

2020-01 - Safety Communication

Hello Everyone,

First, I would like to thank you for all the work you did in 2019 to make Solvay a safer place to work. Overall, about 15% fewer colleagues sustained MTA injuries in 2019 compared to the previous year. I especially want to recognize our European colleagues who had a nearly 40% reduction in the number of MTA injuries between 2018 and 2019. In addition, 2019 was the second year in a row that we did not have a fatality – only the second time since 1990 that we have gone two calendar years in a row without a fatality. There were also signs that we have opportunities to continue to improve. The number of high severity MTA's and chemical contact incidents remained essentially flat in 2019 compared to 2018. And, as I communicated in December, one of our colleagues sustained an irreversible injury that will impact her for the rest of her life. We must continue to focus on how and why we do things if we want to be successful.

The Solvay Purpose was released a few weeks ago. Our efforts and approach to improve the safety culture in Solvay are very much aligned with our Purpose. As the Purpose is rolled out, you will have the opportunity (and some of you have already held Town Hall meetings) to discuss and share with your teams what it means and how each of you individually and collectively can contribute to our Purpose and make it a reality. As you continue to have those discussions with your teams and talk about the Purpose, Vision, Core Beliefs, and Behaviors please think about how embracing them can elevate safety and well-being on your site.

When I look at the incidents from the end of last year and the beginning of this year some common contributing causes were present:

- Not Speaking up
- Lack of knowledge/training
- Taking Short-Cuts (Save Time)
- Not Following the SLSR
- Placing themselves in the Line of Fire

When I think about these causes and I look at the behaviors we as leader should exhibit, I see opportunities to be "At Our Best".

If we create the right environment by leading with purpose, heart and mind, people should not be afraid to speak up.

If we passionately coach people to their full potential, they should have the knowledge and skills to perform the jobs we ask them to.

If we help our teams unlearn undesired habits (or behaviors) and learn/relearn new habits, then they will do things safely (even if it takes more time), they will apply the procedures correctly, and they will not place themselves in the line of fire.

I am sure there are many other links you can make between health and safety and the "words" as you now understand them. As we continue our journey to Progress Beyond, there will be a chance to participate in a deep dive and training for "At Our Best" beginning in April. However, as Site Leaders, there are immediate opportunities for you to link your energies and efforts around safety culture with the themes our Senior Leaders have been sharing. With the roll-out of the Purpose, you have the total support and backing of Solvay – now is a time to fully engage and create a culture where everyone makes it home unharmed each day.

Thank you for your commitment to make Solvay a safer and healthier place to work. I wish you and your teams a Great 2020.

Be Safe,

James