Evolution of International Paper’s LIFE Initiative

John Williams
Global Director,
Occupational Health & Safety
It’s about...

LIFE

LIFE-CHANGING
INJURY AND
FATALITY
ELIMINATION
What is a LIFE Incident?

LIFE Incident Definition

1. Fatality
2. Amputation
3. Life-changing incident involving specific types of injuries (e.g., organ damage, concussion, crushing, degloving, serious burn or fracture). Lost or restricted work days are a consideration in the LIFE determination.
LIFE Focus Areas

- Machine Safeguarding: 26%
- Falls: 24%
- Motorized Equipment: 8%
- Harmful Substances or Environments: 6%
- Driver Safety: 36%
- Other (Falling Objects, Struck By, etc.): 24%

24 Months LIFE Incidents

- Falls: 24%
- Harmful Substances: 6%
- Motorized Equipment: 8%
- Machine Safeguarding: 36%
- Driver Safety: 36%
- Other (Falling Objects, Struck By, etc.): 24%
Execution – Equipment & Processes

**MACHINE SAFEGUARDING**
- Inspections
- Guarding Specifications
- Global Lockout Implementation
- Equipment Changes

**MOTORIZED EQUIPMENT**
- TFRA
- Pedestrian Segregation
- Operator Training
- Dock Safety

**DRIVER SAFETY**
- Performance Standard
- Cell Phone Ban
- Distracted Driving Training
- Awareness Campaign

**FALLS**
- Truck Tarping
- Roof Access Permit
- Fall Hazard Risk Assessment
- Fall Protection Engineering

**HARMFUL SUBSTANCES & ENVIRONMENTS**
- Electrical Safety
- Confined Space
- Chemical Management
# Performance Standard and Alert Tracking - Mill Q1 2015

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Status</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Event Reporting</td>
<td>Feb-15</td>
<td>Mill program in place to assure timely reporting.</td>
</tr>
<tr>
<td>Air Emissions</td>
<td>Sep-15</td>
<td>Gap analysis complete. Environmental Summer Intern will be at end of May to assist with closure of gaps in written program.</td>
</tr>
<tr>
<td>Waste Management</td>
<td>Dec-15</td>
<td>Working on gap analysis.</td>
</tr>
<tr>
<td>Wastewater</td>
<td>Dec-14</td>
<td>Ongoing work to manage biomass accumulation and removal.</td>
</tr>
<tr>
<td>Confined Space Entry</td>
<td>Aug-15</td>
<td>Need to revise policy to denote continuous monitoring.</td>
</tr>
<tr>
<td>Control of Hazardious Energy</td>
<td>Apr-14</td>
<td>Written programs and all training complete.</td>
</tr>
<tr>
<td>Driver Safety</td>
<td>Apr-14</td>
<td>Communication and training complete.</td>
</tr>
<tr>
<td>Electrical Safety</td>
<td>Jun-14</td>
<td>Written programs and all training complete.</td>
</tr>
<tr>
<td>Employee Engagement and Safe Behavior Observation</td>
<td>Dec-15</td>
<td>Standard has been communicated and is actively used to manage accountability for safety issues.</td>
</tr>
<tr>
<td>Health &amp; Safety Accountability Standard</td>
<td>Dec-14</td>
<td>Standard has been communicated and is actively used to manage accountability for safety issues.</td>
</tr>
<tr>
<td>Machine Guarding</td>
<td>Dec-15</td>
