



Leadership Development in Mexico

At the end of 2016, the leadership team in Mexico defined a people strategy to be implemented by 2021. The key goals are to 1) Create a desirable place to work, and 2) Improve the skills of all associates in order to sustain and strengthen the company results in Mexico.

One of the most important elements of that strategy is first strengthening the “soft skills” of the senior managers in Mexico through a series of training exercises intended to “set the example” and drive a work culture that supports the expected growth of the business in Mexico.

Mexico’s leadership team includes representatives from all parts of the business: Juan Botas, Alejandro Ruiz, Arturo Tellez, Alfredo Delgado, Marco Vilchiz, José Luis Reyes and Juan de Dios Santana. Their development program consists of a series of 10 one-day sessions held monthly, where they meet outside the office, using experiential “hands-on” learning. Regular feedback, progress reviews



and coaching follow a week or two after each session and are aimed at promoting our values of Innovation, Service, Teamwork and Quality.

Workshops

1. Ethical behavior based on values.

To develop a comprehensive action of the Leader, according to the Guiding Principles and starting from:

- Improving their conduct and behavior

- Being committed and involved
- Showing concern about the wellness of others and obtaining the expected results.

2. Change management.

To provide the Leaders with tools in order to manage the change and make them become “Process Facilitators” within their organization to ensure the successful implementation of **Change**.

3. Leadership 360°.

To provide tools to know the feedback and introspection processes to pose questions about their own behavior and attitudes which shall be useful for their personal and professional growth.

4. Work teams with high performance.

Leaders learn to leave their “comfort zone” to construct true Work Teams, supported by Performance Indicators in order to measure the effectiveness in their results.

5. Effective negotiation.

Leaders develop skills to negotiate and solve conflicts within a Win-Win scheme.

6. Analysis of problems and creative solutions. Leaders learn to manage the powerful tool of Creativity to solve any type of problems that may arise and seem to have no solution.

7. Coaching.

Leaders are provided with analysis and knowledge tools to help others in their personal and professional growth and become effective Coaches.

8. Time management.

Leaders learn the best way to save time by developing productive processes for themselves and their work teams.

9. Communication by results.

Each leader will develop higher Communication skills within the organization, understanding that a well-communicated organization is a healthy and highly productive organization.

10. Strategic planning.

To make all the Leaders be involved with the creation of a Business Growth Vision and preparing the necessary plans and strategies to reach the goals and create the Mission and Values in order to sustain the organization.

Significant progress has been made after only five sessions.

“I can see these workshops are helping our leaders in Mexico to drive their people strategy, and know they remain committed to building a better work culture and improving business results,” said Coleen Collins, Chief Human Resource Officer.

Juan Botas adds, “This training has helped us to eliminate barriers we had in our day-to-day activities, our communication channels have improved; we communicate better and more frequently. A key factor to this change is the attitude every participant has shown: very positive and willing to do what we need to do. We want to improve, we want to be a better company, and we want to be the best organization we can be.”

“The improvement has been noticed by our colleagues. Some have told me the training is changing the way we (function leaders) behave, which is very good, but we need to continue our integration. We have a way to go, but we are on the right track,” said Juan.



Reducing Error and Influencing Behavior in our Operations

What are 'human factors'?

The HSE definition is: 'Human factors refer to environmental, organizational and job factors, and human and individual characteristics which influence behavior at work in a way which can affect health and safety'. A simple way to view human factors is to think about three aspects: the job, the individual and the organization and how they impact people's health and safety-related behavior.

The job - Tasks should be designed in accordance with ergonomic principles to take into account limitations and strengths in human performance. Mismatches between job requirements and people's capabilities provide the potential for human error.

The individual - People bring to their job personal attitudes, skills, habits and personalities which can be strengths or weaknesses, depending on the task demands. Their effects on task performance may be negative and may not always be mitigated by job design.

The organization - Organizational factors have the greatest influence on individual and group behavior, yet they are often overlooked during the design of work and during investigation of accidents and incidents. Organizations need to establish their own positive health and safety culture to promote employee involvement and commitment.

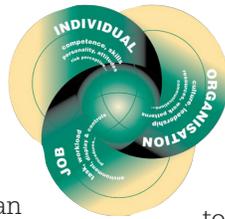
Why should I be interested in human factors issues at work?

Incidents can occur through people's involvement with their work. As technical systems have become more reliable, the focus has turned to human causes of incidents. It is estimated that up to 80% of incidents may be attributed, at least in part, to the actions or omissions of people.

How do I know if these problems exist in my plant or department?

You will know you need to think about human factors issues at work by looking out for some relevant indicators like:

Incidents involving staff, contractors or visitors where 'human error' is given as a cause; High absenteeism or sickness rates; High staff turnover levels; Low level of, or changes in, compliance with health and safety rules; Behavior or performance issues identified in risk assessments; Complaints from staff about working conditions or job design.



Isn't it just about people 'taking more care'?

No, that does not accurately reflect the issue in a holistic perspective. While it is reasonable to expect people to pay attention and take care at work, relying on this is not enough to control risks.

This seems a very broad topic area, where should I start?

