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Robert W.
Campbell Award
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2023 Robert W. Campbell Award Application

Submitted by:
Advanced Technology Services, Inc.

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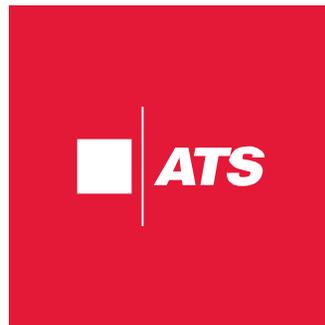


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2023

ROBERT W. CAMPBELL AWARD APPLICATION



Advanced Technology Services, Inc.

A Cultural Commitment to Live Safety 24/7

Submitted by:

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Executive Summary

Advanced Technology Services, Inc. (ATS) is in the business of making factories run better. Founded in 1985 in Peoria, IL, as a small start-up spun out of Caterpillar, ATS has grown to be a global company and market leader in our industry. We now have more than 2,900 employees, at least 1,200 of whom are maintenance technicians embedded at over 250 customer manufacturing sites throughout the U.S., Mexico, and the U.K., where we also have regional offices.

Many of the world's leading manufacturers count on ATS for reliability, efficiency, and safety excellence. Our outsourced industrial equipment maintenance services combine a skilled technical workforce, optimized processes, and predictive technologies to improve asset health and productivity. Our maintenance, repair, and operations (MRO) asset management services ensure that strategic parts or entire storerooms are well managed to minimize downtime. Our technical workforce solution solves the widespread industry challenge of finding top-tier talent to fill technical skills gaps.

Safety ties into everything we do because environmental, health, and safety (EHS) challenges are inherent in industrial processes. Delivering high-risk and non-routine work in diverse environments, with varied customer expectations, demands optimized and continuously improving processes. Thus, ATS takes great strides to excel at EHS. It is the first topic at executive meetings, discussed repeatedly on the job, trained and reinforced routinely, visible on company graphics, and so much more.

Over the years, ATS has been recognized for our business accomplishments and management strategies – including safety – by such influential organizations as Forbes, the National Safety Council, Deloitte, Forrester, Plant Engineering, GI Jobs, and Inc. 5000.

Earnest EHS Leadership

Under the ATS executive team's leadership, our common goal of EHS excellence is ingrained throughout the organization. EHS starts at the top with CEO Jeff Owens, who was recently recognized by the National Safety Council with the 2021 CEOs Who 'Get It' award for going "the extra mile to protect employees both on and off the job." Underscoring the recognition that no one wants to work for an unsafe company, and no one wants to hire an unsafe company, Jeff made safety a core value and helped to drive ATS's evolution to its current Live Safety / Beyond Zero culture.

The mission of our EHS team, led by Sr. Director of EHS David Miller, is to "deliver high-value safety solutions to our internal and external customers, enabling a Beyond Zero incident culture." This includes focusing on principles that motivate employees to work in a safe manner – as opposed to general safety compliance – and to live safety 24/7.

Tightly Integrated Systems

Safety, People, Process, and Reliability are our four Key Management Systems in the ATS Operating System, our standardized framework for work execution. As such, the ATS Safety Management System is fully integrated and embedded within the ATS Operating System. Documented protocols surround the seven critical elements of the Safety Management System: periodic evaluations, incident investigations, commitment, accountability, employee involvement, hazard evaluation and control, and safety training and education.

Additionally, ATS's Safety and Health Policy Statement reinforces the company's commitment to living safety 24/7 and creating a culture of holistic well-being (financially, physically, socially, and emotionally). EHS also features prominently in countless other policies, procedures, publications, meetings, and information systems because of its fundamental importance to the business.

Data-Powered Decision Making

Software-enabled reporting and benchmarking improve our understanding and visualization of EHS needs. IndustrySafe (Vector EHS Management), our safety management software, is used at all ATS sites for incident and hazard reporting and to document observations and inspections. As the basis for ATS's OSHA injury and illness recordkeeping and reporting, it is used by management for safety oversight, status tracking, and to drive improvements. For instance, the Weekly Recordable Update report compiled from IndustrySafe for ATS leaders includes new recordables, a Green Cross, and any Safety Alerts, which are a topic of discussion in daily employee meetings.

Data from IndustrySafe is organized and visualized in the Live Safety and Beyond Zero Power BI app, facilitating ATS Operating System maturity reviews. As an example, data from the Safety Dashboard is pulled into Power BI several times per week and visualized for easy reporting, allowing sites to gauge their progress and determine if they are on track.

Improving EHS Improves Business Performance

Since nothing is more damaging to an industrial services provider's business – or its customer's business – than an EHS failure, safety is the first of our four foundational pillars of the ATS culture: Live Safety, Value Employees, Engage Customers, and Drive Results. It is also the reason open communication is actively practiced and feedback from customers, employees, and subject-matter experts is actively sought.

Having a culture committed to continuous improvement and accountability enables us to achieve operational and safety excellence. For example, ATS's Voice of the Customer and Voice of the Technician surveys, and our Plan for Zero process, help to ensure that performance, maturity, and alignment are maintained, and any weaknesses are resolved. Survey scores are also tracked on the Balanced Scorecard, increasing visibility into how to improve performance outcomes.

For example, after learning of the high incidence of OSHA recordable incidents attributed to strains and sprains, a Stretch for Zero program developed for our maintenance technicians dramatically reduced these occurrences.

Furthermore, the EHS team participates in benchmarking activities with the National Safety Council, Avetta, and ISNetworld, and it benchmarks available data and reports from the Campbell Institute. And, to prevent potentially catastrophic EHS incidents on the plant floor, our maintenance technicians use root cause analysis tools help to diagnose the cause of critical equipment failures and take corrective actions to prevent them in the future.

Ultimately, our proactive leadership, initiatives, culture, and advanced technologies have ATS firmly focused on maintaining EHS excellence as we work to make factories run better.

Section I: Business Profile



Business Description

Advanced Technology Services, Inc. (ATS) is a global services provider with nearly four decades of proven experience in technology-driven industrial maintenance and MRO asset management. Through a technically skilled workforce, standardized processes, and industry 4.0 technologies, we deliver improved uptime and asset reliability to many of the world’s leading manufacturers. ATS is headquartered in Illinois with regional offices throughout the U.S., Mexico, and the U.K. To learn more about how we make factories run better, visit www.advancedtech.com.

ATS’s most recent awards and recognition include:

- Board of Certified Safety Professionals, Diamond Certification Champion, 2023
- America’s Most Innovative Companies, Fortune, 2023
- US Best Managed Company, Deloitte, 2021, 2022, 2023
- Top Military Friendly Employer, GI Jobs, 2013-2023
- America’s Best Employers for Veterans, Forbes, 2022
- Top Industrial Training Company, Manufacturing Outlook, 2022
- America’s Best Midsized Employers, Forbes, 2019, 2021, 2022
- Best Employer for New Graduates, Forbes, 2018, 2020, 2022
- CEOs Who ‘Get It’, Jeff Owens, National Safety Council, 2021
- Program of the Year, Forrester, 2021

The core of ATS can be found in our Factory Maintenance Services and Industrial Parts Repair business units. Approximately 60% of ATS employees can be found in these two business units (NAICS Code 811310). The ATS approach to safety focuses on the “right thing to do” for the employee as opposed to regulatory compliance. *The scope of this application is focused on our Factory Maintenance Services business in the US, Mexico, and UK. It does not include services where there are no on-site ATS leadership such as “Surge” support.*

An Entire Organization Driving Asset Performance

1,400+ CUSTOMER LOCATIONS

United States
Mexico
United Kingdom

Consistent Mission
We Make Factories Run Better

Privately Owned
Management & Employee
Owned with Long-Term Vision

ATS focuses on ten key industries though we maintain the flexibility and expertise to service new industries, production assets, and manufacturing environments within process and discrete manufacturing.

WE MAKE FACTORIES RUN BETTER

AEROSPACE

AUTOMOTIVE

BUILDING PRODUCTS

CONSUMER PACKAGED GOODS

HEAVY EQUIPMENT

METAL PRODUCTS

PAPER & PULP

PHARMACEUTICAL / MEDICAL DEVICES

POWER DISTRIBUTION

TIRE & RUBBER

EHS, Business, and Sustainability Challenges

Over 1,200 ATS maintenance technicians are “embedded” in over 250 customer manufacturing facilities located throughout the U.S., Mexico, and the U.K. This presents four unique challenges relating to EHS:



Risk: Industrial maintenance technicians have one of the topmost hazardous jobs. Even the smallest mistake can lead to fatal consequences when working with complex, heavy machinery.



Non-Routine Task: Each task assigned to a technician may pose a unique, hazardous challenge. Something as simple as removing a bolt could lead to injury if that bolt has not been removed in years.



Diverse Environments: ATS provides maintenance services to a diverse group of customers in a range of manufacturing environments, producing heavy equipment, automotive parts, consumer package goods, lead batteries, aerospace parts, hydraulic equipment, electrical parts, building products, tools, tires, and more.



Diverse Customer Expectations: Managing various customer expectations related to EHS can be challenging. Some customers have rigid but well-documented expectations. Others may not be well documented or effectively communicated. The diverse expectations continue to grow as ATS grows and diversifies.

While some of these challenges are not unfamiliar to most companies, the nature of our business as an embedded contractor provides unique friction points when approaching these challenges. ATS employees are surrounded by customer employees who, in some cases, have differing values and beliefs related to safety than ATS. This gap is apparent with new customers, but our approach looks to eliminate friction and align ATS values by compensating for the time factor related to culture change.

Section II: Leadership

JEFF OWENS
CHIEF
EXECUTIVE OFFICER



JASON MONTGOMERY
CHIEF
FINANCIAL OFFICER



JAMES HEFTI
VICE PRESIDENT,
HUMAN RESOURCES



MIKE WALTRIP
VICE PRESIDENT,
OPERATIONS



ROBERT CARBONE
VICE PRESIDENT,
OPERATIONS



SANDRA MARCHAND
VICE PRESIDENT,
MARKETING



MATT CONWAY
VICE PRESIDENT,
SALES



ROB CURRIER
VICE PRESIDENT,
BUSINESS DEVELOPMENT



DAVID MILLER
SENIOR DIRECTOR, EHS

Organizational Leadership

Transforming passion into a foundational commitment to employee health and safety, ATS leadership creates a safety-first mindset by “living safety” both inside and outside the factory walls and fostering positive EHS practices and behaviors from the top down.

In recognition of our achievements as a BCSP Diamond Certification Champion and our dedication to excellence in the safety, health, and environmental profession, the Board of Certified Safety Professionals presented us with a Certificate of Excellence in 2023. Here is a [video highlight](#).





President and Chief Executive Officer:

Under ATS CEO Jeff Owens and our accomplished executive team's leadership, EHS is ingrained throughout the organization.

Jeff strongly believes that "...nobody wants to work for an unsafe company, and nobody wants to hire an unsafe company." Continuously emphasizing safety as more than a "compliance-based" initiative, Jeff was recognized by the National Safety Council for safety excellence as a [2021 CEOs Who 'Get It' award winner](#); created a new, safety-centered initiative called "Beyond Zero" that incorporates employee well-being into our Safety Management System; and continues to own and drive the criteria for ATS's President's Award for Safety Excellence.



In the video "[Safety Culture at ATS](#)," Jeff describes the moment in his career when he recognized the personal nature of safety and the evolution of our Beyond Zero safety initiative into a holistic philosophy of employee well-being. With the Beyond Zero safety excellence program, employees can continually improve their personal well-being, both in and out of the workplace. Jeff expands on this philosophy, which includes five areas of focus: live safety 24/7, financial well-being, physical well-being, social well-being, and emotional well-being, in the "[How We Live Safety at ATS](#)" video.

Vice President of Operations: Both our Vice Presidents of Operations, Rob Carbone and Mike Waltrip, exemplify safety not only in their own responsibilities but as a team working together toward our common goal of safety excellence across our business. They both play a key role in the EHS strategies deployed and also a key part in the final reviews of any incident investigations that are escalated.

After his service in the Navy, Rob joined ATS in 2001 as a maintenance technician and later progressed from a Site Supervisor to a VP of Operations. His early years as a technician allows him to connect, empathize, and understand the challenges that not all executive leaders in this industry can. Featured in the "[Safety Culture at ATS](#)" video, Rob discusses the relationship between our Beyond Zero philosophy and workplace safety – challenging our organization to live safety 24/7.

Leading alongside Rob, Mike challenges the organization through our proven ATS Operating System (a strategic work execution framework), and he creates activities that engage our teams to identify "transactional" safety and safety excellence. Mike leads the Industrial Products and Services business unit and provides strategic direction to our FMS organization.

Vice President of Human Resources: VP of Human Resources, James (Jim) Hefti, continues to support safety culture. Jim describes safety as a personal value rather than a priority; while priorities change, safety remains at the center. Jim's team consistently surveys front-line employees to gather views on culture and supporting initiatives. New recognition programs and initiatives give voice to employees so we can better prioritize projects around the feedback received. Our four foundational pillars – Live Safety, Value Employees, Engage Customers, and Drive Results – lay the groundwork for ATS culture. More about these foundational commitments surrounding Jim's work can be found later in "Organizational Culture/Climate."