<td>Continuing to work on the PM 21/PM27 guarding items identified during the guarding survey. All other departments meet requirements.</td>
</tr>
<tr>
<td>Motorized Equipment</td>
<td>Apr-14</td>
<td>Program requirements have been fulfilled.</td>
</tr>
<tr>
<td>Occupational Health</td>
<td>Apr-14</td>
<td>Programs in place. Tracking ongoing for new names due to personnel changes.</td>
</tr>
<tr>
<td>Personal Protective Equipment</td>
<td>Sep-14</td>
<td>Program requirements have been fulfilled.</td>
</tr>
<tr>
<td>Process Safety Management</td>
<td>Dec-14</td>
<td>Evaluating transition to PPE vending machines.</td>
</tr>
<tr>
<td>Working at Heights</td>
<td>Oct-15</td>
<td>Need to perform assessments of routine elevated work areas and compile current policies in this area into a PS.</td>
</tr>
<tr>
<td>High Pressure Hose Alert</td>
<td>Aug-15</td>
<td>Team formed to manage SRL implementation and is meeting periodically.</td>
</tr>
<tr>
<td>Fall Protection Alert</td>
<td>Aug-15</td>
<td>Team formed to manage SRL implementation and is meeting periodically.</td>
</tr>
<tr>
<td>Machine Start-up Alarm Alert</td>
<td>Dec-15</td>
<td>To safely meet this PS as of ye. Plan to complete survey and install equipment as required by the end of 2015.</td>
</tr>
<tr>
<td>Pit-Sump Guarding Alert</td>
<td>Mar-16</td>
<td>Need to evaluate all to determine guarding needs.</td>
</tr>
<tr>
<td>Fan Shaft Alert</td>
<td>Dec-13</td>
<td>Requirement fulfilled.</td>
</tr>
<tr>
<td>Ash Hopper Alert</td>
<td>Jun-14</td>
<td>Requirements met. Working to improve PPE to limit heat stress and improve mobility while retaining current level of protection.</td>
</tr>
<tr>
<td>Combustible Dust Alert</td>
<td>Mar-10</td>
<td>Received the alarm and assigned a mill team for implementation. Working with CT and dust evaluation and testing.</td>
</tr>
<tr>
<td>LIFE</td>
<td>Mar-16</td>
<td>Audit Score: 72.7%. Tracking ongoing implementation of all LIFE programs per GMS requirements.</td>
</tr>
<tr>
<td>Safety Leadership and Hazard Recognition</td>
<td>Jun-15</td>
<td>Audit Score: 74.9%. Good progress in place and high level of participation. Working to improve tracking systems and feedback.</td>
</tr>
<tr>
<td>Behavior Based Safety</td>
<td>Dec-15</td>
<td>Audit Score: 70.0%. Good progress in place and high level of participation. Working to improve tracking systems and feedback.</td>
</tr>
<tr>
<td>EHS Site Management System</td>
<td>Dec-15</td>
<td>Audit Score: 80.0%. Gaps identified and plan to work in 2015.</td>
</tr>
<tr>
<td>Risk Identification, Crisis Planning and Response</td>
<td>Mar-16</td>
<td>LIFE lessons are distributed, communicated and actions taken. Tracked in Task Tracker.</td>
</tr>
<tr>
<td>LIFE Lessons (Previous 6 Months)</td>
<td>Jun-13</td>
<td>LIFE lessons are distributed, communicated and actions taken. Tracked in Task Tracker.</td>
</tr>
</tbody>
</table>
## Machine Guarding Specifications

