him that he might not realize it, but that I had given him a huge gift. From that point forward, he would never have to wonder if safety really was more important than production, and that he had demonstrated proof of that to all of his people. We did a similar stand-down again recently with a TIR of 0.44. You see, we are after zero incidents. Having only a few is not good enough.

Visit [SH.NSC.ORG](http://SH.NSC.ORG) for the full interview.

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**LOUISIANA-PACIFIC CORP.** is a leading manufacturer of quality-engineered wood building materials, including OSB; structural framing products; and exterior siding for use in residential, industrial and light commercial construction. Louisiana-Pacific Corp. has manufacturing facilities in the United States, Canada, Chile and Brazil.

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

**JIM GRIBBINS:** Our core values – integrity, quality, productivity and innovation – all have a common thread: safety. Our core values form the foundation on which we make our decisions and perform our work. With a goal of zero incidents, safety is a part of our culture and considered with each decision made by management, administrators, foremen and all field employees. Every team member at Gribbins Insulation, including the person we hired yesterday and the person we may hire tomorrow, must place safety in front of all actions. There is absolutely no task that is so important or necessary that we might consider sacrificing safety, to even the slightest degree, in an effort to perform it.

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

Maintaining a culture of safety begins the first day an employee is hired with Gribbins' New Hire Orientation. All new hires are formally trained by a Gribbins safety professional before they are allowed to begin work. Every new employee must score at least 80 percent on the safety exam or submit to additional training. This initial training is supplemented through additional formal training, including internal foreman training, a six-month mentoring program for all new employees, voluntary CPR/first aid classes and required retraining upon violations of safety policies.

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

Being a construction company with a cyclical business, we have numerous new hires in any given year. Many of these individuals have not been exposed to a progressive safety culture and come from the "cross your fingers and hope for the best" approach to safety.

We provide new hire orientation for all new employees, including those who may have worked for us in the past. Plus, for all new hires, we ensure they are with a safety mentor for at least the first three months of their employment. We communicate safety on a daily basis.

**How does safety "pay" at your company?**

First and foremost, our commitment to safety allows our employees to return home safely from work each and every

night. That is the most important goal of our program. Beyond that, we believe our safety program allows us to differentiate ourselves in our industry. We are honored to work for many companies that are as committed to safety as we are.

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

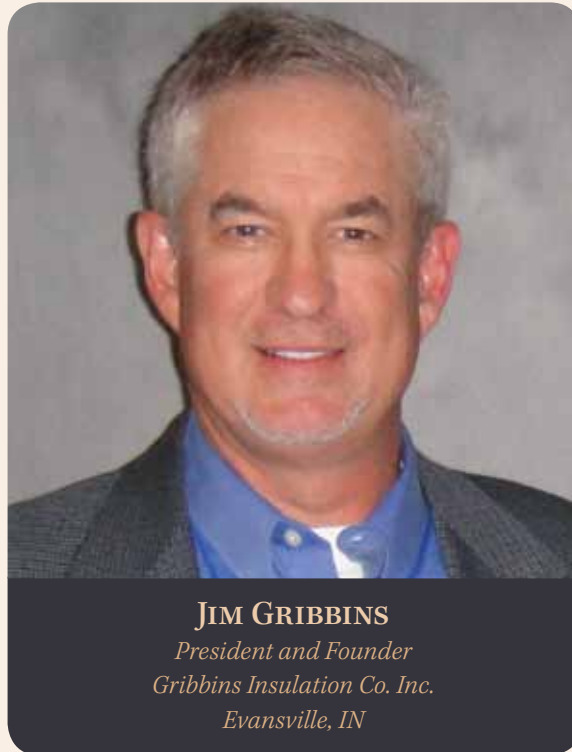
I started in the business more than 30 years ago. Safety was an afterthought for most companies and, in fact, getting hurt in construction was thought of as "part of the job." In my early years, we did not allow for safety and, quite frankly, never gave it a second thought.

Sometime in the late 1980s, safety started receiving the attention it deserved on the construction job, but only in the industrial setting. Initially, the mandate was from owners requiring contractors to perform the work safely. Contractors looked at safety as a necessary evil and only did the bare minimum, enough to satisfy the owner. The commercial projects – schools, hospitals, office buildings, etc. – were light-years behind the industrial construction jobs and, in fact, still have not caught up.