Sr. Director of Environmental, Health, and Safety: Our Sr. Director of EHS, David Miller, CIH, has over 35 years of EHS, operations, and HR experience driving employee well-being and safety. David holds a Bachelor of Science in Industrial Health & Safety from Oakland University, a Master's in Operations Management from Kettering University, as well as previous safety leadership positions as the Global Health & Safety Manager for the Delphi Electronics and Safety Division and Director of Environmental, Health, and Safety for the former Solo Cup Corporation. David uses his extensive expertise to drive improvements in the Safety Management System and the underlying safety culture throughout our organization and across national and international manufacturing plants.

Commitment to EHS Goals

Every leader at ATS feeds into the safety excellence culture at ATS. Safety performance and strategy (including Beyond Zero) is reviewed in all leadership meeting starting with each Board of Director meetings. One of our BOD members is former Senior VP at USG, Dominic Dannessa. Dominic encouraged ATS to apply for the Robert W. Campbell award based on USG’s valuable experience and noting ATS’s approach to safety excellence in very challenging environments.

At the beginning of each new year, during the all-area ATS Leadership and Business Managers meeting the attendees recommit to our Safety Policy Statement that includes our Beyond Zero philosophy, and they set personal goals. This year was no different. Below are some of the 2023 personal goals set by ATS executives and leaders focused on EHS:

- *“Connect strategies and actions to the goals for total well-being of team members and living safety at home!”*
- *“Continue to recognize signs that there are struggles in life and work that drive stress, anxiety, etc. and understand how I and our programs can prioritize support.”*
- *“Be available, challenge our teams to be better, listen, support, and always remember to look to improve the process and not blame the individual.”*
- *“For 2023, I want to hit all 5 Core Elements as they all tie together with Live Safety 24/7. For our Plan for Zero, I don’t want to focus on two opportunities. I will motivate employees and help them as much as possible.”*
- *“I would like our site to focus on social well-being and physical well-being. I would like us to be the leader in community outreach/volunteering activities for our local ATS sites. I would like to see our site have a focus on physical well-being with softball leagues or other physical activities as team building opportunities.”*

Site leadership is held accountable to leading indicators as measured on the Safety Dashboard. These index scores roll up to the Balanced Scorecard. The 2023 leadership goals directly tie into the maturity of the ATS Operating System, where safety is an integral part of maximizing the framework’s performance. Further discussions surrounding the topic can be found in Section IV: Performance Measurements and Information Management.

Every year, annual performance goals for our maintenance technicians are updated and technicians select goals based on relevance to their responsibilities and the specific site’s environment. All goals are aligned with the ATS Operating System, our technical training program, and annual proactive safety requirements. This year, all maintenance technicians are expected to complete their scheduled safety training within our online learning platform (Cornerstone) and depending on the technician’s level, biannually complete one or two different entries for the following IndustrySafe activities: document a quality activity as an inspector during a safety inspection, participate in a lock-out or safety observation, deliver a Toolbox Talk, and submit a hazard that is related “excellent” by your leader.

All sites are given an ATS Live Safety poster for employees to make a pledge and sign. These site posters also include the current year’s “Plan for Zero.” Section III: Integrated EHS Management, Plan for Zero discusses this topic further.

Organizational Culture/Climate: At ATS, culture is a way of life that ties into everything we do. Our international operations span over three countries and four corporate offices, along with hundreds of remote employees. Even with these various work environments, we’re proud to unite under our foundational pillars that drive ATS’s success.



Our ATS Culture Guide describes the four foundational culture pillars – Live Safety, Value Employees, Engage Customers, and Drive Results – and encourages actionable ways to live these values both professionally and personally throughout every individual’s career with ATS. We ask all employees, no matter their position, to:

- **Keep well-being top of mind.** Our Beyond Zero initiative includes five interrelated core elements: live safety 24/7, financial well-being, physical well-being, social well-being, and emotional well-being. To educate and motivate employees on each of the five core elements, we provide resources and tools for employees and their families through this initiative’s platform. Employee testimonials, online training, Toolbox Talks, daily Beyond Zero Tips, and holiday-centered stand-downs are a few of the resources ATS offers to employees – supporting a happier, healthier, and focused workforce.
- **Communicate with transparency and honesty.** Our foundations in continuous improvement, respectful communication, and transparency encourage growth and learning opportunities.
- **Remember that every job is important.** All ATS employees are focused on the common goal to “making factories run better.” With this, employees see their value and also their peers.
- **Work as a team.** We win and lose as a team. We encourage individuals to celebrate the wins and to learn from the losses alongside their team.
- **Set realistic, yet challenging goals.**
- **Accept and appreciate the diversity of thoughts and backgrounds.**
- **Be creative and don’t be afraid to take risks.** ATS has grown as a result of its employees’ innovative ideas and the courage to own them.

Our cultural commitments are displayed throughout our corporate offices and sites as well as online internal ATS websites, like SharePoint. Visitors to ATS sites experience the Live Safety culture firsthand. Through various signage, the Live Safety brand is visible throughout the maintenance shop and ingrained within employee communications.



Every Tier 1 meeting begins with a discussion on safety through a daily safety tip or weekly Toolbox Talk, a review of a Safety Alert, or a discussion on observations or hazards. Employees are trained on how to have an effective safety conversation and encouraged to discuss their observations with coworkers, customer employees, contractors, or visitors.

All employees attend ongoing safety training to aid with hazard recognition. To keep hazard recognition at the forefront, employees are provided ongoing educational resources: a publication to motivate employees to find and correct hazards (“Eyes for Safety”) is provided monthly; [IndustrySafe](#) access encourages employees to report hazards, and instructions on how to report hazards are given in each month’s Eyes for Safety publication.

ATS leaders who visit our sites complete a “Beyond Zero Gemba”, which is a proactive way for ATS leaders to engage in discussions with technicians surrounding elements of current safety programs, such as Toolbox Talks, Safety Observations, Pre-Task Analyses, etc. This fosters a better understanding of current safety program perceptions within the plant. In addition, the process offers the leader an opportunity to empower maintenance teams and support the local culture and constraints, including a “psychological safety” evaluation and determining if there is more than a “transactional” nature of safety at the site. The results of the Beyond Zero Gemba are entered into IndustrySafe with actions assigned as appropriate. In 2022, there were 314 documented Beyond Zero Gembas.

To ensure consistency across all regions/countries, all EHS Resources are reported either directly or dotted line to the Sr. Director EHS. During program development, all regions are represented to ensure compliance with local regulations and customers.

Read more about our culture in the [ATS Culture Guide](#).

Section III: Integrated EHS Management System

Policies, Goals & Objectives

The ATS EHS Management System focuses on safety excellence to keep the organization on a path to zero incidents by combining expectations and processes into a safety model that encourages employee safety and well-being. With our strategy focused on principles that motivate employees to work in a safe manner, as opposed to a focus on general safety compliance, we foresee ATS maintaining an incident rate with a downward trend toward zero.

The mission of our EHS team is to “deliver high-value safety solutions to our internal and external customers, enabling a Beyond Zero incident culture.” The ATS Safety Management System and our strategic plans feature both formal and informal processes, including:

- Achieving operational and safety excellence through a culture committed to continuous improvement and accountability
- Leveraging data and advanced technologies to promote EHS excellence
- Developing, packaging, and delivering innovative EHS systems and processes to help motivate employees to work in a safe manner
- **The ATS Safety and Health Policy Statement**, created and endorsed by the executive team in 2013 (and revised in 2020 to include our Beyond Zero initiative), highlights ATS safety as a value that is:
 - Live 24/7
 - Never compromised
 - Never ignored
 - Inseparable from any activity
 - Dependent on prudent behavior
 - Needed for self-preservation, protection of family, coworkers, and property
 - Necessary for achieving operational and safety excellence through a culture committed to continuous improvement and accountability
 - Integrated into the ATS leadership responsibilities – strategically developing, packaging, and delivering innovative EHS systems and processes that help motivate employees to work in a safe manner.
- **Our Critical Live Safety Rules**, implemented by our executive and EHS teams in 2015, supplement our current safety policies and procedures. These rules define any conduct that is potentially so unsafe that, if violated, it could be catastrophic to the offender or any bystanders. Willful violations of a Critical Live Safety Rule while working or traveling for ATS will result in termination of employment. The site leadership, area leadership, HR, and EHS formally investigate each allegation. The findings and recommendations for corrective actions are escalated to the VP of Human Resources and the Sr. Director of EHS for concurrence.



At the center of our Safety Management Process model is our “Live Safety” symbol. This reminds us that our safety systems are built around keeping our employees safe – not regulatory requirements. Our management process includes documented protocols surrounding periodic evaluations, incident investigations, commitment, accountability, employee involvement, hazard evaluation and control, and training and education.

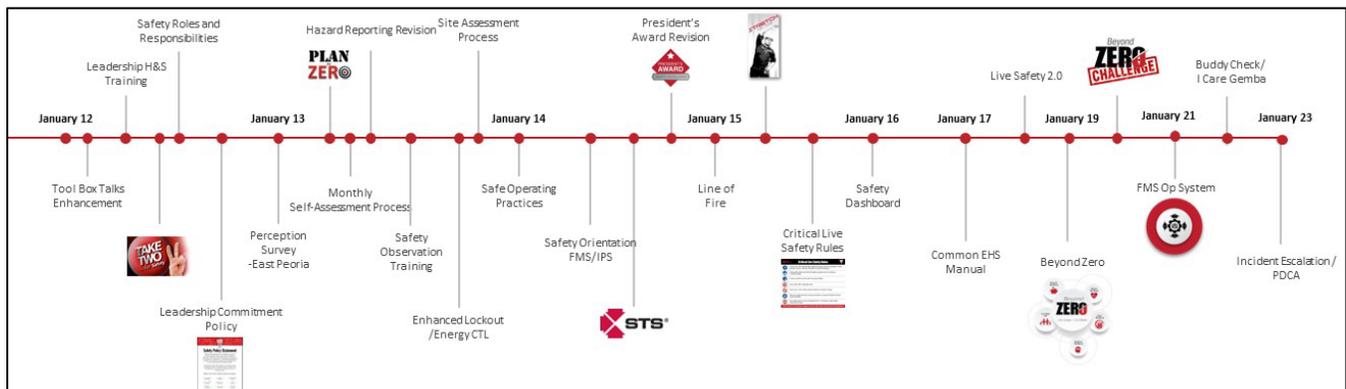


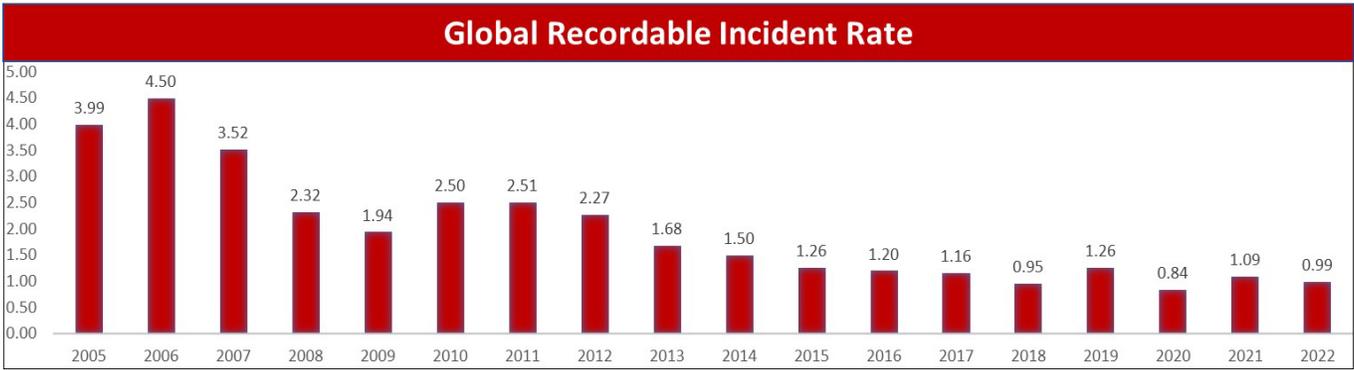
Goals and Action Planning: Our continuous improvement philosophy, combined with evolving customer expectations, challenges us to constantly look for opportunities to enhance our processes. With the implementation and maturation of the Operating System, we are continuing to seek out opportunities to leverage the core tools of the Operating System within the Safety Management System. The “core four” tools include Tier Management System; Steering Team and Champions Process; Action Planning and Execution; and Continuous Improvement and Knowledge Share.

Through our past initiatives, we have established goals and actively created plans for long-term success in safety excellence, including:

- Refresh and launch 2023 Beyond Zero Challenge. The challenge motivates employees to focus on their financial well-being, physical well-being, social well-being, and emotional well-being and provides educational resources and training to live safety 24/7. In 2023, we are looking to recognize >250 “Beyond Zero Heroes”
- Enhance the Pre-Task Analysis by refreshing the “triggers” when a documented Pre-Task Analysis should be completed.
- Continue to improve learning opportunities from incident investigations.