### UNWIND - BRAKE AND CLUTCH (CLUTCH MOVEMENT)

**ACCEPTABLE DESIGN RATIONALE:**
Access to the area is possible but exposure to the brake and clutch when the machine is running is not required. A fixed barrier guard eliminates exposure. Residual risk is moderate.

<table>
<thead>
<tr>
<th>Elimination</th>
<th>None</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Engineered Option 3</strong></td>
<td>✓ Movable barrier guard with interlocked access gate to stop all machine motions in the section. ✓ Guard locking on the gate, request to enter and reset buttons at the gate, access granted only when safe state is achieved. ✓ CATEGORY 3 control system.</td>
</tr>
<tr>
<td><strong>Engineered Option 2</strong></td>
<td>✓ Movable barrier guard with interlocked access gate to stop all machine motions in the section. ✓ CATEGORY 3 control system.</td>
</tr>
<tr>
<td><strong>Engineered Option 1</strong></td>
<td>✓ Fixed guard, no access gate. ✓ Operator controls for unwind clutch couple and uncouple operations in operator’s line of sight. ✓ Interlocks prevent reel spool uncoupling until reel spool is at “0” speed and sheet tension is off. ✓ Unwind drive clutch has a crane hook stop device to prevent lifting of the reel spool until the clutch is fully disengaged. ✓ Crane hook stop device will be interlocked with the clutch movement. ✓ Indicator light visible to the crane operator indicates the spent reel is ready to be removed on crane loaded unwinds. Light will illuminate once the unwind clutch and crane hook stop are at the retracted positions. For unwinds with spent spool eject toward the machine wet end, the light is recommended to illuminate once the spool eject arms are also returned to the reel receive position at the drive end and tending sides.</td>
</tr>
<tr>
<td><strong>Enhanced Admin. Option</strong></td>
<td>✓ Perimeter awareness railing, distanced properly. ✓ Access gate physically locked with key control with and interlock tied to a warning (flashing light) to indicate a person in the unwind area. ✓ Audible alarm to warn of movement of parent reel.</td>
</tr>
<tr>
<td><strong>Simple Admin. Option</strong></td>
<td>✓ Posted procedures indicating when it is permissible to remove guard. ✓ Use of a tool to perform work at a safe distance. ✓ Enforced policy, procedures and training for tasks inside the boundary line. ✓ Signs and a painted boundary line to warn of nip and crushing hazard. ✓ Enforced policy, procedures and training for tasks inside the boundary line.</td>
</tr>
<tr>
<td>Hazard Control Options:</td>
<td>Hazard Controls</td>
</tr>
<tr>
<td>-------------------------</td>
<td>----------------</td>
</tr>
<tr>
<td><strong>Eliminate Hazard</strong></td>
<td>✓ Eliminate pedestrians from warehouse entry while motorized equipment is in operation.</td>
</tr>
</tbody>
</table>
| **Isolate Hazard**      | ✓ Redesign motorized equipment traffic flow patterns or pedestrian flow patterns to prevent interaction. Segregate with Jersey barriers (made of concrete, filled in with water or sand), walls, fencing or bollards.  
 ✓ Establish safe zones. Well defined pedestrian walkways or work areas segregated by Jersey barriers, walls, fencing, bollards, etc. |
| **Reduce Hazard**        | ✓ Minimize number of motorized equipment in operation.  
 ✓ Substitute motorized equipment (e.g., manual/motorized pallet truck for lift truck).  
 ✓ Minimize number of pedestrian walkways.  
 ✓ Visual, audible alert system (manual or automatic activation) when pedestrian is in warehouse.  
 ✓ Gates or gated access points installed to control pedestrian flow.  
 ✓ Additional motorized equipment lighting in place (e.g., blue backup spot light) to aid in motorized equipment visibility.  
 ✓ Motorized equipment visual aids (e.g., onboard camera system) to help identify pedestrians in area.  
 ✓ Minimum expectations must also be implemented. |
| **Minimum expectation for compliance with program element** | ✓ Collision Avoidance System (e.g., Hit Not, Pedestrian Alert Safety System (PASS)) implemented and maintained.  
 ✓ Administrative written procedures implemented and enforced including warehouse safety procedures and collision avoidance use procedures.  
 ✓ Signage, warning of motorized equipment traffic and Collision avoidance system required, prominently displayed at all access points.  
 ✓ Warehouse traffic control signage (e.g., floor stop signs at intersections) implemented and enforced.  
 ✓ Mirrors, mounted to aid pedestrian and motorized equipment visibility, mounted and maintained.  
 ✓ Pedestrians use personnel doors instead of doors designed for motorized equipment.  
 ✓ Pedestrians attired in Class 2 high visibility clothing when exposed to motorized equipment hazards.  
 ✓ Motorized Equipment Program Elements implemented and enforced.  
 ✓ BBS Observations focused on pedestrian segregation and supervisor management by walking around (MBWA) focused on pedestrian segregation and procedure enforcement.  
 ✓ Short term interim controls only. Below expectation. Not a permanent solution. |
| ✓ Painted lines, traffic cones or chains to identify pedestrian walkways.  
 ✓ Administrative written procedures implemented and enforced including warehouse safety procedures.  
 ✓ Pedestrians attired in high visibility or enhanced visibility clothing.  
 ✓ Observations focused on pedestrian segregation and procedure enforcement. |
Bulk Chemical Unloading

**Standard Permit**
with triple redundancy to validate delivery (gate attendant, driver, chemical operator).

**Delivery route maps** with specific chemical and unload identifier ensure arrival at correct unloading point.

**Unique chemical and unload point identifier** created, tied to bill-of-lading for chemical orders reduces errors related to chemical names.

**Headers, piping and delivery instructions** coincide with the unique chemical and unload point identifier.
1. **Communications**: Provide employees with the safety information necessary to successfully fulfill their job responsibilities.

2. **Hazard Recognition Training**: Employees must be trained to recognize unsafe workplace conditions, procedures or situations.

3. **Pre-job/task safety assessment process** to assess personal risk and implement appropriate controls.

4. **Safe work observation process** that promotes safe behaviors and personal accountability.
Employee Engagement

Communication

LIFE Lesson

X

May 2013

Valiant Mill Safety Newsletter

Welcome!

May Central Safety Committee Meeting

Hazard Mapping Training to Kickoff May 30th

Hazard mapping is a team effort; all becoming more familiar with and earlier this year, a team from the mill visited the Hawkesville mill to find out what the program was all about. Here’s what works:

- Make sure the team is trained in hazard identification and mapping;
- Conduct mapping in a systematic and consistent manner;
- Use photographs and videos to capture the mapping process.

For more information, please contact [contact information].

Our top priority is the safety of every person in our facilities, on our sites or in our administrative offices. With such a focus on safety in the workplace, we want our employees to have a safer focus around their work, whether at home or on the job.

