

THE SHAWCOR DIFFERENCE

Organizational Excellence

The quality and determination of our people, and the alignment of their efforts in pursuit of individual and organizational excellence, have always been the foundation of ShawCor's development and success. Thanks to their efforts, we continue to build upon our reputation as a global and market leader in our chosen businesses.





At ShawCor, we believe that our success depends on becoming a higher performing organization every year. Since 2008, we have measured our performance against a common set of objectives across all of our operations. Our overarching aim is to ensure that all executives, managers and other staff are aligned in the pursuit of common strategies for growth, innovation, execution, people and leadership. We keep track of our progress by establishing and linking the personal objectives of more than 1,500 people in the organization with quantifiable performance metrics tied to ShawCor's corporate and divisional objectives. Today, each of them has direct, line-of-sight metrics supporting the company's strategic objectives with closely related, merit-based compensation programs that reward individual and collective accomplishments.

These efforts are complemented by participation in industry forums and company activities that promote continuous organizational improvement. In October 2011, 85 executives and managers from all ShawCor divisions attended the annual Association for Manufacturing Excellence (AME) conference in Dallas, Texas. AME is North America's leading forum for the exchange of best practices in organizational excellence with ShawCor playing a prominent role in the association's activities each year. The AME conference also serves as an ideal backdrop for our own professional development, awards presentations and planning activities. At a private lunch held during this year's conference, ShawCor launched the SMS Program and Strategies 2012 with the support of best practice presentations delivered by representatives from each division. This year's exchange celebrated new performance milestones achieved through SMS and outlined key initiatives for the current year, including the migration of SMS into non-manufacturing areas of our business.



Non-manufacturing operations will be implementing SMS in 2012.



Aiming higher at Ras Al Khaimah

Bredero Shaw's Ras Al Khaimah (RAK) pipe coating plant in the United Arab Emirates distinguished itself with two awards in 2011 for SMS Achievement and SMS Safety Performance. Among the facility's most impressive accomplishments were a record 87 percent compliance score on the SMS Audit, a 35 percent reduction in material waste, a 58 percent decrease in changeover times and a Total Recordable Case Frequency rate of zero.

Co-workers share issues and concerns at the Daily Management Process board, a universal element of the ShawCor Management System.