The graphic below is a historical representation of some of our key initiatives and the resulting effect on the Global Recordable Incident Rate:

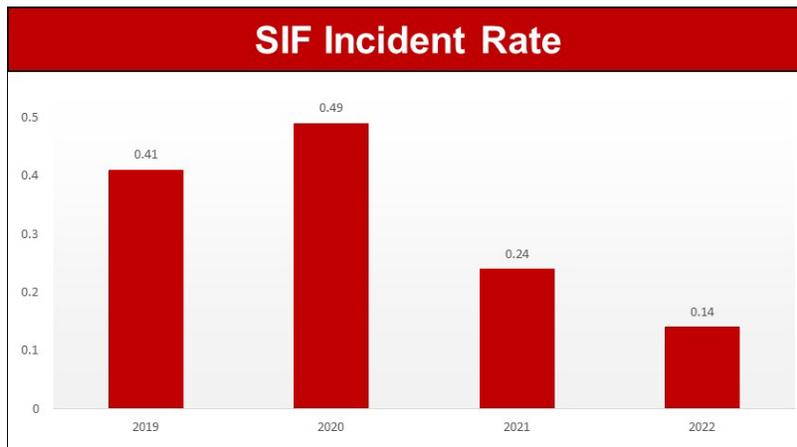




The Recordable Incident Rate is not adjusted for growth. For example, ATS over 10 new sites in 2022 and was able to keep the incident rate in check. See section IV: Performance Measures and Information Management for additional discussion.

The recent focus has been on the elimination of Severe Injuries and Fatalities (SIF) In Q4 2022, we shifted our incident escalation process from OSHA Recordability to “potential” severity (see Section VI: Lessons Learned for more information). ATS has only one industrial fatality that occurred in 2011. In 2018, we lost an Area Business Manager to an automobile incident. We also monitor severe incidents and have defined the following injuries or illnesses as severe based on predefined criteria: fatality, amputation (removal of a digit, limb, or body part. Does not include skin or tissue removal which can heal to its original anatomy), fracture (any crack or breakage of bone as diagnosed via x-ray), crushing (the result of the body or body part being forcibly compressed between two hard objects and results in bone injury, permanent tissue damage resulting in loss of function), burns (third degree burn as a result of thermal, chemical or electrical), vision loss (medically quantifiable reduced visual field or visual acuity), and concussions (medically diagnosed).

We chose to classify all “fractures” and “crushing” injuries as severe with many of which were not severe enough to miss work but are counted in our metrics. The "Severe Injury Rate" for the last four years based on the above definition is:



Communications

The ATS culture is rooted in our value to “respect, trust, and honestly communicate with each other” (as described in the ATS Culture Guide). With hundreds of employees embedded at ATS customer sites, communication is critical to EHS and our business functions. For internal and external communications, ATS uses a variety of communication tools supporting effective communication from management to employees, employees to management, and employees to employees.

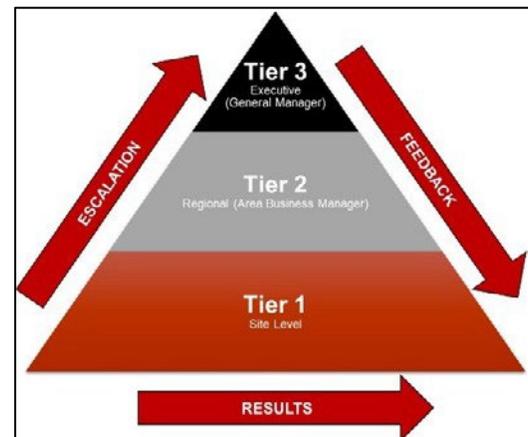
All ATS employees are provided an email address and access to all Microsoft 365 tools. These tools provide several communication channels ATS employees can use to connect with each other, management, or leadership. SharePoint houses the ATS internal website and all our internal team sites. Yammer, an internal social platform, is used to share key initiatives and recognize employees. Additional Microsoft 365 tools, such as Microsoft Teams and their Stream application, make it easy for our teams to connect and for ATS to maintain a video library of public announcements, leadership messages, and training.

ATS leaders use the following four-tiered progressive model for communications and action planning related to EHS. All tier meetings, no matter the level, concentrate their discourse on the following key areas:

- Communications
- Critical Key Performance Indicators (KPIs)
- Actions and Escalations
- Continuous Improvement (CI) / Best Practices
- Rewards and Recognition

ATS Tiered Communication Model

- **Tier 1** – At the site level, teams have a daily meeting to review the Tier 1 board with all present site employees. Weekly (every Monday), the Sr. Director of EHS sends a Weekly Recordable Update containing the corporate Green Cross, summaries of any recent injuries, Safety Alerts, and web links to the weekly Toolbox Talk and current Eyes for Safety publication. Safety Alerts and Toolbox Talks are used in the Tier 1 meetings and employee input/feedback is discussed with the local Steering Team. Lessons learned and related feedback from this meeting are covered in the Tier 2 meeting by the Site Manager and, if necessary, reviewed in the Tier 3 meeting by the Area Business Manager.
- **Tier 2** – At least every two weeks, there is a regional-level meeting hosted virtually by the Area Business Manager via Microsoft Teams. Participants include Site Managers and support personnel (including EHS).
- **Tier 3** – Every two weeks, there is an executive meeting, hosted virtually by the General Manager. Participants include Area Business Managers and support personnel (including EHS).
- **Business Review Meeting (BRM)** – A monthly meeting, hosted by the President/COO, initiates and drives our corporate strategic objectives and ensures overall Operating System governance and adherence. Safety metrics and EHS program updates are covered in each meeting. Participants include all Vice Presidents.



For key, critical communications, the Monthly Self-Assessment tool (see Audits & Assessments) is used to confirm that critical messages have been received and acted upon at the site level.

In addition to these communication forums and cadences, a Friday Morning Meeting (FMM), hosted at our headquarters in Illinois by rotating executives or department leads, addresses related ATS or business topics like safety, annual goals, and industry news. With safety ingrained within every area of our business, including our corporate entities, these ATS organization-wide meetings typically begin with a safety-related discussion point. Before the pandemic, all employees at our Illinois office attended this recurring meeting. Now, FMMs are streamed live via the ATS Home Hub or recorded sessions can be accessed via Stream. FMMs offer any employee the opportunity to ask the host questions surrounding topics discussed in the meeting – providing direct access to executives and department heads. FMM questions can also be shared anonymously by ATS employees.

Town Hall Meetings hosted by CEO Jeff Owens are also held at our Illinois office and periodically in our Greenville office. The Town Hall Meetings open the floor for transparent communications where Jeff shares business updates, answers employee questions, and, many times, discusses safety excellence and his vision. Similar to the Friday Morning Meetings, Town Halls are streamed live, and recorded sessions are available online for all employees.

Audits & Assessments

Continuous improvement is a core value that ATS culture reflects, and EHS assessments play a critical role in our improvements. Using various auditing and assessment methodologies, the key items in the assessment tools include the major EHS programs (Lockout, Confined Space, Fall Hazard Control, etc.), Awareness and Communications, Leadership and Employee Engagement, and Walk-around Inspections.

Monthly, all our sites using the ATS Operating System are required to complete a safety self-assessment. Primary elements within the site assessment tool are rotated into the safety self-assessment throughout the year. Site responses are reviewed by the EHS team and shared with the Area Business Manager. The EHS Manager discusses any concerns with the Site Manager or Safety Coordinator to ensure continuous improvement and safety protocols are communicated.

Corporate Safety Assessments are conducted periodically at all our sites. Assessments are prioritized by site performance related to safety (Safety Dashboard). An EHS Manager or Specialist performs the assessment. The final report is reviewed by the Sr. Director of EHS before distribution to the Site Manager, Area Business Manager, General Manager, and VP of Operations. All items identified as “Needs Improvement” are entered into the Corrective Action Plan (CAP) database. The site has a maximum of three months to address the CAP and provide sufficient evidence to the EHS Manager or auditor. After three months, unclosed CAPs result in a negative impact on the site’s Safety Dashboard.

In addition to our site assessments, the EHS Manager or Specialist visiting a site reviews key items and documents the visit in IndustrySafe. CAPs are assigned for major program deficiencies. For non-major program findings, corrective actions are assigned via the IndustrySafe Corrective Action module.

ATS Safety and Environmental Assessment						
Date(s) of Assessment:						
Site Number and Name:						
Module	Positive Findings	Recommendations	Needs Improvement	REPEAT	Acceptable? (Y or N)	Comments
Leadership and Engagement	18	0	0		Y	
EHS Training	3	0	0		Y	
Confined Space	8	1	0		Y	Confined spaces not uniquely identified per Eaton requirements.
Cranes, Hoist and Slings	13	0			N	Eaton requires load test of 125%. Cranes were tested to 100% or less.
Emergency Action Plan	28	0	0		Y	
Environmental	7	0			N	Box lids were not closed on used bulbs. Other bulbs placed in battery bucket.
Fall Hazard Control	11	0			N	List of equipment being inspected did not include SRLs or personal ladder.
Hazard Communications	6	0			N	One container of oil in cabinet was not labeled.
Hot Work	9	0			N	Sign was not present at designated hot work area.
Lockout	11	0			N	Some locks were missing Eaton required verbiage and some labels were illegible.
Medical Response	9	0	0		Y	
Powered Industrial Truck	11	0	0		Y	
Personal Protective Equipment	11	0	0		Y	
Walk-Around Observations	19	0			N	Electrical box at lathe missing knockout plug and vacuum cleaner plug damaged.

In many cases, customers include ATS in their internal safety assessment process. The ATS EHS team helps support the site in preparing for these assessments by reviewing the criteria and, in most cases, providing on-site support during the audit process.

In 2020, the pandemic crippled the on-site assessment process as many of our customers’ protocols did not allow site visits under any circumstances. These new protocols led our leadership teams to pivot from on-site assessments to virtual assessments of our Comprehensive Maintenance sites’ safety maturity level (the Bronze-level assessment for effective execution of our ATS Operating System). The assessment includes elements from each of the Operating System Key Management Systems (KMS): Safety → People → Process → Reliability. The EHS team is directly engaged in these assessments, validating evidence of implementation of the Critical Elements of the Safety KMS (Commitment, Hazard Evaluation and Control, Safety Training and Education, Involvement and Ownership, Incident Investigations, and Periodic Evaluation). Site assessment levels are tracked and organized into a database listing the specific site’s ATS Operating System assessment level and corresponding level for safety metrics (hazard evaluation and control, incident investigations, involvement, and ownership, etc.).

We were able to restart our on-site EHS assessment process in Q4 2022. The EHS team worked with the Operations leadership and legal to identify 18 target sites for conducting an on-site EHS assessment in 2023.

Hazard Recognition & Risk Management

ATS prioritizes hazard recognition and risk management by providing employees with a variety of resources. Gemba walks, Buddy Checks, online publications, and checklists are a few methods used to promote safety excellence and maintain a robust EHS program with safety at its core, and leaders paving the way for employees. The following hierarchy of controls are promoted when addressing/correcting risk:



Pre-Task Analysis: With the majority of work performed by maintenance technicians involving non-routine tasks and elements, our Pre-Task

The analysis process is a core program that encourages safety excellence. Similar to a Job Hazard Assessment (JHA), employees break down the job they are tasked with, evaluate the hazards of each step, and identify control measures. Employees are expected to complete a Pre-Task Analysis before each task. In Q1 2023 a sub-team of the Safety KMS Steering Team addressed the inconsistencies found related to “documented” Pre-Task Analysis. As a result, the “triggers” for the documented Pre-Task Analysis were changed and are now related to the potential risk of the job. Any potential for a Severe injury based on the initial risk assessment requires a documented Pre-Task Analysis. If the potential is less than severe, then a “mental” Pre-Task Analysis must be completed (although the documented Pre-Task Analysis is always encouraged).

ATS Pre-Task Analysis		
	STOP!	What job are you doing? Are you qualified? If not, stop and get help.
	REVIEW.	Review the job steps. Do you have the right tools, equipment, PPE, permits, etc.?
	IDENTIFY.	Identify hazards. What could get you hurt?
	CONTROL.	Control the hazards before starting the job.

Rating	Potential Severity	
1	Insignificant / No Injury	
2	Mild / First Aid Case	
3	Moderate / Medical Treatment	Strongly Recommended, Documented PTA
4	Significant / Permanent Impairment (Amputation, Fracture, etc.)	Documented PTA
5	Catastrophic / Death or Major Impairment	

During their first week, ATS technicians are trained on Pre-Task Analysis and sites are provided Pre-Task Analysis booklets with several blank forms to be used. Confirmation of effectiveness surrounding the Pre-Task Analysis is completed during Safety Observations (aka Buddy Checks and I Care Gembas).

