With strong senior management commitment and employee involvement, safety vigilance is a constant … and our effort is yielding results. Our 2013 safety results are the best in our history with a 35 percent reduction in injuries from 2012.

Embracing THINK. SAFE.

Shaping thinking and actions is a cornerstone of THINK. SAFE., the campaign we launched in 2012 to elevate safety awareness in all aspects of employees’ lives. In 2013, to build on our momentum and keep safety messages fresh and top-of-mind, we routinely distributed highly visible posters, tabletop displays and door hangers throughout our facilities. These materials were translated into multiple languages to enable employees worldwide to have a more precise understanding of the initiative. The materials visually complement the prominent “safety share” ideas that employees exchange at the start of every meeting.

To heighten the impact of our safety messages, we produced three THINK. SAFE. videos featuring first-person accounts by FMC employees. In dramatic portrayals of the difference that “one moment” makes, individuals described how, in a split second, a lack of attention to safety led to hazardous and sometimes fatal outcomes. As a means to further stimulate employee safety engagement, we asked employees to tell their story through a safety video campaign. Employee teams from nearly every FMC location submitted creative and impactful safety videos that were shared across the corporation.

Based on focus group and survey results, we found that our emphasis on safety is leading to behavioral changes. People are more careful, deliberate and attentive to the details that can make a difference in avoiding an injury. This safety focus contributed to a reduction in injuries and places us well on our path towards our 2015 goal of a Total Recordable Incident Rate (TRIR) less than 0.37.

In the area of process safety, FMC has been evaluating and benchmarking other companies’ process safety programs as we work to enhance our own. In 2014 we plan to publish internal standards based on American Chemistry Council’s (ACC) new process safety code. FMC did not experience significant process safety incidents in 2013.

Answering the Green River Challenge

We are undertaking additional safety initiatives that target the unique challenges of FMC’s largest site – our Green River trona mining, soda ash, bicarb and caustic production facilities. In 2013 we assessed the actions that most frequently led to injuries and began work on communications and other mitigation programs to prevent reoccurrence.

The assessment revealed that both above and below ground there was a need for extra focus on identifying “line of fire” before and during tasks. Other key components involve keeping eyes on path and task, and concentrating on equipment – with surface activities needing to focus on using the correct tools for the task and mining operations conducting pre-shift inspections.

FMC site teams expanded formal and informal discussions about high hazard situations and other safety considerations. These topics are raised during small working group sessions, line manager meetings with staff, in one-on-one conversations as executives walk through the facility and during structured quarterly dialogues with the business president on progress and plans. To supplement site-wide communications, we developed a quarterly safety newsletter that is mailed to everyone’s home to fully extend the safety education process. The in-home engagement also encourages greater safety conscientiousness among family members.
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Safety serves as the backbone of FMC’s culture. Our substantial progress in embedding a safety mindset has heightened awareness of everyone’s responsibility for his or her own safety and the safety of others with whom we interact inside and outside our organization.
With the goal of achieving fewer injuries by 2015, a focused “Safety One Plan” program launched in 2014 with three components:

- Rethinking risk and lowering our risk tolerance.
- Keeping everyone involved and engaged in reducing injuries through increased leadership, communication and emphasis on “line of fire” safety.
- Training and development to increase knowledge, capabilities and accountability.

Union members are invaluable partners to ensure continual improvement in safety performance. The union’s assistance in engaging employees more deeply in safety practices helped reduce incidents by 25 percent compared to the previous year. Our safety record at Green River compares favorably to other mining companies and we are benchmarking some of our policies and programs against industry best practices in 2014.

**Advancing Safety Standards Worldwide**

FMC strives to maintain the same level of safety standards throughout our worldwide operations – even if local requirements are less stringent. When applicable, our facilities implement safety best practices that may have originated from other sites.

**Safety Alignment: Industry and Government**

FMC is an active participant in the American Chemistry Council and has adopted the principles of the ACC’s Responsible Care® Program into our global Environmental, Health and Safety (EHS) Policy. In 2013 FMC received third-party certification of our conformance with the Responsible Care Management System (RCMS) at our Wyoming (Illinois), Philadelphia, Rockland and Charlotte facilities. With these certifications, 100 percent of our U.S. sites are now in conformance with RCMS.

In 2013, the U.S. Occupational Safety and Health Administration (OSHA) issued an updated Hazard Communication Standard which more closely aligns with the United Nations Globally Harmonized System for Classification and Labeling (GHS). FMC is taking steps to comply with the new standard by:

- Updating our safety data sheet (SDS) management system to create SDS templates that meet OSHA’s requirements.
- Distributing material explaining the GHS terminology and labeling.
- Offering an online GHS training module as another educational tool.

We will achieve compliance with the updated OSHA Hazard Communication Standard by June 1, 2015, as required.

**Safety Across our Value Chain**

We consider safety to be equally important whether on-site or off, and we take steps to continually protect FMC employees. For example, in Europe, one of our Health and Nutrition teams realized that non-FMC facilities may not have first aid treatments readily available. That team now provides a first aid kit to employees who travel to non-FMC facilities.

Motorist safety is another area emphasized globally across FMC. THINK. SAFE. posters and videos reinforced this emphasis and driver training continues to be offered at many sites. Driver training is mandatory for employees in sales, technical field service and other areas that require ground travel.