My company worked primarily on industrial projects in the early 1990s when safety was

coming into its own. I came to realize the importance of safety at first because the companies we work for required it. But by the turn of the century, I had come full circle, and we hired a full-time safety manager (likely one of the smallest companies to have such a position) to implement and improve the safety culture in our company. I was involved daily and led the way with safety incentives and recognition (I learned early that the "safety cop" approach does not work) for positive safe work practices. The company culture has evolved to where today, we are recognized by numerous associations and industry journals as being one of the safest small contractors in the country.

Visit [SH.NSC.ORG](http://SH.NSC.ORG) for the full interview.



**JIM GRIBBINS**  
*President and Founder*  
*Gribbins Insulation Co. Inc.*  
*Evansville, IN*

**GRIBBINS INSULATION** is a commercial and industrial mechanical insulation contractor. Its 200-plus employees insulate piping systems, ductwork and equipment in facilities throughout the Midwest, including power plants, factories, chemical plants, schools, paper mills and hospitals.

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

**JIM HANNAN:** Our vision is to create long-term value by striving for safety and health excellence while achieving an injury-free workplace. The culture we strive to create across the company is based on our 10 MBM Guiding Principles, which start with integrity and compliance. These guiding principles represent the things we believe in and care deeply about, so for us, safety is a shared value. We believe excellence in safety, along with excellence in environmental and compliance performance, must be present for a business to exist long-term.

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

We are all in this together, and every one of us has a role to play. That means engagement in safety by every employee.

For each of us, this requires that we understand and perform our roles in accordance with the many laws, regulations and internal compliance standards that apply; that we identify and take corrective actions when something isn't right; and that we stop, think and ask for help if we don't know.

For leaders, it goes beyond that. We expect leaders to demonstrate commitment by their actions, committing the necessary resources, removing barriers, ensuring risks are identified and managed, and leading efforts to continuously improve.

For example, if we ask employees to interact with equipment in an unsafe manner to achieve production targets instead of investing to improve reliability, then our actions don't match our words, and we have little of hope of achieving our vision for safety and health excellence. We all must accept responsibility for our performance.

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

Our biggest obstacle is what we don't know – that is to say, risks we haven't identified but that exist in our facilities, or those things we have become comfortable with because we have lived with them for a long time. This is one of the reasons our vision is to achieve excellence, not just meet the minimum compliance requirements that don't necessarily address identifying and managing.

Another obstacle is creating a culture that people are comfortable challenging when something doesn't seem

right or they are not sure. Without that constructive challenge, it is difficult to identify and deal with risk.

### *How important is off-the-job safety to your company's overall safety program? What type of off-the-job safety program does your company offer to employees?*

If safety is a shared value, then it should be important whether you are on the job or not. Practically, this means we incorporate education about risks away from work into our safety programs. As an example, in many of our facilities, employees voluntarily participate in SAFESTART programs to focus on safe conditions at work, home and the road.

Another approach is our wellness program, "Get Well Stay Well," which encourages healthy lifestyle choices for our employees and their families. The program offers tools and resources to help employees and their families learn more about topics such as the 100-percent-covered preventive care through our company-sponsored health care plans; management of chronic diseases; and benefits of physical activity, good nutrition and tobacco cessation.

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

There is nothing that keeps me up at night more than the thought of having someone seriously injured or worse in one of our facilities. The reality is that all of us continue to learn and, with that, hopefully improve.

I am fortunate to have the opportunity to visit with employees across our facilities and enjoy listening to them talk openly about safety and the opportunities we have to improve. Their passion is easy to get excited about. To me, when we started making that transition to safety as a shared value and stopped thinking about safety as one of our many priorities, I think that was a turning point, at least for me personally. We all know that priorities change, while values – the things we believe and care deeply about – don't.

Visit [SH.NSC.ORG](http://SH.NSC.ORG) for the full interview.

*As one of the world's leading manufacturers of tissue, pulp, paper, packaging, building products and related chemicals, **GEORGIA-PACIFIC** employs approximately 40,000 people at 300 facilities in North America, South America and Europe.*



**JIM HANNAN**  
CEO and President  
Georgia-Pacific  
Atlanta, GA

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

**FRANK M. JAEHNERT:** Brady's success for almost 100 years is directly linked to the strength of our company values. They are: Focus on the Customer, Invest in Our People, Embrace Teamwork, Excel at Everything We Do, Be Bold and Decisive, Protect Our Future, and Win the Right Way. These values set behavioral standards for everyone, regardless of position, department or geographic location, and safety is a critical factor to our success in living all of these values. In addition, many of our products, such as lockout/tagout devices and others, help our customers meet regulatory standards for providing safe and secure workplaces. We know that leading by example in this area benefits everyone.