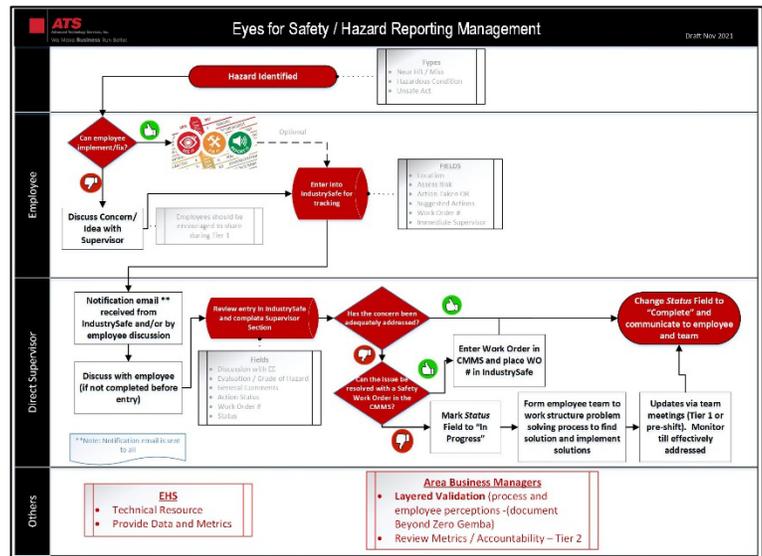
Eyes for Safety: Recognizing and addressing hazards is critical in industrial maintenance. To help with educating employees on hazard recognition, a monthly Eyes for Safety publication series addresses these topics by providing quick identification of a particular hazard



and encouraging hazard reporting through IndustrySafe. Publication topics have included Lacerations, Ladder Safety, Compressed Gases, Pedestal Grinders, Ground Fault Circuit Interrupters, and Lockout and Electrical Safety. Current and future publications continue to promote safety and demonstrate best practices surrounding protocols necessary when addressing these situations. Each publication of Eyes for Safety includes specific instructions on hazard reporting. The month’s Eyes for Safety is sent out each month with the Toolbox Talks for discussion in Tier meetings. It is also uploaded to Cornerstone (our LMS) and assigned to all employees embedded in factories. The employees must answer questions related to the document/subject to ensure comprehension.

Hazard Reporting: ATS has set standards related to hazard reporting and uses a streamlined reporting process to help identify, address, and resolve these situations.

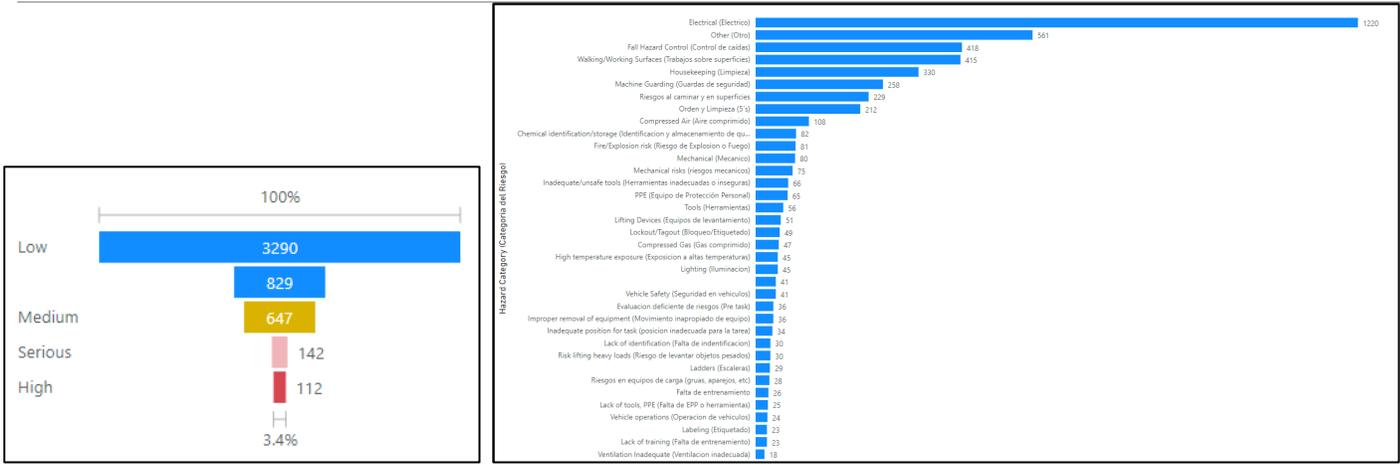
ATS employees are expected to report hazards they cannot immediately remedy. Some hazards may only require a single entry into our computerized maintenance management system (CMMS), but as our Eyes for Safety publication encourages hazard reporting, we take all reports – even the simplest – seriously to ensure needs are addressed. When additional follow-up is needed, employees are asked to document the hazard in IndustrySafe. The software prompts employees to assess the risk of the hazard so that it can be prioritized accordingly.



Once the hazard is entered into IndustrySafe, the employees at the specific site are alerted via email. Sites are encouraged to discuss submitted hazards in the Tier 1 meetings. The employee’s direct supervisor is expected to discuss the hazard with the employee and complete the documentation in IndustrySafe in order for the hazard to be “closed.” Instructions on how to enter hazards are included in each published Eyes for Safety.

Data from IndustrySafe is visualized in the Live Safety and Beyond Zero Power BI app (business intelligence tool). The EHS Specialist monitors this data and provides guidance to the sites. Metrics associated with hazard closure is shared in Tier 2 and Tier 3 meetings.

Type of Hazard (Tipo de Riesgo)	January	February	March	April	May	June	July	August	September	October	November	December	Total
Hazardous Condition - Corrected (Condicion insegura - Corregida)	5	1	8	2	2	2			5	9	1	5	40
Hazardous Condition - NEEDS ATTENTION (condicion insegura- Necesita atencion)	247	285	308	255	262	259	233	256	198	226	223	181	2933
High Risk Task Needing Attention	50	73	87	66	66	53	65	48	50	48	54	43	703
Lockout Procedure (Machine Specific) Missing or Need Correction	3	7	10	7	10	3	5	4	3	3	5	5	65
Near Hit (If injury occurred - Report under Incident Tab) (Casi accidente - si hay lesion reportelo en incidentes)	5	5	5	5	3	8	5		4	4	3	2	49
New Idea/Suggestion to Improve Safety Performance (nueva idea/sugerencia para mejorar el desempeño en seguridad)	1	7	7	6	3	7	2	2	4	3	3	4	49
PLAN FOR ZERO Consideration (consideraciones en PLAN PARA CERO)	6	11	5	5	10	5	9	3			6	11	73
Unsafe Act - NEEDS ATTENTION (Acto inseguro- Necesita atención)	252	582	21	9	13	8	6	11	10	13	10	8	943
Unsafe Act - Safety Conversation Held (Acto inseguro con charla de seguridad)	13	4	8	14	4	7	5	9	4	9	6	5	88
Total	9	9	6	11	6	3	7	5	8	6	6	1	77
Total	591	984	465	378	379	355	339	338	286	327	322	256	5020



High-Risk Task Notebook: An element in our Safety Management System (ATS Operating System) calls for each site to have a High-Risk Task Notebook. Simply put, this notebook will contain an inventory of tasks that the employee believes are the highest risk. A baseline risk assessment is completed and then the tasks are prioritized for a full JHA to be completed. Using the information from the JHA, controls are later implemented to reduce the risk.

Risk Assessment: Other risk assessment tools are used and available to all employees, including:

- Initial Process Risk Assessment: This assessment is used during new site startups as part of the Professional Service Delivery process.
- Fall Hazard Control: This risk assessment tool is specifically designed to address work-at-heights tasks.
- Confined Space: This tool is designed to identify confined spaces, conduct risk assessments, and identify pre-entry conditions.

Prevention Through Design

As an embedded contractor working within customer sites and on their manufacturing assets, ATS works with customers on the design of their machines and equipment as a part of the EHS function. Many ATS employees have had the opportunity to see how customers address design challenges, and how we provide that expertise when engaged. Sites have reached out to the Corporate EHS team or Reliability group for ideas to provide to the customer. When hazards are reported, incident investigations or risk assessments are completed. Employees are trained to focus on high-level controls such as Substitution/ Elimination or Engineering Controls (detailed in the Hazard Recognition & Risk Management section).

Considering our business is a service, each customer contract is provided a unique solution tailored to their needs. Part of our due diligence includes a review of OSHA and EPA (ECHO Database) compliance history in the early phase of the engagement. Prior to the contract, there is a review of the customer’s injury history and either an assessment of the high-risk programs or providing the customer with a questionnaire for self-evaluation. This data is used to create a strategic approach to the integration of a new customer. Each integration is followed up with a “lessons learned” to determine if there is a better approach for the next customer.

Operational EHS Programs

Every manufacturing industry has a unique set of challenges related to maintaining critical production assets and parts. Transparent EHS processes, guidelines, and programs are necessary to display our expertise in EHS practices. ATS programs are under constant review from new customers and graded by third-party contractor administrators, including ISNetworld and Avetta.

With the variety of diverse organizations that ATS engages, we can better benchmark and improve our EHS programs. When customers ask us to follow their program, we feel confident that our program will exceed their expectations. With our foundation in continuous improvement, if there is an element within a customer’s program that is stronger than ours, we will consider and review it for our program.

A common EHS Manual is available online on our internal ATS Intranet (SharePoint site) and it includes the following programs:

Lockout/Energy Control	Fall Hazard Control	Respiratory Protection
Electrical Safe Work Practices	Personal Protective Equipment	Regulatory Inspection
Hot Work	Heat Illness Prevention	Code of Conduct
Confined Space Entry	Mobile Equipment	Risk Assessment
Handling Workplace Injuries	Safety Orientation Process	Safe Operating Practices

In relation to each site's EHS program, an "Addendum" page is added. This Addendum explains any site / customer-specific requirement as well as any deviations from our corporate program. We create the addendum in collaboration with our customers to better align our process and EHS.

Contractor & Supply Chain Management

ATS works within each of our customer sites, which requires us to use the customer's Contractor & Supply Chain Management when bringing sub-contractors to a particular site. ATS sites are required to manage contractors in accordance with each specific customer's expectations.

When bringing in subcontractors under an ATS Purchase Order, our sourcing team reviews the New Supplier Information Package sent to the contractor to complete. The package includes insurance coverage and a confirmed code of conduct. Any particular hesitations are reviewed with the Sr. Director of EHS and/or the ATS customer where the work is to be completed.

In 2022, ATS partnered with Avetta to help with contractor pre-screening and management. We are currently in the pilot phase of the program and learning the complexities of managing ATS subcontractors vs customer Purchase Orders for their contractors (using ATS as a purchasing function). ATS is currently connected to 836 vendors in the Avetta system.

Additionally, an inspection checklist is available on IndustrySafe that should be used to observe contractors. In 2022, the "101 Contractor Safety Observation" checklist was completed by various sites.

Management of Change

In 2018, the EHS team implemented a Management of Change process for new processes/programs with the Sr. Director of EHS leading and defining the project scope to determine the extent of changes to be implemented. Depending on if the change is defined as major, the director appoints an EHS Manager or EHS Resource as the Project Manager. In non-major change cases, an EHS Resource identifies and tracks project milestones with target dates while documenting progress in the EHS planner and determining a rollout plan as needed, considering the ADKAR change management model. The change is processed, and the plan is executed. In major change cases, an EHS Manager serves to recruit or assemble a cross-functional team (including stakeholders, if applicable), drafts the ADKAR template, determines project milestones with target dates while documenting progress in the EHS planner, drafts the program or process with feedback received on draft from EHS team, safety coordinators, and stakeholders (the sites and other subject-matter experts), and determines the failure modes (FMEA) and creates risk register while determining the impact of change related to financial, service delivery, supplies/ logistics, customer viewpoint, and technology availability. Once this process is completed, a pilot of the program or process is completed as needed with a defined rollout plan to follow in the plan's execution.

For new customers, EHS is intimately involved in providing input to Sales and Operations during the sales cycle. The assessment process includes a review of the customer's current state of EHS culture and program maturity. Questions or concerns about any customer are discussed with the Sr. Director of EHS to determine if the customer is a good fit. We pride ourselves in our safety excellence, and unfortunately, there are times when ATS must decline a partnership in order to maintain our safety culture and values.

For new customers, ATS uses a 5-Phase Integration process with EHS embedded within each phase, which can take between 6 – 18 months. As an integral part of the process, an EHS Integration Checklist provides direction for decision-making, including when to determine whether a site is ready for the next phase.



Workforce Empowerment

ATS maintenance technicians, who represent the majority of our workforce, are scattered throughout various sites and manufacturing environments, requiring us to focus on engagement strategies that work for our unique workforce. The ATS Operating System provides multiple tools designed to engage and empower employees. This includes the Tier Management Systems (described in the Communications section) and Steering Teams that include a champion for each of the Operating System Key Management Systems (Safety – People – Process – Reliability).

Our Champion Program allows for team ownership and skills development, as well as raising necessary accountability levels throughout the organization. These programs provide employees with a way to help drive discipline within their teams and ensure that continuous improvement becomes a consistent part of how we do business at ATS through Operating System standards. The Champion Program design and implementation is critical to a maintenance team’s engagement and overall site performance.

