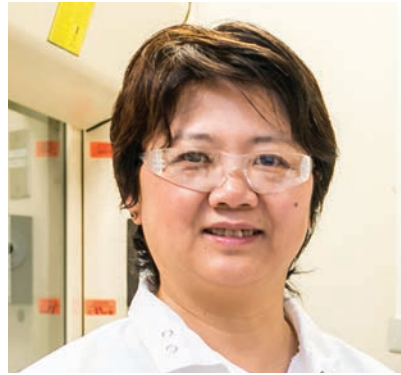




CUSTOMER-CENTRIC



SUSTAINABLE



# AT A GLANCE

GROWTH



INNOVATIVE



AGILE







## TRANSFORM AND GROW

We live in amazing times. When I look around at the talent and knowledge inside Saint-Gobain North America, I am humbled by the people here and the contributions each and every one of you makes to our company and to the world at large. When we look back at 2019, I think we will view it as a year of incredible transformations—a year where we changed how we are structured to fuel our next generation of growth, a year where we set the course for the next generation of Saint-Gobain: as an innovator, a leader in sustainable technologies and a partner to our customers in everything we do.

I can think of no better way to capture the essence of transformation than to hear directly from you in your own words. The stories in here do just that. They break down the barriers between businesses, locations and roles to tell our collective story...all from the point of view of the people who do the actual work.

So thanks to those of you who have shared your stories with us for this publication. You've used your skills, talents and ideas to break new ground, enable greater customer successes, improve manufacturing and fuel our next generation of growth across Canada and the United States. And I appreciate it, so much so that I want to capture more of these stories from all corners of North America throughout the year, because your accomplishments are the key to our success, not just today, but far into the future.

**Mark Rayfield**  
CEO, Saint-Gobain North America

### WELCOME TO THE FAMILY!

American Seal  
Hunter Douglas  
HyComp LLC  
Finish Line Products  
Norton Industries

# KEY STATS 2018



U.S. & CANADA		WORLDWIDE
<b>SALES</b> <b>\$6.5 Billion</b> <small>Increase of 6.2% (like-for-like)</small>	<b>15,000+</b> EMPLOYEES	<b>181,000</b> EMPLOYEES
<b>135</b> PATENTS GRANTED	<b>\$252 Million</b> CAPITAL EXPENDITURE	<b>SALES</b> <b>\$49.4 Billion</b> <small>Increase of 4.4% (like-for-like)</small>
<b>PERCENT OF OUR SITES WITH</b>		
<b>160</b> LOCATIONS	<b>ZERO TF1*</b> <b>89%</b> <small>*TF1 = (Number of injury cases with lost workdays x 1,000,000) / Total hours worked</small>	<b>67</b> COUNTRIES
	<b>ZERO TF2**</b> <b>71%</b> <small>**TF2 = (Number of medical cases with or without lost workdays x 1,000,000) / Total hours worked</small>	



# ATTITUDES IN ACTION

## CUSTOMER-CENTRIC

### HAPPY EMPLOYEES = HAPPY CUSTOMERS

It's not just speculation; these two elements really are deeply connected. Our **Taunton site** created the 'Eye on Quality' program to ensure that nothing gets overlooked—no matter how big or small. By rewarding employees for finding issues internally before they reach the customer, Eye on Quality enables us to **reward our customers** with a quality product. There's a reason Taunton is one of the top performing sites in quality customer service in North America. That's customer-centricity at its finest.

*"We take pride in treating every customer the same—with the same sense of **urgency, quality and commitment** regardless of size. We'll do whatever it takes to put them first and ensure they are satisfied. This stems right from the plant manager to the workers on the floor."*

**Nick Cabral, Production Manager**  
Life Sciences, Taunton, MA

Nick Cabral | Taunton, MA



Lee Markle | Albion, NY

## INNOVATE

### BE OPEN & THINK DIFFERENTLY

For years, a cleaning product on one of the **Albion, New York**, manufacturing lines contained material requiring it to be marked as hazardous waste. A detailed research effort involving site management and various plant workers led the team to a vendor who helped them identify a non-hazardous, solvent-based cleaner alternative. The solution, comparable to your average dish soap, no longer needs to be labeled or disposed of as hazardous waste. By viewing a **challenge as an opportunity** to become both more efficient and environmentally conscious, the Albion site reduced waste cost and eliminated an open hazard for employees, creating a **safer work environment for everyone**. They didn't have to find a safer solution, but they wanted to. **Innovate to improve**, no matter the challenge.