**What is your company's biggest obstacle to safety?**

Brady has operations in 29 countries with more than 6,500 employees, and the differing laws and standards across all of the areas we operate in are perhaps the biggest obstacles we face. Brady has embraced a Lean culture and work style, and we leverage this to help standardize our safety practices across the globe, raising all to the highest standards, regardless of sometimes lesser requirements in some locations. While we recognize the benefits that such standardized work processes bring us operationally, in the final analysis, establishing global safety standards and processes for our workers is simply a matter of integrity.

**How do you measure safety?**

We use many of the stoic, lagging metrics, such as the total incidence rate, severity and DART rates. We use several leading indicators, such as our internal Critical Program Elements site scoring system. This system identifies the critical elements that are basic to safe, clean and efficiently run operations, and include lockout/tagout programs, proper labeling and handling of chemicals, and electrical safety programs. The system also provides us with a risk scoring method that evaluates how well we are managing the risks identified for each facility. We also review machine guarding and upgrade completion, as well as year-to-year improvement progress.

Each year, based on the published Bureau of Labor Statistics data, our E&S staff calculates a Brady blended benchmark rate based on the hours worked applied to the NAICS

codes for our operations and the global averages of our leading indicators. This scorecard is tracked quarterly and rolled up annually.

**How important is off-the-job safety to your company's overall safety program?**

We recognize the importance of off-the-job safety, as injuries affect us whether an employee is hurt on or off the job. Given the diversity of our sites across the globe, there are many different approaches to off-the-job safety based on site and regional needs. These range from the inclusion of off-the-job safety in safety fairs during annual safety week celebrations, raffles for fire extinguishers or smoke alarms, and board postings of seasonal information, to games such as Safety Bingo, health promotions and wellness incentives. Our more recent efforts have focused on the health of our employees given the aging of our population and the many developments in healthy lifestyle management that can improve the lives of our employees and their families.



**FRANK M. JAEHNERT**

*President and CEO  
Brady Corp.  
Milwaukee, WI*

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

Throughout my career, I have seen the influence of safety on operational excellence and performance. It was clear to me

that seldom will you find an operation that can sustain any level of financial success when it does so at the cost of its employees' safety and well-being. It also was clear to me that safety is a challenge for any organization, as it depends on many people and departments embracing a common goal – establishing and then supporting your team at every level is key to the success of any safety program.

As CEO, I realize there is no "one solution" and, much like a coach in a football game, there need to be adjustments from time to time. I believe we have built a winning formula, a committed team and the flexibility to sometimes stir the pot a bit for the best results.

Visit [SH.NSC.ORG](http://SH.NSC.ORG) for the full interview.

**BRADY CORP.** is an international manufacturer and marketer of complete solutions that identify and protect premises, products and people. Its products include high-performance labels and signs, safety devices, printing systems and software, and precision die-cut materials. Brady employs approximately 6,500 people.

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

**WAYNE LIVINGSTON:** It is no secret that dealing with high-voltage electric distribution lines comes with inherent danger, and the days of being able to de-energize circuits to perform tasks on those lines have long since ended. Keeping our employees sharp when it comes to safety procedures is something we do formally once a month, but also is reinforced every day on the jobsite. This focus on safety permeates all aspects of our business so employees who do not work on the lines also are focused on the safety aspects of their daily activities, which include responsibilities traditionally not thought of as being “dangerous.” Our employees are our most valuable asset. We want employees to know this, so we take steps to emphasize that value. We have found the best way to do that is accenting safety to a level high enough where it is obvious that Diverse Power cares for our employees beyond what is “required.”

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

On each employee's first day, a personal meeting is set up with the safety coordinator and a detailed review of safety policies and procedures is discussed with regard to the new position. This sets the groundwork for emphasizing safety throughout an employee's career. All employees in safety-sensitive jobs are required to attend formal safety meetings every month, many of which are OSHA-mandated, and others that put an emphasis on particular tasks that may be performed. New issues that need to be addressed or old ones that are changed also require meetings for updates and remedial training.