We also have several methods for recognizing individual contributors. In the 3Q 2022, ATS introduced an internal online recognition platform called “Bonusly”. Bonusly allows leaders to recognize employees and, more importantly, coworkers to recognize each other. Every month, employees receive 30 points to give to anyone at ATS to recognize their contributions in real-time. The recognition has three components: the person or people being recognized; the reason they are being recognized; and a hash-tagged ATS value such as “#live-safety.” To date, over 3,000 recognitions have been tagged with #live-safety

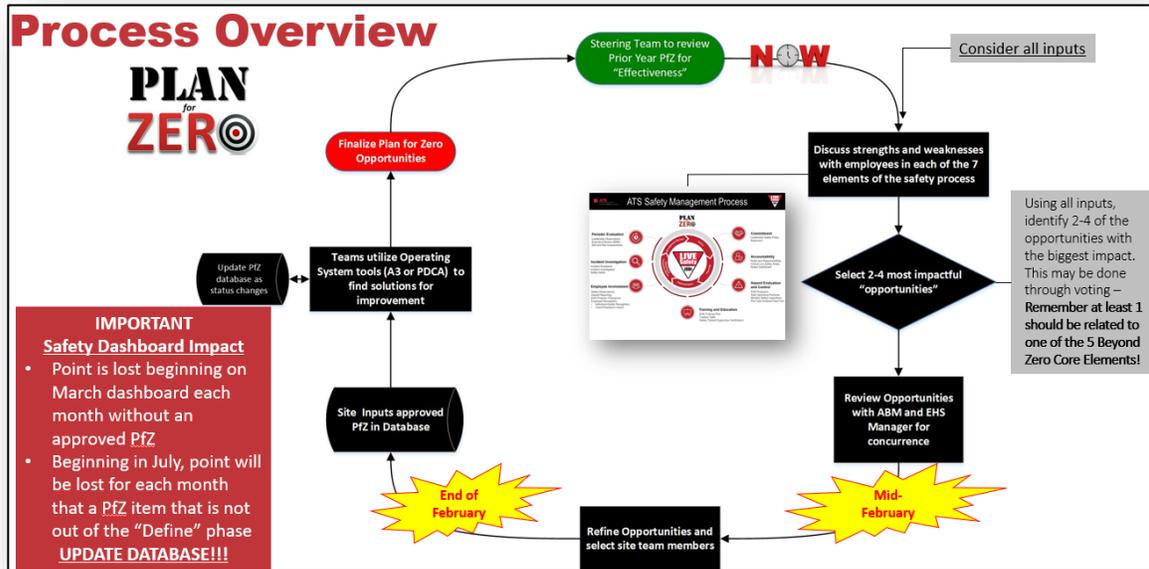


A recognition method used by leadership is, the presentation of “Challenge Coins.” These coins can be presented by leaders to recognize employees for demonstrating our ATS culture and safety values. As these are meant for special recognition, they should be awarded after an employee has gone above and beyond to demonstrate one of our four cultural pillars: Live Safety, Value Employees, Engage Customers, or Drive Results.

Plan for Zero: Plan for Zero is a continuous improvement process that incorporates employees’ ideas and actions and motivates our teams to live safety 24/7. This annual process looks at the strengths and weaknesses of our Safety Management System as it relates to the site safety culture and/or program maturity. The main question asked is: “What is preventing us from getting to zero – or staying at zero?” During the process, weaknesses are prioritized and the critical few are selected. Site employees work in teams to improve their weaknesses over the year using a structured problem-solving process.



Plan for Zero is employee-owned, leadership-driven, operationally consistent, maximizes creativity and innovation, and promotes learning by trial and error. See the attachment for the 2023 guidance for the sites.

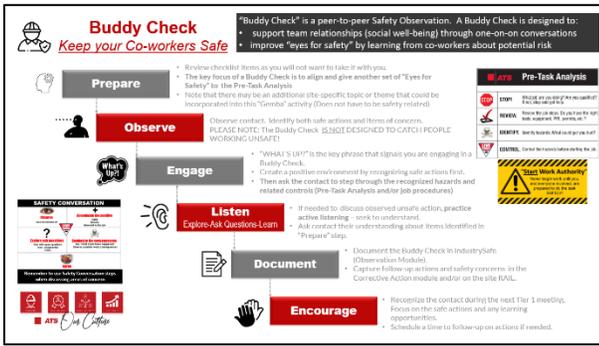


Hazard Reporting: As discussed earlier under Hazard and Risk Management, all employees have a user license on IndustrySafe to enable them to report hazards and conduct observations and inspections. Employees can report conditions, unsafe acts, and even ideas to improve safety within the account. Once submitted, the system notifies the employee’s supervisor and all other employees at the site via email. Supervisors work with employees to ensure the condition is addressed. There are around 600 hazard entries by employees per month.

Employees can also optionally fill out a Continuous Improvement Form via the ATS Operating System. This card can be completed for ideas related to the Key Management Systems.

Safety Observation Process (Buddy Check / I Care Gemba): ATS uses Safety Observations as an opportunity to engage and empower our workforce within their work environment by providing a way for leaders to give and receive feedback on hazard recognition, employee perceptions of their current working conditions, and employee well-being within the environment. ATS recognizes the impact observations can have on safety culture and performance which is why we outline a series of steps for leaders to take in order to best engage employees. ATS site leaders are expected to conduct at least one I Care Gemba per week. If done correctly, the I Care Gemba will be intended to have the following impact on the employee: ATS cares about them; Increased confidence by recognizing safe actions; Feels comfortable talking about safety and safety concerns; Improved engagement.





Buddy Checks are similar to an I Care Gemba but are designed for peer-to-peer contacts. A Buddy Check intends to support team relationships (social well-being) through one-on-one communications and to improve “eyes for safety” by learning from co-workers about the potential risks. It is a great way to align the team on hazard identification on a specific task/machine. See the attachment for the rollout package.

Both Buddy Checks and I Care Gemba’s are entered into IndustrySafe and being tracked on the Safety Dashboard (1 point

for >50% of employees observed. Data is also visualized on the Live Safety and Beyond Zero PowerBI app and available for Sites for review/trends.

Beyond Zero Gemba - Leadership Site Visits: ATS operational leaders (Director of Field Operations, General Managers, etc.) visit our ATS sites periodically and are expected to complete a Beyond Zero Gemba. The Gemba is designed to engage technicians through direct conversations and provide leaders with discussion items, including Pre-Task Analysis, Toolbox Talks, Safety Observations, Plan for Zero, PPE, etc., to better understand employee perceptions of the site’s specific safety culture and program maturity. A checklist for these visits is available through IndustrySafe, which offers leaders a platform to provide feedback and assign Corrective Actions to the site leadership.

Related metrics to the Beyond Zero Gemba are available in the Live Safety and Beyond Zero Power BI App, which is reviewed periodically in the Tier 3 meetings. (Tier 3 meetings occur every two weeks and are hosted virtually by the General Manager. Participants include the Director of Field Operations and support personnel, including EHS).

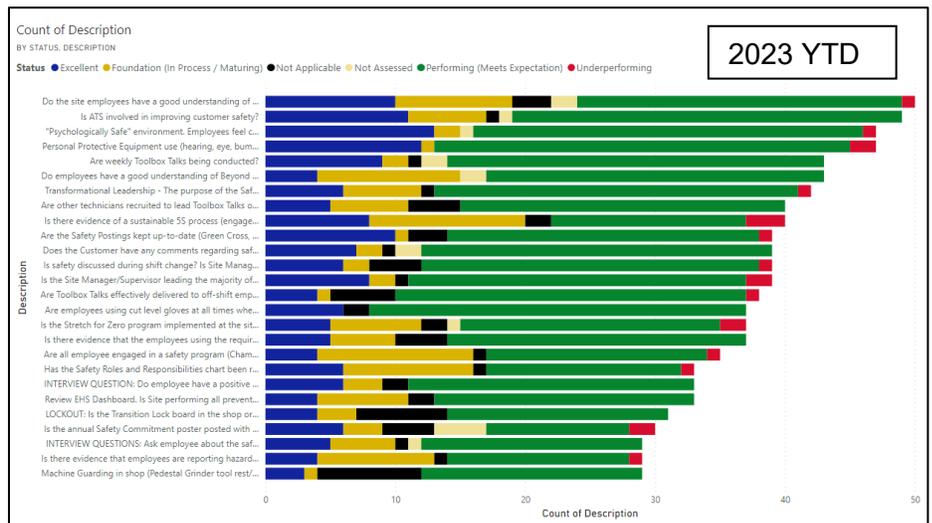
Training & Competency Development

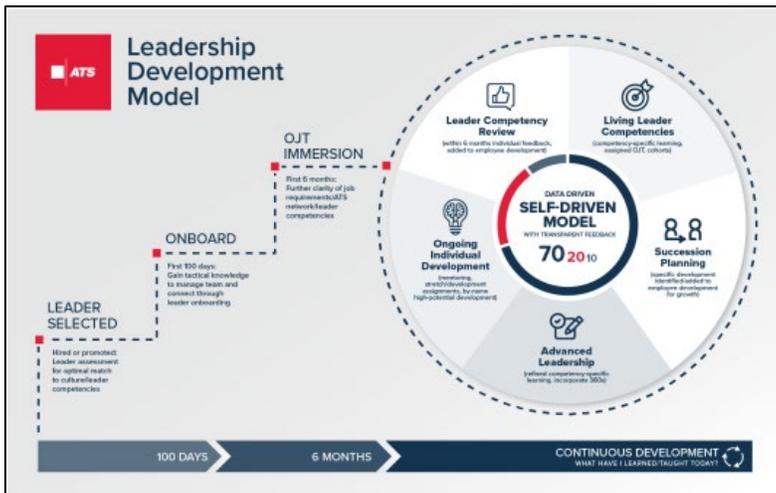
With continuous improvement at the heart of our ATS mindset, we understand how critical it is to provide strategic training and development opportunities. Our people are our greatest assets, and that is why we invest in improving their skills, knowledge, and expertise throughout their ATS careers and beyond. This is why ATS employees are successful both in and outside of the workplace.

ATS uses the following development model throughout the entire organization, including executives, leaders, and all employees. The model is based on the 70/20/10 Principle of Learning:

- 70% from challenging assignments, on-the-job development/experiences
- 20% from developmental relationships, coaching, mentoring, peer/leader/team member teaching
- 10% from coursework and training

While development should be a part of an ATS employee’s daily activities, employee career interests are discussed annually, and working development plans are documented and put in place to reflect their interests. The annual process is as follows:





We believe in a self-driven approach to development as demonstrated by our leadership development model. The model focuses on building up the skills necessary for the position within the first 100 days through mentorship and leadership onboarding activities. After six months, leaders are assessed to identify their competency and tactical knowledge gained within that time. Then, leaders are introduced to the 70/20/10 Principle of Learning to drive continuous improvement while providing and receiving transparent feedback. As a part of the development process, leaders ask themselves, “What have I learned or taught today?”

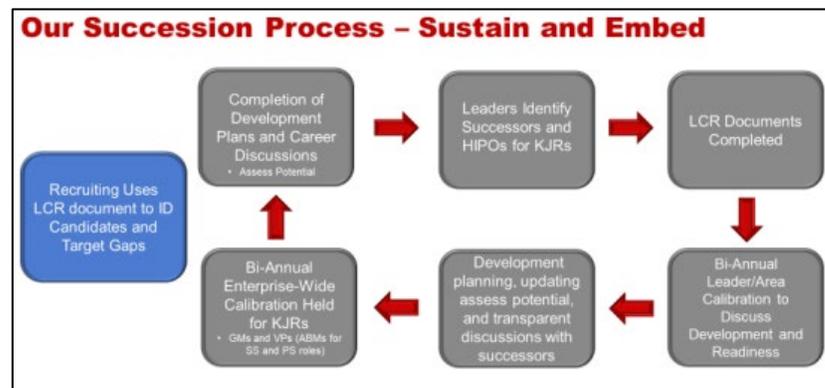
Maintaining this daily mindset while working toward outlined long-term goals allows ATS leaders and employees to prioritize their professional growth.