*"Everybody has a **responsibility to contribute**. If there's a problem, we all participate in the solution. We're not going to call you silly if you come up with an idea that isn't really typical— it's part of our **innovative culture**."*

**Lee Markle, Setup Technician**  
ADFORS, Albion, NY

## BE AGILE

### RESPECT, READINESS AND EMPATHY

**Donald Isidor, manager of the CertainTeed roofing plant in Ennis, Texas**, has held a half dozen jobs in three different states since joining the company 15 years ago. He credits his **willingness to work hard and learn** as vital to his success moving up the corporate ladder, but there's something else.

*"Treating everyone with **respect** is huge," says Donald. "You can know everything and still be ineffective, or know next to nothing and still be effective because of the way you interact with people. I'm not going to ask my team to do something that I'm not willing to do. With my employees, it's important to **show empathy** and that you have an interest in them to be successful—that I'm here to help them whenever I can. It's vital that you **learn something new every day**, regardless of what job you do."*

**Donald Isidor, Plant Manager**  
CertainTeed roofing, Ennis, TX



Donald Isidor | Ennis, TX

## ACT AS AN ENTREPRENEUR

### TAKING OWNERSHIP

Architects rely on **Decoustics'** high performance wall and ceiling panels to create beautiful and acoustically sound interior spaces. Any flaws in the color, pattern or direction of the custom fabric-covered panels could result in costly charges, project delays and a range of other issues.

As a **Fabric Department leader in Ontario**, Sharon Bissessar makes it her mission to ensure every piece of fabric is perfect, flagging any issues along the way so that the **product meets exacting specifications** before it's sent to the customer. Her entrepreneurial spirit and ability to foresee any issues before they arise are **key to the success** of the business.

*"I have to **think just like the customer** to make sure each job is done right and ships on time. If there's an issue, we fix it, without delay, and we remain in **constant communication** with our customers."*

**Sharon Bissessar, Lead Hand/Fabric Operator**  
Decoustics, Woodbridge, ON



Sharon Bissessar | Woodbridge, ON

## BUILD AN OPEN AND ENGAGING CULTURE

### WE BELONG

When you're able to **be your authentic self at work**, you thrive. That is precisely what happened with **Judy Bridges**, a transgender employee at a **CertainTeed gypsum plant**. Several years ago, Judy transitioned, and on her first day back she was greeted warmly and professionally by her coworkers. "Because of the way I was supported, I didn't miss a beat. That **sense of inclusion** stays with me even today," says Judy, who has since joined the board of **Live Open, Saint-Gobain's LGBTQ Employee Resource Group**. When you feel comfortable enough to be yourself, amazing things happen. Saint-Gobain is committed to providing a **safe, open and engaging workplace** that is not only diverse and inclusive, but also ensures **our employees belong**.

***Just ask Judy:** "One of the things that is so incredible about being able to **bring your authentic self** to your full life — personal and professional — is that your life opens up; you're more confident at work and **more engaged** in everything you do."*

**Judy Bridges, Performance Improvement Manager**  
CertainTeed gypsum, Seattle, WA

Judy Bridges | Seattle, WA





# SHINING A LIGHT ON MANUFACTURING INITIATIVES

Ask 10 people what **Industry 4.0** means and you're likely to get 10 different answers. At Saint-Gobain, this fourth Industrial Revolution – or what we like to call Manufacturing 4.0 – means finding safer and more efficient ways of making things through automation, looking out for our **workers' well-being**, applying data to **enhance the quality and consistency** of our processes and turning our plants into places where employees are **engaged and excited** to come to work.



(L to R) David Yandell, Mason Edwards, Tony Monteleone | Bryan, TX



(L to R) Junior Anguiano, Bradlee Johnson, Dan Villarreal | Stephenville, TX

## A CATALYST FOR CHANGE

What do you do when you have a physically demanding task that could impact employee morale and well-being? Get a robot to do it! That was the solution at the **NorPro plant in Bryan, Texas**, where employees responsible for unloading ceramic catalyst carriers from the furnace were suffering from repetitive motion injuries.

“One of our goals is improving **health and safety**,” says **Mason Edwards, Controls Engineer at Bryan**. “Implementing robotics let us **take the load off of the worker** and reduce the risk for injury.”

“The robot takes away parts of the job that aren't fun and allows employees to use their **creativity to help solve other problems**,” adds **Plant Manager David Yandell**. “The key is communicating why you're doing it, and then **engaging employees** in the process.”

