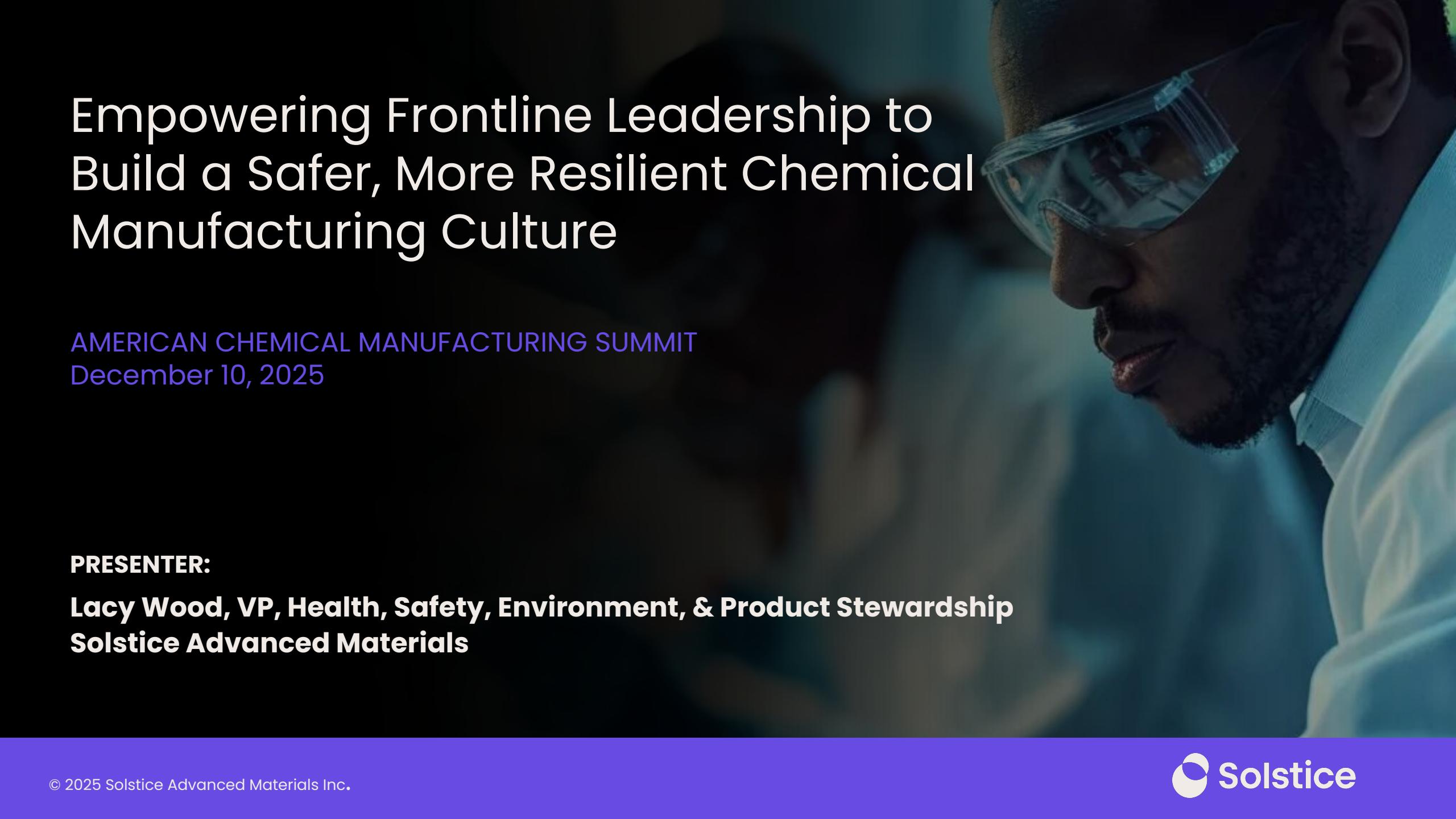


Empowering Frontline Leadership to Build a Safer, More Resilient Chemical Manufacturing Culture