## *What is the biggest obstacle to safety in your workplace?*

If I were to select one issue, it would have to be complacency. Becoming routine is a sign of maturity, but it also can be a sign of not thinking through each step of the process. Routine in safety equipment application and thought is something that can be encouraged, motivating employees to use their training and the equipment provided for all tasks. Regularly scheduled safety meetings, onsite visits and impromptu meetings during the lunch hour all contribute to reinforcing safety as a routine. The daily worksites are scattered over a wide geographical area, and many line crews move frequently throughout the day.

## *How important is off-the-job safety to your company's overall safety program?*

At Diverse Power, our safety committee has developed a “Safety@Home” campaign in which we recognize individual acts of safety an employee does at home, with their neighbors and in society. We also encourage our employees to take home with them many of the personal protective equipment items they use at work. Planning a job and protecting one at work is required by any employer – what we are doing is encouraging the same process to occur at home.

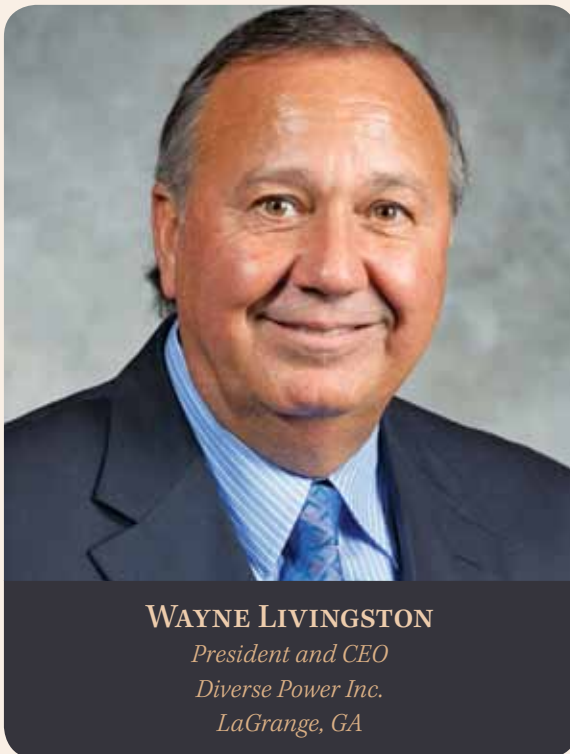
We are asking each other when we talk about plans for the weekend if we need PPE to perform our home tasks. We include safety and health newsletters in each pay stub envelope and have subscriptions to the National Safety Council's *Family Safety & Health* magazine for each employee and members of the board of directors. We also offer defensive driving and CPR/first aid classes to family members at no charge. Diverse Power believes that promoting safety at home is not just a good thing to do, but the responsible thing as well.

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

As a young man growing up in the farmlands of rural South Georgia, I had the opportunity to learn firsthand the value of patience and hard work. While in college, I worked at an electric cooperative during the summers and saw many tasks that were similar to things I'd seen on the farm, now being performed every day with safe practices. Because I have spent my career in this industry, I have seen it mature, with ever-increasing regulations emphasizing the importance of safety in the workplace. Once I became CEO, I was very well aware of what we needed to do to protect our employees and still remain competitive. We can do the tasks required today because everything from practices to equipment to clothing has been developed with safety in mind. The lessons learned early in my life remain with me today. Learning to work safe was one of these lessons.

Visit [SH.NSC.ORG](http://SH.NSC.ORG) for the full interview.

**DIVERSE POWER INC.**, which employs 89 people, is a rural electric cooperative that serves seven counties in west central Georgia and Chambers County in Alabama.



**WAYNE LIVINGSTON**

*President and CEO  
Diverse Power Inc.  
LaGrange, GA*

**Why is safety a core value in the Air National Guard?**

**LIEUTENANT GENERAL HARRY M. WYATT III:** In the Air National Guard, safety is paramount, and every mission's success is contingent on each Airman making it home safely at the end of the day. The Air National Guard remains dedicated to fostering an environment where Airmen recognize it is their responsibility, as well as the responsibility of the collective whole, to be good stewards of the resources. I recognize that the brave men and women are the Air National Guard's most valued resource. As such, our ability to do our job today and in the future is dependent on ensuring our remarkable Airmen continue to operate within an environment that actively promotes a culture of safety.