## A RECIPE FOR SUCCESS

Sometimes it's the little things that make the biggest impact. Like perfecting the amount of asphalt in the roofing shingles manufactured at the **CertainTeed roofing plant in Shakopee, Minnesota**.

Through a collaboration with **CertainTeed's data science team in Malvern**, the Shakopee plant developed a data network that delivers **real-time analytics** to better control the mix of ingredients used in their products.

“There's both a **cost savings and a quality benefit**, because the idea is to run a more consistent process and not have to make manual adjustments,” says **Shakopee Plant Manager DJ Damberger**. “The more consistently you run, the **better quality product** you make.”

## ON THE RADAR

At the **Aerospace manufacturing site in Ravenna, Ohio**, it used to take a lot of energy to track the raw material and molds used to

make the radomes that protect aircraft radar systems. Not anymore. Through a new digital radio frequency identification system (RFID), the plant can now pinpoint where a product is at any given moment.

“RFID is changing the way we handle our inventory,” says **Kellie Harris, Plant Manager at Ravenna**. “In the past, everything was tracked manually. Now we have technology to automate it.”

“The beauty is that we get much **greater accuracy** on where items are, and we don't waste time looking for molds and raw materials because we have the locations pinned down,” adds **Steve Hoelzer, Project Manager**.

## INVESTING IN HUMAN CAPITAL

Manufacturing 4.0 isn't just about outfitting plants with the latest equipment and technology. It's also about creating a place where **people are proud** to come to work.

“The roadmap we laid out includes the whole employee journey,” says **Dan Villarreal, Plant Manager at the Abrasives facility in Stephenville, Texas**. “It includes everything they do on a daily basis, from the moment they get out of their car and walk through the parking lot, to checking their badge and looking at their locker, to going through the plant. A lot of the investment we're doing now is to **improve the employee experience**.”



Hannah Betsinger | Ravenna, OH



DJ Damberger | Shakopee, MN

## DEVELOPING THE MANUFACTURING LEADERS OF TOMORROW

As companies around the world deal with a shortage of skilled factory workers, Saint-Gobain is taking a proactive approach to attracting the **next generation of manufacturing talent** to our company. Essentials of Manufacturing (EoM) is a 24-month development program that gives newly minted engineers, data analysts and others the **opportunity to dive into high-impact projects** and gain **valuable experience** before moving on to other manufacturing positions in the company. The program exposes participants to a variety of functions and people at all levels, **paving the way** for future opportunities and career success.

*“I like the idea of trying out different roles as an engineer before I decide what I want to do for the rest of my career,”* shares **Hannah Betsinger, EoM, Aerospace in Ravenna, Ohio**.

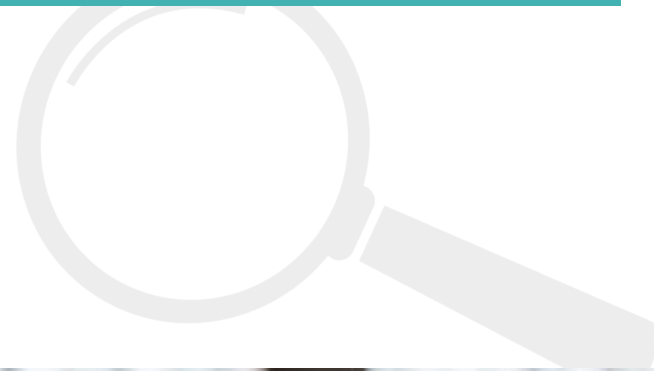
LOVE Park | Philadelphia, PA

*We are trying to reach a set of values that extend beyond building a decent facility. It revolves around high quality spaces that are available to everyone. And doing it in a sustainable way, down to the building materials.”* **Michael DiBerardinis, former Managing Director of the City of Philadelphia**





# OUR FOCUS ON INNOVATION



Since the company's founding in 1665, innovation has been part of our DNA. Back then, the world had never seen glass mirrors as large, as versatile and as durable as those which the newly created **Saint-Gobain manufactured for the Hall of Mirrors at the Palace of Versailles**. More than 350 years later, as we look to the future, innovation has never been more important. It's about putting the **power of our people and our products** to work to improve the lives of people everywhere.