Through the new Safety at Work and Home website, you can learn more about a variety of topics. It provides resources for families that bring you safety tips and information to use anywhere you are. The best news? The content will only increase as families share their safety information right here. Let us know what you think by sending a message to family.Commitments@gmail.com.

Welcome to the first official online issue of Life Journeys, a monthly newsletter that is designed to focus on the importance of safety inside and outside the gates of the mill. Our commitment to Life-Changing Safety and Healthy Engagement (LIFE) is the driver behind this newsletter. Let your employee know about it.

You can unsubscribe from the newsletter at any time by clicking on the "Unsubscribe" link in the email. If you have any questions or comments about the newsletter, please contact [contact information].
Hazard Recognition Training

Step 1: Recognize the Hazard

- Start by thinking about basic hazards present in your area.
- At IP, hazards tend to fall into five main categories:
  1. Energy
  2. Chemicals and Substances
  3. Motions
  4. Falls and Falling Objects
  5. Surroundings and Tools

Step 2: Evaluate the Exposure

How could a person be exposed to the hazard?

How...
- Close am I to the hazard?
- Could I contact it or it contact me?
- Could it move, fall or leak?
- Could I fall or it fall?
- Many layers of defense are between me and the hazard?

What if...
- Protective measures fail?
- There’s too much (energy, weight, chemicals)?
- It moves unintentionally?
- There’s an upset condition?
- I take a shortcut?
- I’m working alone?

Step 3: Safeguards to Reduce Risk

Evaluate existing safeguards:
- Do any guards hinder certain tasks?
- What safeguards create (or could create) production problems?
- Are guards or protective measures circumvented?
- What is the appropriate Stop Work criteria?

The Exchange:
What would happen if an existing control fails?
When have you seen controls circumvented?
What alternative protection could be used?

Overlapping Patterns

- How are pedestrian and motorized equipment segregated?
- Where does motorized equipment operate in your area?
- Where do people walk in the area?
- Where do lift truck (PIT) or pedestrian aisles overlap?
- Where are PIT and pedestrian aisles narrowed by obstacles such as finished product?
Safe Work Observations

Observe an individual in the work environment either performing a task or moving between tasks, and Engage that individual in a discussion regarding what was observed (safe or unsafe activities).

When conducting an SWO, attention should be given to the employee’s behaviors, the procedure being followed and the conditions in the work environment. Specific safe activities should be acknowledged and reinforced.

Corrective actions that result from that engagement may include changes to behaviors, changes to procedures or changes to conditions (tools, equipment, work environment).
Joint Labor / Management Activities

- Annual Safety Conference
- Local Safety Committees
- Central Safety Committee
  - Communications with local committees
  - New program review / pilot
  - Safety Committee Training
By the end of 2016, about 6,000 International Paper employees have attended the IP Safety Leadership Training.

Participants attended from the following levels:

- Senior Leaders
- Corporate Staff
- Mill Managers
- BUMs / APMs
- Front Line Leaders
- Union Leaders
- Safety Champions
- Other Natural Safety Leaders.
<table>
<thead>
<tr>
<th>COMPETENCY</th>
<th>Initial Employee Rating</th>
<th>Initial Manager Rating</th>
<th>Initial Consensus Rating</th>
<th>Development Plan Competency/Skill Demonstration</th>
<th>STATUS/PROGRESS</th>
<th>Final Employee Rating</th>
<th>Final Manager Rating</th>
<th>Final Consensus Rating</th>
<th>Improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Moments of High Influence</td>
<td>0%</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Actsively recognizes Moments of High Influence in his/her role.</td>
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<tr>
<td>Demonstrates ability to leverage Moments of High Influence to achieve performance improvement.</td>
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<tr>
<td>Managing by Walking Around</td>
<td>0%</td>
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<tr>
<td>Has successfully utilized planning, preparation, and recognition when MBWA.</td>
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<tr>
<td>Actively devotes time to MBWA during both normal operations and abnormal conditions.</td>
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<tr>
<td>Correcting Behavior</td>
<td>0%</td>
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<tr>
<td>Demonstrated the importance of The Case for Safety in an intervention.</td>
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<tr>
<td>Has successfully applied the SORRY Method on the job.</td>
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<tr>
<td>The Power of Good Questions</td>
<td>0%</td>
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<tr>
<td>Has successfully asked Darn Good Questions of followers.</td>
<td></td>
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<tr>
<td>Has successfully practiced &quot;empathetic listening&quot; when asking questions.</td>
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<tr>
<td>Safety Meetings Worth Having</td>
<td>0%</td>
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<tr>
<td>Has successfully identified and utilized at least four sources of safety meeting material.</td>
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<tr>
<td>Can generate effective Darn Good Questions.</td>
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<tr>
<td>Initial Consensus Overall Rating</td>
<td>0%</td>
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<tr>
<td>Final Consensus Overall Rating</td>
<td>0%</td>
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</tbody>
</table>
What’s Next?