**What is your organizations's biggest obstacle to safety?**

Preparing an organization for combat and disaster relief is an inherently dangerous business. We do our best to ensure our Airmen have the necessary equipment and procedures to be as safe as possible, but as with any organization, we can't predict every threat and hazard our Guard members will face. My goal in the face of the unknown is to instill hazard recognition and smart risk management that Airmen can apply in any situation. One of my biggest safety objectives is to prepare our people to safely navigate unexpected or unanticipated situations. This proactive stance spills over into countless safety initiatives that help keep our Airmen out of harm's way.

**How important is off-the-job safety to the Air National Guard's overall safety program?**

Statistically speaking, the most hazardous thing our Guardsmen do every day is drive to and from work. It's much more dangerous to navigate our nation's roadways than it is to fly an F-16 at 500 feet and 500 miles per hour.

Proper planning and decision-making is essential to the safety program, and we offer a wide variety of safety programs. We kick every summer off with a campaign known as "101 Critical Days of Summer," educating our Airmen on risk management. Our Guard members receive beginner as well as advanced vehicle and motorcycle training. Yet, motorcycles continue to be a high-risk recreational safety issue. With drivers increasingly distracted by their environment and communication devices, it is simply one of the

most hazardous things our Airmen can choose to do. We must continue to emphasize training and education.

**How do you measure safety?**

As in most organizations, the Air National Guard reports, measures and analyzes not only mishaps and incidents, but also near misses. We employ a robust surveillance and evaluation program to ensure our Guard members maintain the highest standards of program management and execution.

I'm especially proud of the tools and resources that empower our local commanders with a realistic analysis of their organizational behaviors in endeavors to create a proactive culture of safety Guard-wide. This comprehensive look at the past, present and future gives us a practical focus for safety improvements and initiatives.

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

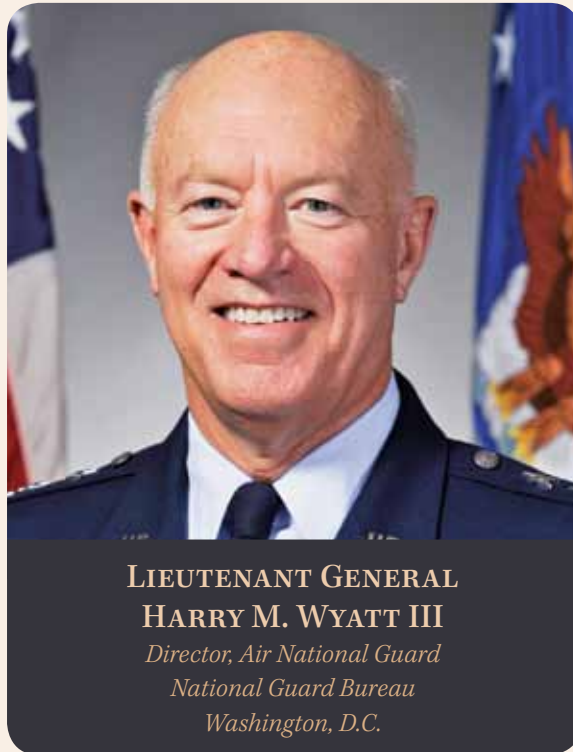
It is difficult to take credit for something that has been the standard for many years. I've been a fighter pilot for most of my Air National Guard career. The first lesson you learn as a fighter pilot is the "wingman ethos," which is simply each Airman's responsibility to look out for one another and to hold one another accountable. Not only is the ethos required for survival

in combat, but it's the very foundation upon which the Air National Guard's success in upholding the highest standards of safety has been built. We in the Air National Guard aren't just members of an organization; we are family, and family takes care of each other. I still recognize the importance of the "wingman ethos" and its critical role in influencing the decisions I make day to day as I seek to continue to care for my family. I've filled many roles in my life as a citizen soldier, a lawyer and a judge; in these roles, I've seen the unfortunate results of unsafe and reckless behavior. These are lessons that I don't take lightly and the reason why I'm so committed to a culture of safety built on the "wingman ethos."

Visit [SH.NSC.ORG](http://SH.NSC.ORG) for the full interview.



**THE AIR NATIONAL GUARD** has a federal mission to prepare for war and provide assistance during national emergencies. With 106,700 Guard members in 50 states, three U.S. territories and the District of Columbia, the Air National Guard provides national and state-level combat and emergency response capabilities.



**LIEUTENANT GENERAL  
HARRY M. WYATT III**  
*Director, Air National Guard  
National Guard Bureau  
Washington, D.C.*