Succession Planning

Our succession planning process focuses on identifying consistent skills and competencies needed now and in the future for each job role. The succession planning process identifies employees/leaders who demonstrate the skills/competencies or have the capability to develop the skills/competencies for other opportunities that benefit both the company and the employee. Our goal at ATS with our succession planning process is to assure that:

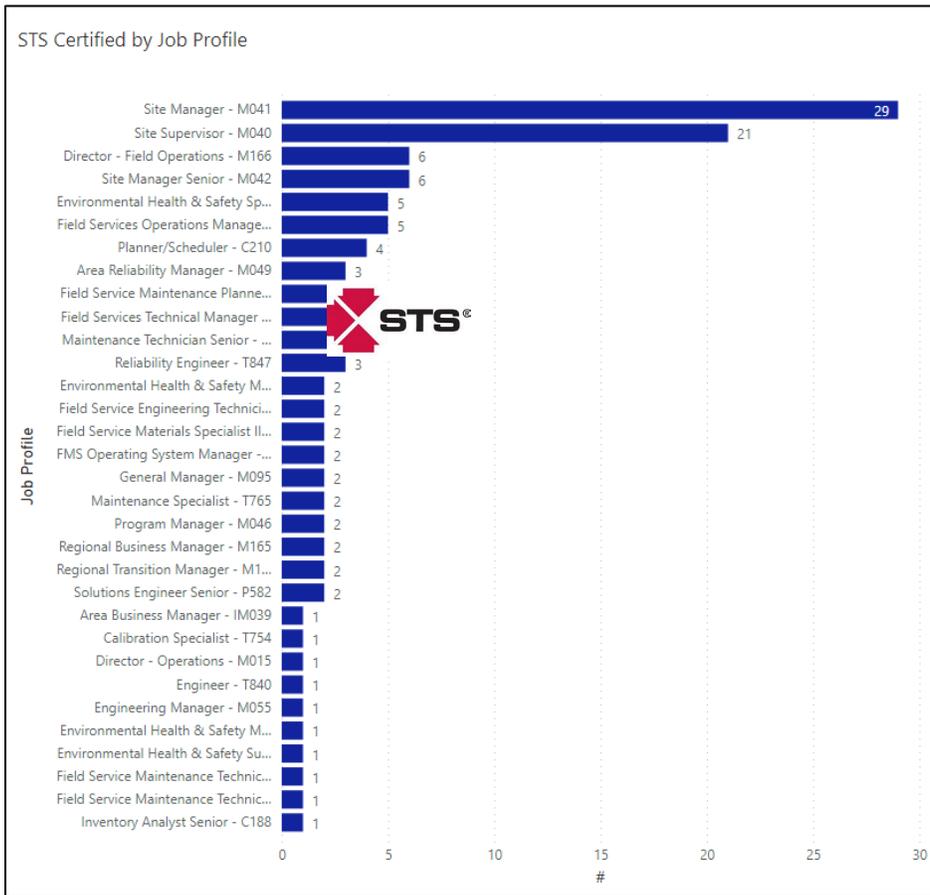
- ATS employees understand that they “own” their development and careers, with support from a transparent, methodical succession process
- ATS leaders understand that it is part of their standard responsibilities to identify and develop successors and “talent pools” for all key job roles, including their current leader role
- All employees and leaders are continuously growing and developing
- ATS sustains a healthy and productive retention and succession process for key job roles to provide seamless business results and service to our customers

The succession process is a biannual cycle that supports identifying, sustaining, and embedding ATS leaders and a dynamic list of potential ATS leaders for our business needs. Employees complete development plans and discuss career options, where they are assessed on their leadership potential. After potential successors are identified for key job roles, they complete a leadership assessment that is reviewed biannually by current ATS leaders to calibrate on development and readiness. Once the leadership assessment is reviewed, development planning and transparent discussions are held with successors. After this discussion, an enterprise-wide meeting is held biannually for key job roles and development planning. This meeting calibrates our General Managers, VPs, and Director Field Operations on specified roles and succession processes.



EHS Professional Staffing: ATS has a diverse team of safety professionals. Our EHS team is comprised of career safety professionals and former technicians, which allows our team to gain insights and perspectives throughout the diverse range

of previous technical talent and tactical safety knowledge. Eight team members have earned professional designations. Currently, we have four Certified Safety Professionals (CSP), one Certified Industrial Hygienist (CIH), one Graduate Safety Professional (GSP), and two Occupational Health and Safety Technicians (OHST).



Safety Trained Supervisor

Certification: We understand basic safety knowledge is important for all functions of our organization, including our leaders. Furthering our Live Safety culture, all ATS Area Business Managers, Site Managers, and Site Supervisors are expected to obtain the Safety Trained Supervisor (STS) certification through the Board of Certified Safety Professionals (BCSP). ATS has over 130 active employees that hold the STS certification and is listed as one of ten “Diamond” sponsors on the BCSP website. In 2023, BCSP produced a [video that spotlights the ATS Safety Trained Supervisor Certification program](#).

With the majority of ATS Site Managers working in remote locations, the STS certification has been a critical component of our

safety training and program, especially since direct access to a safety professional is limited due to the remote nature of their role. This certification validates basic knowledge of safety standards and practices as well as empowers Site Managers to make decisions without a safety professional present.

Safety and Environmental Training: Our ongoing EHS training processes incorporate a variety of learning opportunities, from hands-on training to online learning that prioritizes safety for our teams. Our learning management system

(Cornerstone) currently has over 200 courses available to employees. This online learning platform includes the entire J.J. Keller Safety Training library, select safety titles available through Tooling U, and ATS-developed training, with unlimited licenses for these titles. This online training is available to all employees at any time without restrictions.

Several advanced ATS instructor-led courses are available for certain high-risk programs, with courses covering topics like Lockout/Energy Control, Confined Space Entry, Hot Work, Fall Hazard Control, and more.



The ATS SkillPoint™ Technical Training Program, our proprietary technical training program, is available to all ATS employees and customers. Our SkillPoint team provides instructor-led courses that develop technician skills (electrical, mechanical, hydraulic, etc.). Training in NFPA 70E, Crane Safety, and Rigging are also provided to ATS employees and customers.

Annually, the EHS Manager and the sites they support develop a Safety Training Plan by jointly conducting a needs assessment and establishing a plan that is later reviewed and approved by the regional leadership before assignments are made. The completion of the assigned training is tracked and is a part of the Safety Dashboard (Leading Indicator).

Toolbox Talks and Eyes for Safety: To supplement safety training and engage employees in discussions about critical topics, employees receive a weekly (at minimum) Toolbox Talk delivered during Tier I meetings. The talks are packaged and sent to each Site Manager and Site Safety Coordinator and include topics related to culture, technical and safety compliance, Safety 24/7 (home and family), and Beyond Zero (well-being). Often, customers ask for the ATS Toolbox Talk content so they can share the information with their workforce. Monthly, Site Managers are asked to rank the quality and engagement of the Toolbox Talk subject during their Monthly Self-Assessment. Toolbox Talk completions are also tracked as a leading indicator on the Safety Dashboard.

We do believe that Toolbox Talks if done correctly, will:

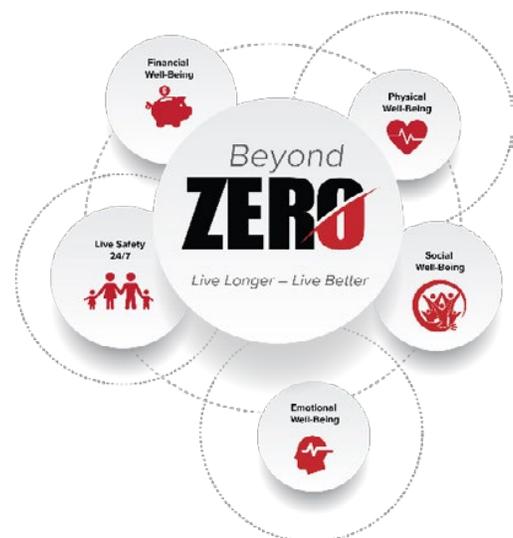
- Demonstrate “we care” by discussing subjects related to personal well-being.
- Improve open communications regarding safety as meaningful/localized discussions around the subject are encouraged (rather than just reading the bullets).

To help assist with the organization and availability of Toolbox Talks, a Safety Tip Calendar was developed via Microsoft 365 tools. This calendar gives Site Managers and Safety Coordinators the ability to “sync” the calendar with their Outlook calendar or their Teams page. The calendar will display the Daily Safety/Beyond Zero Tip, Weekly Toolbox Talk, and Monthly Eyes for Safety publication.

Health & Well-Being

After identifying the synergies between safety and wellness in 2018, our executive team shifted the health and wellness activities away from an HR-related activity to our EHS team. Our Safety Management System could be leveraged to help with a culture change around wellness. Our Beyond Zero initiative has replaced our Incident-Free philosophy as we continue to focus on “safety” beyond the scope of compliance. This change was introduced by [Jeff Owens in this video discussing the Beyond Zero initiative.](#)

The Beyond Zero safety mindset includes our original Live Safety 24/7 program, which establishes safety as a priority beyond the workplace for our employees. It focuses on furthering traditional workplace safety to better identify how contributing factors such as fatigue, fitness/agility level, and risk tolerance can factor into the incidents seen within the workplace and home.



In 2019, a global Beyond Zero leadership team comprised of General Manager-level support was created to provide guidance and engage employees on this initiative. Our change statement was: “Create a ‘Culture of Well-Being’ throughout ATS that motivates employees to continually improve their well-being for themselves, family, and friends.”

The Beyond Zero philosophy comprises five interconnected elements relating to holistic employee well-being:

1. **Live Safety 24/7** is a “state of being.” Safety is a core ATS value that encompasses personal safety and the safety of others.
2. **Physical Well-Being** is the ability to improve physical health and performance through healthy eating and good exercise habits, which supports our safety mindset through healthy, preventive practices.
3. **Social Well-Being** comes from regular, positive social contact with family, friends, neighbors, and coworkers. People with good social connections tend to be healthier and live longer than those who don’t. Embracing the culture of the workplace and community, giving back to the community (volunteerism), and doing our part to protect the environment, are all part of social well-being.
4. **Financial Well-Being** is the ability to feel secure in your financial future, regardless of income. It is the ability to have financial security and the financial freedom of choice (in the present and the future) that brings enjoyment. Financial courses and resources are available throughout the year for ATS employees.
5. **Emotional Well-Being** allows individuals to recognize their potential, cope with the stresses of life, work more productively, and create meaningful contributions within their communities. It is the ability to practice stress-management techniques and resiliency in the face of any situation.

Beyond Zero is driven by small group activities and local initiatives related to wellness and employee well-being. As a part of the Plan for Zero (described earlier), each site selects at least one Beyond Zero opportunity in any of the five wellness elements. Examples of Beyond Zero opportunities chosen by site employees in the past include:

Site	Opportunity	Comment / Update
178	Emotional Well-Being: The team is overwhelmed as a result of lowered headcount and high-volume reactive calls.	Will discuss with the team what action items we as a team can take to take one day at a time and develop an efficient action plan to get back on track. Some ideas that have been given so far include every day to have safety patrol individuals. The team is more engaged with safety and emotional well-being. On every shift - Tier 1 safety and emotional well-being topics are discussed and emphasized.
206	Opportunity to improve employee engagement with Healthy incentives and initiatives. COVID and our new standard of business has had an impact on the team and their engagement. In an effort to socially distance we lost some of the structure and habits that were happening around “Stretch for Zero” and other healthy initiatives.	The site has refocused on Stretch for Zero during Tier 1 meetings and held a hydration promotion event (handed out RTIC tumblers to all employees) to increase water consumption during the summer months. Update: Hosted Biggest Loser contest that concluded at the end of 2021.
405	Team building - Lack of unity due to 100% focus on work which negatively impacts social well-being.	Team building events encourages Emotional Well Being. Schedule lunch at the site monthly as a group and discuss non-work-related subjects that encourage communication between teammates. Working on rolling out a monthly Team Building Meeting starting in July.
423	The team wants to focus on our physical well-being for 2021, the team has committed to walking 10K in miles for 2021. They will report the miles walked from their phone on the first Monday of every month. A spreadsheet has been created for tracking this.	The team exceeded their goal by 10,584 steps.
535	Due to the recent increase in production demand, reduced technician headcount, and reduced spare parts inventories our techs are feeling stressed. This along with the unknown future of the customer change of ownership, transition, and continued OT on Saturdays and Sundays the stress levels can get elevated very quickly at times.	Need to look at a model change for 24/7 coverage. This will not only remediate the need for overtime on weekends but will also allow for more proactive planning due to machine availability when operations aren’t running.
630	The team has recognized the opportunity to improve their social well-being by working more closely as a team. Morale is low because of the inner shift fighting.	The team has decided to hold more team-building events that bring the team together. Examples would be celebrating victories, birthdays, and hosting pizza parties for a job well done.

To enhance the adoption of our Beyond Zero initiative, our Beyond Zero Challenge was launched in 2020 and recurs annually. This challenge focuses on educating employees on the five elements of our overall employee wellness philosophy. Our documented challenge objectives work to engage and motivate employees to get involved in preventive safety and wellness activities at the site level and encourage employees to continue educating themselves with ATS-provided tools and resources available.

In 2022, the Beyond Zero Challenge allowed employees to earn “points” toward a personalized gift, recognition as a “Beyond Zero Hero,” and the opportunity to win an extra vacation week for the following year. Program guidelines were established and communicated to employees throughout the year, and challenge points could be earned by demonstrating an investment in their personal well-being by getting a preventive physical (including dental and vision), CPR certification, or involved in a charity organization (social well-being). Employees may also earn points by taking well-being courses on our learning management system (Cornerstone). Each year, the criteria for our Beyond Zero Challenge is changed – providing various engagement opportunities that accommodate our diverse workforce and cultural goals. The “Challenge” was to earn 300 points but the employees who earned 500+ points were considered “Beyond Zero Heroes”

79% of approximately 2000 US and UK employees participated in the 2022 Beyond Zero Challenge. 854 employees met the challenge (300 points) and 166 employees reached Beyond Zero Hero status (500+ points).



