

Zero Incident Culture

Policy Statement

Ashland Inc., its divisions and majority-owned or controlled subsidiaries (“Ashland”) has set a Responsible Care* goal of operating with zero incidents because we believe no job is so important that it cannot be done safely and without adverse environmental impact.

The Zero Incident Culture Process focuses on the safe behaviors that allow us to work without incidents. This process, like other aspects of Responsible Care, looks at management system components (policies, procedures, training, and feedback) to identify potential problems and find better ways to accomplish objectives.

Shared Beliefs & Values

Ashland’s zero incident culture is based on the **shared** beliefs and values that support a management system and behaviors that result in zero incidents. The five core beliefs of our zero incident culture are:

- 1. The goal of a zero incident workplace is achievable.** We believe the goal of a zero incident workplace is achievable by developing and maintaining management systems that allow us to control risk. Managing risk is accomplished through engineering controls (like safety guards on a machine), administrative controls (like policies, training and procedures), and personal protective equipment (like slip-resistant shoes).
 - 2. Environment, health, safety, and security (EHS&S) is a core value that must be integrated into every aspect of our business.** Operating with zero incidents should not compete with business priorities or be seen as an adjacency to what we do. Rather, it must be an integrated component of normal business operations.
 - 3. The goal of a zero incident workplace must be managed as a process.** Using the Plan-Do-Check-Act approach of our Responsible Care Management System, our goal is to develop processes that promote both safe behavior and 100% compliance.
 - 4. Management leadership is essential.** Our business leaders must be visibly engaged in the processes and demonstrate the behaviors that support a zero incident culture (lead by example).
 - 5. The entire organization must be engaged.** Incident-free performance is not possible without everyone’s participation and commitment.
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Leadership and Employee Commitment

Ashland’s leadership and employees are committed to achieving a Zero Incident Culture and to continuously improve Ashland’s safety performance.

Responsible Party

Ashland’s vice president in charge of the environmental, health and safety is responsible for implementation of and amendments to, this policy. All employees are responsible for compliance with this policy.