Start to manage human factors in your plant or department in four main areas:

- during risk assessments or job safety analysis;
- when investigating incidents and near misses;
- in design and procurement;
- and in certain aspects of day-to-day health and safety management.

What kind of control measures are possible?

Adequate workplace precautions have to be provided and maintained to prevent harm to the people at risk. These precautions include: procedures and warnings, safe systems of work, controls on equipment, alarms, safety instructions, communications arrangements, and equipment layout. Ergonomic changes to the task and the working environment also help to reduce risks and can improve the physical and mental well-being of the workforce.

Risk control systems are the basis for ensuring that adequate workplace precautions are provided and maintained. A set of management processes is necessary to organize, plan, control and monitor the design and implementation of these critical risk control systems.

Safety Alert:

Walking on Ice

Recent winter weather has brought the typical snow and cold problems. WireCo WorldGroup, in order to prevent injuries, is taking the proper precautions such as removing snow, sanding sidewalks and roads, and using chemical melters to reduce slip and fall hazards as much as possible. However, we may salt and melt an icy sidewalk during the day, but it may freeze again overnight. It is important for WireCo employees to recognize the hazards of slippery walks and roadways. There are several things that can be done to reduce the risk of falling when slippery conditions exist. Here are some of them:

1. Wear boots or overshoes with grip soles such as rubber and neoprene composite. Slick leather or plastic soles on shoes will definitely increase the risk of slipping.
2. When getting out of your vehicle, look down at the surface. If it's coated with ice you might want to park in a different place.
3. Use special care when entering or exiting vehicles. Use the vehicle for support. Before standing brace yourself with the vehicle door and seat back. This will give you some stability.
4. Step, don't jump, from vehicles and equipment.
5. Don't walk with your hands in your pockets. This reduces the ability to use your arms for balance if you do slip.
6. Don't carry or swing heavy loads, such as large boxes, cases or purses that may cause you to lose your balance when you are walking.
7. Don't step on uneven surfaces. Avoid curbs with ice on them.
8. Place your full attention on walking. Using your cellphone while walking on ice is dangerous.
9. If you need to walk on a slippery surface, WALK LIKE A PENGUIN! Keep your center of gravity over your front leg.



Employees and the Management Board Donate for the “Falling Stars” Campaign

Every Christmas a local radio station runs a particular event called “Falling Stars” to raise money to help children who are in trouble. Many private individuals but also companies and institutions from the region around the CASAR plant have supported this action for many years. The CASAR work council had the idea to sponsor this campaign and initiated a money collection prior to Christmas. The management board then agreed to add a generous sum to this.

In total the “Falling Stars” raised more than 380,000€ (\$420,000) in which the CASAR team contributed 2,409€ (\$2,700).

This money will be used to support children who need special support, for instance to buy a motorized wheel chair, special childcare, support for single parents, equipment for schools, language trainings and much more.



Anniversaries

Congratulations to the following employees celebrating anniversaries in February.

35 Years

Joaquin Barrios began working at Camesa on February 22, 1983 as a Quality Control Engineer. Over the years Joaquin has held many positions such as Senior Vice President Mexican Operations, Senior Vice President European Steel Operations, and is currently SVP Group Manufacturing Operations, Rosenberg and Mexico.



Ed Meyer, Executive Vice President - Operations, says, “Joaquin is one of the most respected employees throughout WireCo. His knowledge of wire design, application and manufacturing make him an invaluable asset to the company.”

30 Years

Mauricio Beleza, February 1, 1988. Mauricio has been a maintenance man since he started working at Euronete, doing all kinds of maintenance and assembly services. A few years later, he began taking care of the plant’s boilers. In 1998, during the construction of the Boticas plant, he was active in the assembly of its compressed air network.

He has been in Holland for training on baling presses and tuna net looms, in Italy to learn about the extrusion equipment of the fishing nets production department, and in Japan observing the knotless nets loom.



When he was younger, he played soccer for years. He stopped practicing when he suffered a road accident at age 27, but remains a passionate supporter of FC Porto. Mauricio owns a farm in the northern country, where he spends all his free time producing wine, the characteristic “vinho verde”, with the assistance of his wife and his two daughters.

Jose Paulo Rocha, February 1, 1988. He began working at a very early age, following his brother in typography, and then working as an upholsterer. He responded to an Oliveira Sá advertisement for operators and was hired. He was quickly able to operate rope twisting machines, producing sisal and later synthetic ropes.



In 2012, when the synthetic ropes production was centered in Lankhorst Euronete Portugal, he was transferred to this company – where he currently continues to work, operating forklift trucks to supply twisting machines, from the Maritime and Offshore rope and cables production department.

He has little free time, as he helps his wife in her work, but he still manages to practice karate, a sport to which he is very dedicated.

Józef Maślanka, February 16, 1988.

Józef works at Drumet as a wire puller. He spends his free time walking and admiring nature. He is also a great fan of Polish sporting events.



25 Years

Debbie Cardwell, February 15, 1993. Debbie has worked on the same machine in Sedalia, the M24 since beginning her career and prides herself in her work. She has a son and daughter, three grandchildren, and her hobbies include bowling and fishing.