The 2023 Beyond Zero Challenge was launched on April 1. It included more points related to “doing” such as team-organized community volunteering, 5K/10K events, etc. We have included ALL employees in the 2023 Beyond Zero Challenge globally.

Environment & Social Responsibility

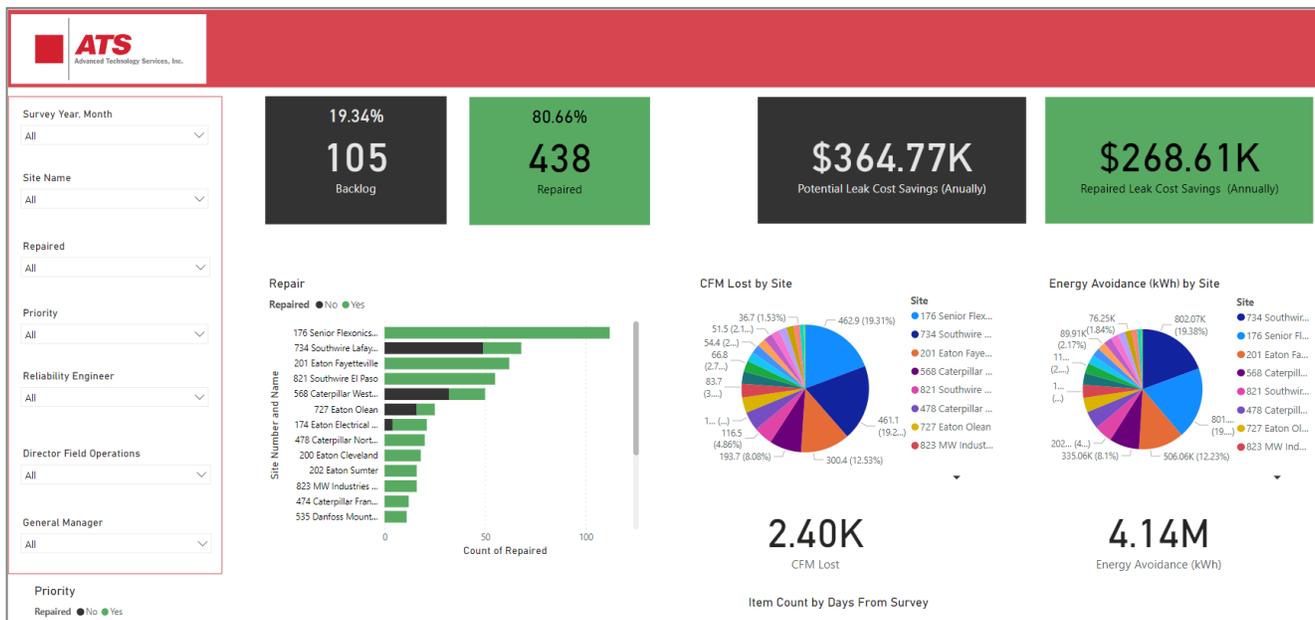
Environment: Managing waste and, in most cases, even handling waste is out of scope in our contracts. In most cases, the scope of services is isolated to machine repair. However, ATS supports the customer’s environmental management system,

With our proprietary CMMS (eFactoryPRO), skilled labor, and disciplined approach to maintenance, our on-site Factory Maintenance Services simply “Make Factories Run Better”. With this model, ATS has the capabilities to ensure that certain elements of its environmental management system function as designed. For example, during service delivery at new sites, an alignment process is used with the local EHS team. Critical preventative maintenance items are identified and tracked via eFactoryPRO. Regardless of whether or not the preventative maintenance tasks are performed by ATS, the customer, or a third party, the system will prompt, and track action/documentation as defined by the customer. An example could be a critical pollution control system that, if improperly maintained, could release harmful products into the environment.

In some instances, machine monitoring sensors may be deployed to track indicators such as vibration, temperature, pressure, flow, air quality, motor function, etc. Sensor data is monitored via our Reliability 360 Technology Center and will alert/prompt action when the sensor detects fluctuations or variations in performance. When these sensors are deployed on critical environmental controls, the sensor could prompt action before the failure of that system which could result in the release of hazardous/harmful products into the community. Another actual example is where we are monitoring production variables such as temperature to regulate natural gas consumption in the drying of aggregate used in concrete products.

Our Repairable Parts Management (RPM) program is targeted at parts that could be repaired vs buying new. An onsite RPM resource will identify parts that may be able to be repaired by ATS or a 3rd party. This service results in a reduction of landfill costs and energy consumption needed for new parts. This directly supports the customer in their Reduce, Reuse, Recycle initiatives.

One metric that we recently started tracking is related to “ultrasound leak detection”. Finding leaks in compressed air systems will translate to customer energy savings (and in some cases, noise reduction). Below is a snapshot of our progress through April 2022 across all reporting ATS sites.



Social: One of our core elements of Beyond Zero is “Social Well-being”. The key components of this core element include:

- Volunteering in your community
- Having a network of friends or family
- Not being isolated
- Taking care of your environment
- Working as a team

There are several examples of charitable contributions and community involvement throughout ATS. For employees across the United States, ATS has chosen the United Way for its annual company-wide charitable campaign. The United Way allocates the funding based on our employees’ zip codes, providing the funding directly to the non-profit organizations in our various communities that need it the most. With a large employee base in Peoria, Illinois, ATS continues to be in the top 10 United Way contributors in the area. Each year, a United Way committee is formed and helps identify and coordinate campaigns across the organization to not only raise funds but to also build camaraderie and introduce employees to volunteer opportunities within their communities. In 2022, ATS contributed to numerous additional charitable organizations, including but not limited to: Southern Illinois University Foundation, Children’s Home of Peoria, Chris Hobbs Memorial Trust, Junior Achievement, Peoria Zoological Society, St. Jude, the Nicholas J. Murphy Foundation, Peoria South Side Mission, St. Jude Children’s Hospital, the Boys & Girls Club, Naval War College Fund, the YMCA, and the Boy Scouts.



Our executive team encourages employees to participate in these events and set an example for our community. James Hefti, VP of Human Resources, served as the Vice-Chair and Philanthropy Chair of the Red Cross of Central Illinois Board of Directors. Jeff Owens, CEO, supports United Way and St. Jude through various philanthropic efforts. Rob Carbone, VP-Operations serves on the East Peoria Chamber of Commerce Board of Directors and the Bradley University Executive MBA Alumni Council. Sandra Marchand, VP-Marketing volunteers actively with the United Way, Neighborhood House, Midwest Food Bank and Feed the Children. Mike Waltrip, VP-Industrial Parts and Services, serves on the Bradley University College of Engineering and Technology Advisory Council.

ATS is a “Military Friendly” employer and provides great careers for veterans. Ongoing recruiting targets veterans (see our [Military Recruiting Guide](#)). To support our numerous military veterans, Holly Mosack, Director of Communication, and former Captain US Army, hosts a Yammer Channel with close to 500 members. This channel provides resources, recognition, and coordinates events for our military veterans. As expected, Veterans Day is a big event at ATS which includes the availability of special ATS-branded apparel for our veterans. Additionally, this year, Jim Hefti, VP-HR and United States Marine Corps veteran, received the “2023 Employee Veteran Leadership Award” presented by Military Friendly.



In 2022, a unique American Red Cross initiative called Sound the Alarm allowed our ATS technicians to leverage their technical skills to help our communities. Technicians would volunteer to go to households and install smoke alarms with overall goals to reach 90 homes, install 225 smoke alarms, and engage 45 volunteers. Through the Beyond Zero Challenge, our employees receive points for volunteer hours, and nearly 100 employees documented volunteer activities in 2022.

Recognizing the need to develop talent and interest in the skilled trades, ATS partnered this year with a local high school to introduce their students to new career opportunities. This particular high school is in a low-income area of Peoria, Illinois with few job opportunities in the neighboring community. In the Fall, ATS provided employees to support with a 3-day hands-on activity at the high school, known as a Rapid Improvement Workshop. ATS employees worked alongside the students to explain lean manufacturing, identify and mitigate safety risks, and provided maintenance expertise to repair classroom equipment that had been idle for years.



This activity was such a success that ATS brought 25 students to the ATS headquarters to spend a half-day with the industrial parts repair team. Students moved through a variety of stations where they were able to do hands-on activities and learn about the different aspects of component-level repair. Following the practical exercise, the students had lunch with several mentors. The mentors explained their career track, the experience they needed, and more importantly, they encouraged the students to succeed.



To promote social well-being and increase engagement, ATS sites identified opportunities to improve employee social well-being through community involvement. Some of these opportunities were captured in the site-specific Plan for Zero. Examples include:

Site	Opportunity	Comment / Update
608	Little to no involvement with ATS in the community - Greenwood County.	Volunteer locally at Soup Kitchen, Meals on Wheels, Humane Society, Adopt a Highway, etc. **We had a dog food drive for GHS; Trash Pick-u Lake Greenwood; Angel Tree; Canned Food Drive; Stock the Bus; Greenwood Area Habitat for Humanity
744	Community Involvement - Currently the site does not participate in community service on a large scale.	Plan to have a food drive with customers during holidays. The customer is doing a clothing drive this year that we are participating in. Susan is looking into a food drive for the Easter Holiday of 2022.



For our 2022 Beyond Zero Challenge, we awarded points to employees who volunteered as an active member or leader of a charitable organization. We found that there are great examples of employees giving back to the communities. We have expanded this for 2023 by adding points to encourage site-specific or team events that give back to the communities.

We intend to provide additional incentives to have team building type activities that benefit the local community (Habitat for Humanity, Feed My Starving Children, roadside/park cleanup, etc.)

Section IV: Performance Measurements and Information Management

Leading and Lagging Indicators

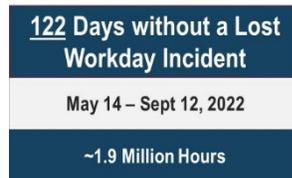
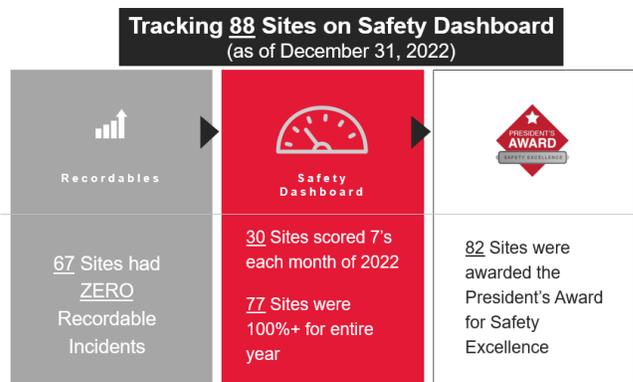
At ATS, we understand the importance of maintaining accurate performance measurements and information management processes so our customers can feel more confident in our people, and our programs can continuously improve as a result. With safety at the foundation of ATS cultural commitments, the consistent application of our rigorous safety practices achieves a recordable incident rate 50% lower than the industry average.

With many of our customers focusing on lagging indicators and paying close attention to the OSHA Recordable Incidence Rate (OSHA RIR) as well as our Experience Modification Rate (EMR), increased attention is given to the OSHA RIR by ATS both internally and externally.

In 2022, 67 out of 88 of our sites had zero recordable incidents, with the majority of our sites going multiple years without a single recordable incident. Below are specific ATS sites that have achieved ten or more years since their last recordable incident, along with their Safety Dashboard performance (described later in this section).

Related to lagging indicators, ATS has achieved the following milestones: In 2020, ATS achieved 1.3+ million hours without a recordable incident, and in 2021, ATS achieved 2.8+ million hours without a lost workday case.

Although we did not break any of our above milestones in 2022, we did have a couple of significant successes:



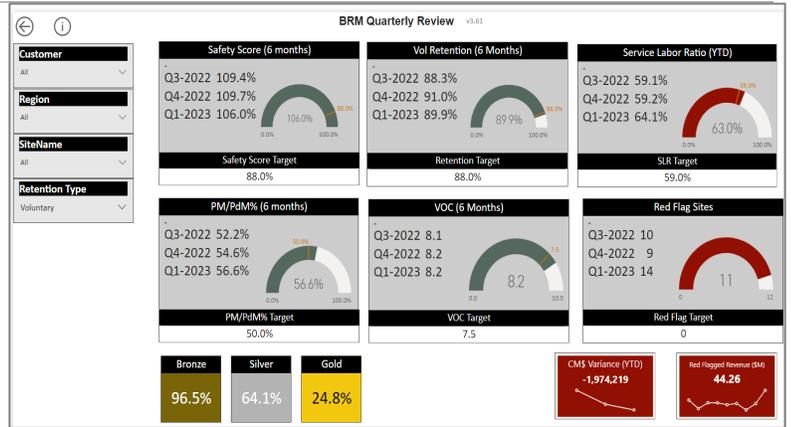
ATS takes great pride in the continuous improvement of the OSHA RIR over the past several years as it is a testament to the strategic initiatives, standards, and continuous improvement processes put in place that keep safety our first priority. (See timeline in Policy, Goals, and Objectives section)

ATS embraces the quote, “The absence of incidents does not indicate the presence of safety...” We continue to explore consistent ways to measure safety in the diverse environments where our employees work.