Emmanuel Simadiris | Northboro, MA



Barb McDonough | Malvern, PA



Natalie Fekete | Worcester, MA



Nick Aulakh | Puyallup, WA

## SPEEDING UP CUSTOMER RESPONSE: 3D PRINTING

Making a new part to enhance a production line or creating a new product requires custom tooling—an expensive and time-consuming process. The solution? 3D printing, in which objects of virtually any shape are built layer by layer using computer models. **Emmanuel Simadiris, Research Engineer at Saint-Gobain Research North America**, works with the technology and has been visiting our plants to jumpstart their introduction to the 3D world, with Saint-Gobain Research acting as an innovation resource.

“The **advantage of this technology** is that you don't need custom tooling to make a part, all you need is the CAD file,” says Simadiris. “If our plants worldwide started adopting 3D printing for tooling applications, we could save as much as \$12 million annually—maybe more. Custom fixtures and jigs that normally take several weeks to obtain from vendors **now take days with this disruptive technology**. In 2018 alone, 3D printing technology saved the company nearly \$180,000 in tooling costs.”

## TURNING IDEAS INTO REALITY WITH DIGITAL RENDERING: OUTPACING OUR COMPETITORS

Developing new building products used to be a time-intensive and expensive process. “We used to have to run plant production trials in order to see what a product was going to look like,” says **Barb McDonough, General Manager of CertainTeed's commercial roofing group**. “Not anymore—we are **engineering our imagination** electronically. We now have very realistic computer-generated images that tell us **a LOT faster** if something is going to look good. It takes only minutes to generate a picture, whereas in the past we would have to make a shingle product and put it on a real roof deck to see what it would actually look like. Digital technology allows us to be **very creative** in areas where we were restricted before. Our tools allow us to try new things easily.”

## INNOVATION TO HELP US LIVE LONGER

Saint-Gobain has created a **new laboratory at the University of Massachusetts Medicine Science Park** to analyze our products for cell therapy applications. **Natalie Fekete, Lab Manager**, had been working as a postdoctoral fellow on a cell culture project funded by Saint-Gobain and told the company that it really should have a dedicated cell culture lab; the business case was made and she was hired to manage the facility. “It's a biosafety level two lab, requiring special ventilation and safety controls,” says Fekete. “It made sense to be at UMass, in a building dedicated to this kind of work, with all of the facilities and engineering required, while not being too far away from the **Saint-Gobain Research team in Northboro**. We have invested in this lab and its resources to be able to better understand the interaction of materials and biology to **tailor materials** to better **suit the needs of our customers**—and to a make a **better product for patients worldwide**.”

## INNOVATION AS A SAFETY SOLUTION

Accidents happen—but they can be the mother of innovation. At the **Puyallup, Washington, Aerospace plant**, an employee received a severe burn while reaching into an extremely hot production line oven. Knowing the hazard, the plant's working team **partnered together** to create a specialized thermal barrier coating (borrowed from the space industry) that reduces contact temperature by 70 percent. The coating was applied to all hot surfaces employees might touch, and can be applied to any surface within a plant containing hot furnaces or kilns to protect our people. Now that's **innovation in action**.

“This coating can be used at ANY Saint-Gobain site with furnaces or kilns as a solution to **keep our people safe**, no matter where they are”, said **Nick Aulakh, Aerospace Design Engineer, leader of the working team**.



# WALKING A MILE IN THEIR SHOES



## CHRIS VINCENT

**Production Manager, CertainTeed, Orem, UT**

*Avid outdoorsman with a passion for extreme sports*

“Living so close to the mountains in Utah, how can you not be into the outdoors? Growing up, I spent lots of time with my dad in the mountains. He taught me so much about the outdoors. Eventually I got into extreme sports as a competition with my brother. We would dare each other to see who could do the riskiest thing possible.

I still love extreme sports today...especially backcountry snowboarding. I stay active doing everything from hiking to camping, driving my Harley cross-country and my yearly outdoor survivalist trip. One of my other hobbies is building custom bikes and repair work. All of this has **helped develop my mechanical aptitude**. I like knowing how things work. When I'm at work, it helps me to **understand how to improve efficiencies** and how everything is linked together. It makes me feel **like nothing is impossible**; we just need to look at the resources and put together a plan. Working at Saint-Gobain has given me the **opportunity to expand my skills and abilities**.”