FMC safety policies are having an impact beyond our own operations. Supply chain partners realize that FMC safety policies are having an impact beyond our own operations. Supply chain partners realize that FMC’s. One customer who noticed our team wore full PPE decided to upgrade PPE standards for his own workforce. In another case an FMC employee informed a plant manager that a factory worker without PPE was operating equipment containing a hot liquid. The customer agreed that the situation was dangerous and agreed to rectify it.

Customers learn from our employees’ observance of safety protocols and several have informed us that they changed their practices to align with FMC’s. We often provide training seminars and tools such as videos and checklists to customers to help them more aware of safety best practices. One customer reported implementing several of the recommendations within weeks of FMC conducting a technology training session about PPE and safety requirements.

**UNION AND MANAGEMENT WORK TO ELIMINATE LEADING CAUSE OF INJURIES**

At Green River, the Safe Workplace Initiative (SWI) – a program built and run by hourly workers – continues to improve safety. Through the program, workers can request an SWI, whereby a peer will observe their work and document unsafe conditions or behaviors. The worker receives honest feedback from the observer, and the information documented is submitted anonymously. The accumulated submissions generate a list of items of concern. In 2013, union and management worked together to increase focus in SWIs on how to recognize and avoid “line of fire,” the leading cause of injuries in 2012. This effort has increased awareness and helped eliminate hazards such as pinch points. Being trained on how to identify such hazards and observing others keeps workers engaged and better able to recognize potential hazards all the time.

**SAFE HANDLING OF LITHIUM MATERIALS**

Safety training videos were updated to include infographics and more descriptive imagery so they would be more user friendly across all languages.

**RESPONSIBLE CARE MANAGEMENT SYSTEM**

100% of our U.S. sites are now in conformance with RCMS.

**FMC ALKALI RECEIVES SAFETY RECOGNITION**

For the second year in a row, FMC’s Alkali Chemical operation was recognized by the Industrial Minerals’ Association of North America as the safest large company member of the organization (those with more than 700,000 exposure hours per year).
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**FMC alkali receives safety recognition**

For the second year in a row, FMC’s Alkali Chemical operation was recognized by the Industrial Minerals Association of North America as the safest large company member of the organization (those with more than 700,000 exposure hours per year).
Responsibility for promoting safety extends to our communities. It is one of the four categories in our Community Engagement Index – a framework for quantifying our sites’ success in enhancing local relationships. As part of our commitment to safety in the community, we participate in local emergency response organizations and drills, and in safety training and education programs.  

Enhanced Emergency Planning and Preparedness  

FMC developed and launched a “Corporate Incident Management Guide” to effectively coordinate on the ground efforts with corporate resources in an emergency situation in order to manage an incident and minimize its impact. It complements the emergency plans that already exist at each site. The approach facilitates an orderly, timely, and efficient flow of information among internal and external stakeholders. It allows us to have more comprehensive visibility into a serious incident and to support recovery by leveraging all our capabilities.

The guide came into play during the earthquake and typhoon that occurred in the Philippines in October and November, respectively. Both had devastating effects on the country and affected operations at our Cebu seaweed processing facility.

• Our first concern is always for personal safety and we were grateful to have rapidly accounted for all our employees’ and contractors’ well-being. FMC provided assistance to employees whose families were severely affected and the Manila site’s sustainability committee organized a fundraising drive that collected funds from employees around the world. This contribution complemented our corporate donation of $75,000 to the American Red Cross.

• After each natural disaster, site team members went into local neighborhoods to connect with our seaweed and agricultural farmers, understand their situations and determine what assistance was needed to help them resume farming. Our plant manager accompanied our representatives on these trips and helped in distributing food to those in need.

• Severe power outages followed the earthquake. Our team worked aggressively to make repairs in a safe, reliable and environmentally sound manner.

• Two days prior to the typhoon hitting the area we temporarily suspended production. This preparation contributed to the safe evacuation of our employees and drastically reduced the level of damage sustained at our plant. We reopened three days after the typhoon, with the facility sustaining only minor damage.

Product Safety and Stewardship  

Our ability to improve lives through the right chemistry can only be achieved when our products are used safely and as directed. FMC has comprehensive programs in place to educate our customers – whether farmers or manufacturers – about appropriate use and interaction with our products.

• We made advances in clarifying product labels and safety data sheets according to GHS and other standards (as described on pages 10-11).

• Since pesticidal products are now available for sale online, we worked with several website owners to add product stewardship information to their websites in order to educate purchasers on the safe use of pesticides.

• We increased our training programs on secure storage of pesticides and proper management of empty pesticide containers in India and Brazil to help increase safety and reduce potential incidents.

• In our lithium business, we incorporated infographics and descriptive imagery into our safety training videos. The videos can now be used worldwide to better understand how to properly store, handle, use and dispose of our products.

A Continual Evolution  

Advances in our THINK. SAFE. and product stewardship training efforts are helping us to achieve top safety performance as we strive for zero injuries. We continue to provide tools and training to help employees stay safe at work, at home and on the road.
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COMMUNITY MEMBERS KNOW THE DRILL

FMC’s Agricultural Products plant in Lahore, Pakistan, put safety preparedness into action by inviting local community members to participate in quarterly simulations of an emergency situation. Through these simulated incidents, the community learned about emergency planning and protection procedures and everyone involved became better equipped to manage and lessen the impact of a serious incident.

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