In 2015, a Safety Dashboard was introduced to help the organization focus on both leading and lagging indicators. The Safety Dashboard is a measurement of site-specific proactive activities (leading indicators). The safety leading indicators are a measurement of those activities intended to foster a zero-incident culture. Red and Yellow months provide an indicator that a site may have distractions (or other capacity-related issues) and could provide a signal that the site may be vulnerable to an adverse safety condition/incident.

The Safety Dashboard is based on an index score with a target score of six points per month. Sites earn points for proactive activities and lose points for incidents and Critical Live Safety Rule violations escalated by the customer. Sites can also earn a bonus point per month by documenting a minimum of four Toolbox Talks in IndustrySafe. Note that the indicators that are being tracked on the Safety Dashboard are reviewed and updated periodically. Attention is given not only to the value of the indicator but also in the underlying data (transactional vs transformational). A good example is the point related to the Safety Observations. The number being tracked on the safety dashboard did not change but we did change the Safety Observation process based on the underlying data (data inputs). See Buddy Check and I Care Gemba discussion.

Data that gets displayed on the Safety Dashboard is pulled into Power BI daily and visualized for easy reporting. Different Safety Dashboard views are available to track specific information related to each site.



The screenshot shows the 'SAFETY DASHBOARD' interface. It features a navigation menu on the left with categories like 'Live Safety and Beyond', 'Safety Dashboard', and 'Safety Observations'. The main area displays a grid of data for various sites, with columns representing different metrics and rows representing individual sites. The data is color-coded, with green indicating good performance and red indicating areas needing attention.

A “12-Month Index Score View” of the Safety Dashboard offers an overview of sites with color-coated numeric values, helping identify if a site is on track with corresponding Safety Dashboard elements. The “Site Specific Detail Page” of the dashboard details leading indicator performance and safety index score calculation. The “Current Month-to-Date Progress Page” offers a snapshot of the Safety Dashboard related to specific sites’ current progress in the tracked areas of the dashboard including observations, self-assessments, inspections, Toolbox Talks, training, recordables, Hazard Reports, etc. All sites can gauge their progress and determine if they are on track through these reports. Area Business Managers and General Managers also monitor the progress of their sites through the Power BI app.

The President’s Award for Safety Excellence is presented to ATS comprehensive maintenance sites and certain industrial parts services sites that demonstrate their commitment to Live Safety. Sites that are 100% or more on the Safety Dashboard in a rolling 12-month period are awarded the President’s Award. A site can only receive one award in a 12-month period.

A site that earns the President’s Award is recognized by a personal letter from the CEO and a plaque. The Area Business Manager and Site Manager also may arrange a local celebration recognizing the accomplishment.



Safety is featured within all ATS employee annual performance reviews, and our Safety Dashboard is a tool used to evaluate Director Field Operations and Site Manager performance.

Additionally, the Safety Dashboard score is included on the Balanced Scorecard related to our comprehensive maintenance sites. This scorecard is published monthly and includes employee retention, service metrics, and customer survey scores. The Balanced Scorecard is reviewed with the executives monthly in the Business Review Meeting, where any potential issues are addressed, and action plans are discussed.

Measurement Quality and Data Evaluation

IndustrySafe, our safety management software, is used by all ATS sites to report incidents, document observations and inspections, and report hazards. The EHS team monitors IndustrySafe and ensures that all incidents meeting the OSHA Recordable criteria are categorized accordingly. EHS Managers and the Sr. The director of EHS discusses individual incidents to determine if the injury or illness meets the OSHA Recordkeeping criteria.

To help evolve our leading indicators from transactional activities to transformational events, ATS Area Business Managers use a Beyond Zero Gemba (previously described in section III) to review the site's activities by interacting with employees and tracking engagement to ensure activities are positively received.

Data from IndustrySafe is organized and visualized with Power BI, enabling our EHS Specialist and Area Business Managers to determine the quality of input by quickly reviewing specific site metrics. This data is also used during ATS Operating System maturity reviews (Bronze, Silver, and Gold) to validate the quality of the activities.

An example of this is the data from Safety Observations. Detailed checklist items and associated comments are put into Power BI so that trends can be viewed. More specifically, detailed comments by checklist items can be viewed. After looking at the data, we noted that there was some transactional approach to completing the checklist and some misunderstanding of the purpose and desired outcome of Safety Observations. As a result, we rebranded Safety Observations as "I Care Gemba" and "Buddy Checks." This is described in an earlier section.

Benchmarking and Transparency

To encourage continuous improvement, ATS recognizes the benefits of benchmarking our metrics as they relate to all functions of our organization. In relation to EHS, a Weekly Recordable Update is sent by the Sr. Director of EHS to all ATS leaders (President, Site Managers, and Safety Champions). The update communicates a summary of new Recordables and includes a Green Cross and any Safety Alerts. Site Managers and Supervisors utilize the information in the communication with their employees in the Tier 1 meetings, where updates are provided on any Safety Alerts that have been distributed.

The current metrics are also reviewed in the monthly Business Review Meeting (for executives) and the quarterly Operations Excellence Governance Board (OEGB). EHS Managers use the same data to communicate to regional leadership and Site Managers via tier meetings. The report not only includes the status of lagging indicators (Recordables and LWD cases) but also a review of the Safety Dashboard (leading indicators).

The EHS team is consistently benchmarking data with existing customers and participating in benchmarking activities with the National Safety Council, Avetta, and ISNetworld. The EHS team also benchmarks available data and reports from the Campbell Institute.

Section V: Linkage between EHS and Business Performance

Integration of EHS & Business and Operational Performance

At ATS, safety is the foundation of our cultural commitments, and as a continuous improvement organization, we are always striving to be better – together as an organization and individually.

In 2018, ATS President/COO Bill Lutz (retired), introduced his order of priorities for operating the business: Safety → Employees → Customers → Results. This philosophy prioritizes our safety processes, our people, and our customers, which if properly implemented leads to measurable results.

Beginning in 2019, the Site Manager’s annual bonus was structured based on this prioritization philosophy. Safety is measured primarily on the performance on the Safety Dashboard (see section IV for more information).

The ATS Operating System, our standardized framework for work execution, was launched in 2019. Our ATS Safety Management System, described in Section III, is used as an example of a functional system to justify the implementation of the Operating System. Safety is a prominent part of the new Operating System, and the Safety Management System is now embedded into the system.



Sites are assessed as they mature through the implementation phases (Bronze, Silver, and Gold) of the ATS Operating System. Specific criteria define each phase of implementation, including well-defined safety criteria.

Safety is also integrated into each of our tier meeting discussions, ranging from our site-level meetings that include employees (Tier 1) up to our executive-level meetings that include ATS leadership (Tier 3). To continue driving engagement for our site-level employees, Steering Teams at each site choose a “champion” per key element contributing

to the effective implementation of our Operating System. Our Gemba walks also integrate safety into its process, and safety-specific Gemba walks are taken as necessary.

Organizational Effectiveness

ATS currently operates in three countries: the U.S., Mexico, and the U.K. The EHS team ensures the same standards are applied globally. Where local regulations are stringent, the global EHS team evaluates those regulations to determine if they should be applied uniformly across all sites.

Agility is key to an effective EHS team, and our team continues to remain flexible while focused on our business goals. As ATS grows and reorganizes, our EHS team pivots accordingly from managing assignments to sites, to working cross-functionally with our Regional Leadership Teams and Operations VPs. In 2017, a survey of our Site Managers revealed that ATS EHS resources were one of the most responsive and supportive groups of all the feedback that was provided.

Our Voice of the Customer survey (VOC) is a tool used by ATS to ensure that performance, maturity, and alignment between ATS and our customers are maintained at the highest levels. The VOC is conducted biannually, engaging key decision-makers at our customer sites with six critical questions:

- How would you rate and describe your relationship with ATS?
- How aligned is ATS with you and your organization?
- How satisfied are you with the communication between you and ATS?
- How satisfied are you with ATS’s services?
- How satisfied are you with ATS’s continuous improvement activities?
- If another plant called you with a maintenance problem, would you recommend ATS?

Site employees, with their Director Field Operation’s support, utilize the VOC data to create action plans to improve VOC scores. In the rare event that there is an EHS-related “dissatisfier,” our EHS team collaborates with the site to identify gaps and discuss action plans. VOC scores are also tracked on the Balanced Scorecard.

To ensure effectiveness, a monthly performance review with the site’s ATS management and customer management is established. In addition, quarterly business reviews include the Regional Leadership, General Manager, and/or VP to discuss performance with customer management. Each meeting reviews our safety metrics.

Continuous Performance Improvement and Sustainability

Throughout the ATS organization, contagious enthusiasm, and determination to provide exceptional work inspire us to translate a job well done into company-wide success. We promote continuous improvement in every aspect of work. This video exemplifies our work ethic and culture: [Inside ATS: Where people come first, and factories run better.](#)

Specific to safety, the Plan for Zero (highlighted in Section III) is a process that engages employees in finding continuous improvement (CI) opportunities and using structured problem-solving in improving those opportunities. A Plan for Zero database is maintained that tracks all identified opportunities and the progress in finding potential solutions. There were 253 opportunities identified for improvement in 2022 and 292 identified for 2023.



The ATS tagline “We Make Factories Run Better” translates to a promise of continuous improvement for our customers. Through the ATS Operating System, our sites leverage resources that aid in the identification and generation of CI projects, ensuring that each project is aligned with the customer’s goals.

Site employees are engaged in the CI process by documenting their ideas on CI Forms (cards). Submitted cards are reviewed by the Steering Team and projects are selected. The local team uses a tool to identify problems and propose solutions, using either an A3 or Plan-Do-Check-Act (PDCA) method to document and manage the project. All selected projects are uploaded onto a CI database. In 2022, 202 opportunities were entered into the database.

ACTION TRACKING SYSTEM CONTINUOUS IMPROVEMENT FORM			
EMPLOYEE NAME:	DATE SUBMITTED:	WORK ORDER NUMBER:	
OPPORTUNITY			
SOLUTION			
POTENTIAL COST SAVINGS CALCULATIONS			
SAFETY	PEOPLE	PROCESS	RELIABILITY
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The CI database contains multiple examples of ATS employees identifying opportunities to support customer sustainability initiatives. These include items related to energy savings such as lighting and air leaks, and waste or water reduction.

further promote our commitment to continuous improvement. By utilizing processes like data analysis and benchmarking, ATS can drive improvements across our organization and customer sites.



For example, our Stretch for Zero program was launched in 2015 in response to the previous year's OSHA recordable incidents data that concluded 63% of incidents were related to strains and sprains. After additional examination, many of the incidents were found to be related to awkward postures and excessive force. To determine the next steps, ATS hired a physical therapist to evaluate the typical day a maintenance technician may experience and recommended a series of stretches to minimize strain. ATS sites are encouraged to stretch as a team before each shift. Since implementation, strains, and sprains have averaged 20% or less of the OSHA recordable incidents. In addition, a Stretch for Zero item was added to the Pre-Task Analysis to identify jobs that involve awkward postures or potential excessive forces.

Additionally, when we analyzed data from our Safety Observations, we realized a disconnect between the value of safety observation we anticipated and the value we received. In response, we rebranded and rebooted our Safety Observations process and retooled the checklist. The peer-to-peer observations are now known as "Buddy Checks" and our site leader observations are branded as "I Care Gemba". These changes were implemented to help evolve sites from a transactional safety approach to a transformational safety mindset and to minimize confusion between hazard reporting and observations as it relates to entering observations.

The new observation checklist eliminates the traditional long list of "behaviors" and focuses on two-way learning. Our new checklist is targeted around the Pre-Task Analysis for the specific task to improve hazard recognition for both the observer and the contact. The revised checklist includes an item related to well-being "Beyond Zero 5 Core Elements – Internal and External Factors affecting mind on task (Capacity to do work safely)".

Forward Planning

Operating within various industry verticals and environments provides a level of complexity for our EHS team. United under our primary goal to "make factories run better," our EHS team consistently evaluates customer expectations, current performance, lessons learned, and benchmarking data to uphold this commitment to our customers.

Expectations continue to escalate as customers often expect "perfection" in the safety performance of embedded contractors like ATS. Relating to EHS compliance, ATS is subject to a variety of expectations, and we continuously evaluate customer programs in relation to their expectations of ATS, the site's performance, and overall employee perceptions.

A few of the 2023 EHS objectives include:

- Expand the Beyond Zero Challenge to ALL ATS employees worldwide with a goal of having over 250 Beyond Zero Heroes.
- Continue to improve our incident investigation process (to learn and improve) and reduce the cycle time between the incident and Safety Alert distribution.
- review and refresh 13 EHS technical programs.
- Complete all planned Site EHS Assessments.
- Continue focus on Severe Injuries by improving reporting and investigation of the POTENTIALLY severe incident.