## BRENDA HELLER

**United States Army Veteran, Worcester, MA**

*Manager of Communications and Community Relations for Worcester/Abrasives North America*

“As a veteran, I am so thankful that Saint-Gobain supports and recognizes the tremendous value and skills our veterans bring to the company. Being a part of the **Veterans Employee Resource Group** has meant a great deal to me and the veterans I work with. In the military, you share a **special bond** with each other—something that almost cannot be explained. To know that **we have so many military personnel** from all generations and bringing everyone together **to help fellow veterans** is rewarding, and it gives us the ability to re-establish that **bond and connection** with fellow veterans. The Resource Group motivates all of us to come together and find opportunities to help fellow veterans, pay it forward and share with each other, **lean on each other**, or just be in each other's presence and know we have a **family of veterans** that has each other's backs.

To work for an employer that cares and supports those who have served and sacrificed for our country is priceless.”



A company is based on the people, their motivation, and their engagement. Getting to know our employees **both inside and outside of work** offers a glimpse into the culture at Saint-Gobain.

## VANESSA GAGNON

**Professional Ice Hockey Player, Solon, OH  
Director of Strategy & Planning**

*Responsible for the acquisition strategy for Life Sciences*

“As a business professional, you are constantly working under pressure—whether it is because you have to meet a specific timeline, or because you have to deliver bottom line results. Your performance has an **impact on the success** of your organization, which is very similar to being on a sports team. Hockey has given me some of the tools that I use to manage stress, perform under pressure, face adversity, work on a team and as a leader. But I think most importantly, hockey made me discover **what it means to have a passion**.

There are quite a lot of **similarities between sports teams and corporations**. In both “systems,” having a **strong vision and purpose** are key drivers for success. Having well-defined goals, clear communication lines and a positive culture are important factors that can **impact the performance** of an organization—whether it is on the ice or in a corporate environment.

In my role, we always look for a **strong culture fit** and the first thing we focus on following the completion of the transaction is the integration of the people. If we are successful at integrating the people properly, positive business results will follow. The **people-first culture** is what attracted me to Saint-Gobain.”



## CARLIJN MULDER

**Research & Development (R&D) Manager  
Faribault, MN**

*Responsible for Research and Development at SageGlass*

“I sometimes look at my life and reflect on how I got here—in Minnesota, halfway across the globe in an R&D leadership role at the manufacturer of the **world's smartest electrochromic glass**. Growing up in the Netherlands, I had no idea that I wanted to be an engineer. How could I choose one career path with so many options in front of me? The only constant was that I wanted to **make an impact on the world** around me by working in **sustainability**.

Now, I work with teams to develop a product that, with the press of a button, can dynamically change the amount of sunlight coming through the window. **Talk about making an impact!** From its start as a lab-scale demonstration a few decades ago to its widespread use today in buildings across 27 different countries, this technology has a **direct impact on people's everyday lives**. Today, I feel **lucky to have a career that makes me excited to go to work every day** at a place with a **great culture**—one that has **shared values and encourages a diverse and inclusive workplace** and an entrepreneurial spirit across geographical lines.”





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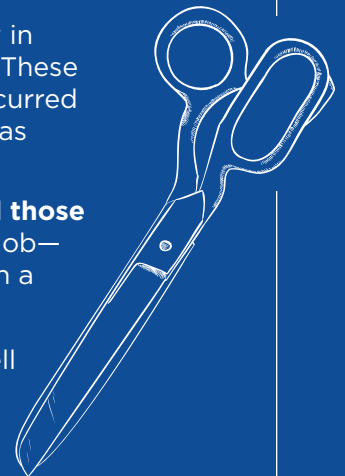
## CUT FROM THE SAME CLOTH

“**Maria Fabrizio, Edge Turner at the Decoustics plant in Toronto**, worked day in and out, using the same tool to conduct her daily tasks for 40 straight years. These scissors **aided her in this position** for four entire decades. Lots of change occurred over those years, but not those scissors. When it came time to retire, Maria was shocked to find that her scissors had been stolen—by her coworkers!

As a surprise ode to **dedicating her career to Saint-Gobain**, Maria was **gifted those same scissors plated in gold**. These scissors gave Maria the ability to do her job—but **Maria gave us the ability to show our appreciation** of her dedication with a timeless gift of gratitude.

Having a **culture that recognizes and acknowledges our employees** goes well beyond what their job is and the tools used to do so—what really matters is the people behind the tools and the **relationships we cultivate** during our time at Saint-Gobain. Without our internal relationships, we don’t have a company, because when you care about what matters to people, the **people feel like they matter**. And that is what matters.”

*Ali Chitsaz, Technical & Development Manager, Decoustics, Woodbridge, Toronto*



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