AMERICAN CHEMICAL MANUFACTURING SUMMIT

December 10, 2025

PRESENTER:

Lacy Wood, VP, Health, Safety, Environment, & Product Stewardship

Solstice Advanced Materials

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Empowering Frontline Leadership to Build a Safer, More Resilient Chemical Manufacturing Culture

Lacy Wood

VP, Health, Safety,
Environment, &
Product Stewardship
Solstice Advanced
Materials

We brought an innovative concept to life, **and it worked.**

Since implementing the solution:

Our drivers have gone 18 months without a recordable injury.

One of our most complex plants has gone a year without a recordable injury.

WHAT DID WE DO?

Safety leadership workshops
for frontline team members.

A leader is **someone** who influences outcomes and inspires others.

Workshop Topics:

Building credibility by meeting standards

Practicing accountability, owning outcomes

Being of service to others

Delivering effective feedback

Coaching safety performance



SBI Feedback Model



SITUATION

The specific event or circumstance



BEHAVIOR

Observable actions & verbal comments

Nonverbal behaviors & signals

Mannerisms



IMPACT

What I (or others) thought, felt, or did as a result

I saw... I heard... I felt... I thought...

It is not an interpretation or judgment on motivation or intent

Leading Safety Evaluation Data

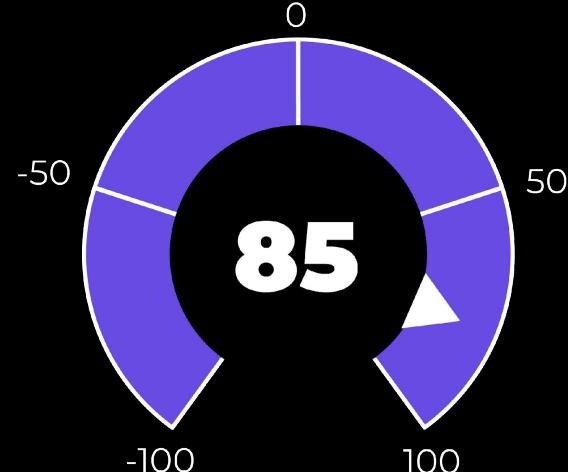
24

training classes across
U.S. & Germany

342

survey responses

NET PROMOTER SCORE[©]



99

AGREE/
STRONGLY
AGREED

- The workshop was valuable to my development.
- The course provided me with an opportunity to reflect on my leadership strengths and areas for growth.
- I intend to apply what I learned.

Leading Safety Participant Feedback

CORE THEMES

- Engaging, high-impact format
- Leadership growth & mindset shift
- Connected leadership behaviors to safety outcomes
- Practical, usable tools and frameworks
- Peer learning in a trusting environment

“

“Dynamic and interactive. It gave me a chance to reflect and process my own beliefs about safety and how my behavior impacts and influences others.”

“Great balance of information and practical application scenarios.”

“Made me think, be vulnerable, and willing to share.”

“Great new way of thinking as a leader.”

“Well-planned activities that brought safety home.”

Leading Safety Evaluation Data

90%

indicated that their safety leadership skills improved as a result of attending the workshop.

88%

were applying the knowledge/skills they learned at least once a week.

86%

of respondents believed their participation in the workshop influenced positive behavior change at their site.

Takeaways from Our Experience

Developing leadership skills at the frontline keeps issues at the lowest level.

Like “stop the job,” when team members at all levels understand practical leadership skills, you build a system that meets challenges as early as possible and resolves them quickly.

Takeaways from Our Experience

AI and technology solutions are fantastic for polishing a policy or improving a program design, yet developing safety leaders ensures your policies are implemented and compliance happens.

A great vendor partner makes building a safety leadership program easy and effective. We partnered with Lead Star. You can learn more about them at www.leadstar.us.

We will continue to reinforce leadership learning in our plants, as it prevents incidents and contributes to positive safety outcomes.

Q&A

