

# 2020-03 - A Call To Bond

Hello Everyone,

This year has started off like last year ended. We are seeing more and more of our colleagues hurt at work. So far this year, nine (9) of our coworkers have been injured. In addition, from October of 2019 through February of 2020, 43% of the injuries suffered were high severity injuries. I wish I knew what changed, but I don't. What I do know is that when you do the root cause analysis, usually rather simple actions are implemented to prevent reoccurrence. If the "fix" is relatively simple, why did we not recognize the hazard in advance. Is it because we had always done it that way and no one ever got hurt - complacency? Or maybe we recognized the hazard but felt we could control it (overconfidence) Or maybe, we just didn't see it. Or maybe we were distracted – there is much changing and evolving both inside Solvay and externally (COVID-19). Regardless of the reason, we must improve; we must find a way to help our employees and contractors work safely – that is our responsibility, that is your responsibility as the leader of your site.

I believe that if we embrace and live our Purpose, we can turn our belief that everyone should return home unharmed each day into a reality. Our Purpose is to bond people, ideas, and elements to reinvent progress. I encourage you to bring your teams together and talk about what you are doing well in the area of safety and what opportunities exist to improve. I am sure that together, you will find the answers to improve Safety. In the process of working with your teams:

- Actively listen: understand their concerns, gather their ideas, and from this identify and implement actions to help them be successful – show them that you Care;
- Always explain the what and the why, and ask for their contributions and suggestions – build ownership;
- Be present in the field, make yourself visible, personally engage with your employees;
- Communicate, communicate, communicate;
- Reach out for help when you need it; and
- Always share your learnings and best practices.

I am confident that if you maintain an active dialogue with your teams and involve them, capturing and sharing ideas, we will be able to "Reinvent Progress" and everyone will make it home alive and well each and every day.

Let's Progress Beyond and make March the safest March ever.

Be Safe,

James