



ANIL MATHUR
PRESIDENT AND CEO

ALASKA TANKER CO.

HEADQUARTERS: BEAVERTON, OR

NUMBER OF EMPLOYEES: 540

ALASKA TANKER CO. IS A MAJOR PROVIDER OF MARINE TRANSPORTATION OF CRUDE OIL BETWEEN ALASKA, AND THE WEST COAST AND HAWAII.

Why is safety a core value at Alaska Tanker Co.?

It is a legitimate and ethical place to stand in a successful company. I cannot justify to myself making a profit if I hurt my employees in the process. It is the most visible sign that company cares for its employees. A company can make all injuries preventable.

The human behaviors that bring safety performance also bring better environmental protection performance and long-term cost control.

How do you instill a sense of safety in your core employees on an ongoing basis?

Through my actions and focus. I believe employees do what they believe their leaders really want, and they determine this by watching what a leader focuses on, and what he does. ATC has established a Health, Safety and Environmental Framework, which we use to guide our actions.

What is the biggest obstacle to safety in your workplace, and how do you work to overcome it?

We're in better shape now, inasmuch the obstacles in our current journey are smaller after three years of effort. We have gone three years and approximately 7 million man hours without a lost-time injury. Our total recordable incidence rate, including all contractors is 1.0.

In 2005, we could lose some 30-40 percent of our work force. We expect this to cause distraction that can cause more people to get hurt. We have a plan to overcome this through very elaborate, continuous, face-to-face communication that reinforces the importance of being safe. We also have a significant training program that provides context and safety training.

The senior leadership team spends a lot of time on our ships and talking to our employees about safety, not as a concept, but through behavior-based safety observations and discussions, participating at safety meetings, and through individual and small group informal conversations on safety.

What advice do you have for CEOs who want to 'get it'?

Do not do this, unless you can make safety a core value of your own. If you are willing to go down this journey, ask yourself these three questions very frequently:

- Are you capable of planning and executing each and every job in your organization safely?
- Can you make a difference in ensuring this outcome?
- Will you do what it takes to make this a reality each and every day?