2011

Call To Action

LIFE Model

Equipment & Processes
Employee Engagement
Leadership

2013

2016

2017

Execution

Engagement

Leadership

Safety Leading Indicators

Human & Organizational Performance
Safety Leading Indicators
Q1 2017 Continue to Build Momentum

Manufacturing – 286 sites
- LIFE Plans implementation average 44%
- Safety Leadership training for 3,953 leaders
- SWO participation at 63%
- LIFE Potential Identification at 78%

Non-Manufacturing Training – 38 groups
- Safety Leadership – 39%
- Hazard Recognition – 86%
- Safe Work Observations – 55%
Strong Correlation between Lagging and Leading Indicators
Proactive Interventions on the Rise

LIFE Potentials

<table>
<thead>
<tr>
<th>LIFE Focus Area</th>
<th>Q1 2016</th>
<th>Total 2016</th>
<th>Q1 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other</td>
<td>37</td>
<td>265</td>
<td>97</td>
</tr>
<tr>
<td>Machine Safeguarding</td>
<td>22</td>
<td>289</td>
<td>120</td>
</tr>
<tr>
<td>Harmful Substances</td>
<td>19</td>
<td>142</td>
<td>54</td>
</tr>
<tr>
<td>Motorized Equipment</td>
<td>16</td>
<td>206</td>
<td>86</td>
</tr>
<tr>
<td>Driver Safety</td>
<td>8</td>
<td>51</td>
<td>15</td>
</tr>
<tr>
<td>Falls</td>
<td>10</td>
<td>86</td>
<td>52</td>
</tr>
<tr>
<td>Grand Total</td>
<td>112</td>
<td>1039</td>
<td>424</td>
</tr>
</tbody>
</table>

349 LIFE Potential interventions-activities stopped in 2016
139 LIFE Potential interventions-activities stopped in 2017
- Recognition that people are fallible (we all make mistakes).
- Error-likely situations are predictable and preventable.
- Do not rely on a single layer of defense or weak controls for high hazards/risks.
Hazard Recognition Training and Tools

**High Risk Task of the Day**
**Critical Step**

**Hazard Assessment Card**

<table>
<thead>
<tr>
<th>DATE:</th>
</tr>
</thead>
<tbody>
<tr>
<td>EMPLOYEE:</td>
</tr>
<tr>
<td>FACULTY:</td>
</tr>
<tr>
<td>LOCATION:</td>
</tr>
<tr>
<td>JOB:</td>
</tr>
</tbody>
</table>

**JOB OR TASK STEPS:**

1. [ ]
2. [ ]
3. [ ]
4. [ ]
5. [ ]

**CRITICAL:**

**STOP WORK CRITERIA**

**SAFEGUARDS TO REDUCE RISK**

- Automate, redesign, reduce energy
- Consider additional safeguards (barriers, devices, etc)
- Verify existing defenses are functional
- Verify familiarity with the task
- Pre-job planning
- Safe work procedures
- Identify short-term (interim) controls
- Identify long-term (sustainable) controls
- Communicate hazards, exposures to affected persons
- Backup plan for failures, upset conditions
- STOP WORK Criteria

**Stop Work Criteria**

- Unsafe Conditions develop
- Significant near-miss occurs
- Alarm sounds
- Work scope changes
- High perceived risk
- Change in conditions, inclement weather
- Emergency situation occurs
- An incident occurs
- Work plan change
- You are not comfortable
- Other (describe):

**Error Precursors**

**Overview**

**Step 4: How could the safeguards fail?**

**Factors:**

- Experiencing Time Pressure?
- Unfamiliar with the Task?
- Have a high workload?
- Doing multiple tasks?
- Doing repetitive actions?
- Doing a new technique?
- Changes from routine?
- Confusing Controls?
- Workarounds?
- Too confident with defenses?
- Correct Instructions?
- Clear Instructions?

How could the factors you identified disrupt or impact the safeguards, and cause them to fail?
### Results

- 2010 – 2016: Greater than 50% Reduction in LIFE incidents
- 2017: Greater than 50% reduction Y/Y (compared to first half of 2016)
- 19 months without a fatality

### We Recognize We Have More to Do

- We are encouraged with our progress
- Not satisfied with our current performance
- We are working on the right things
- We are focusing on Leadership – Execution - Engagement
Questions or Comments