

## **Michelle McGregor-Smith** **Global Health, Safety , Environment & QA**

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### **Areas of Expertise**

Mergers and Acquisitions – HSE  
Due Diligence and Commercial and  
Industrial Property Transactions

Global Regulatory Compliance

EHS Management Systems

HSE Community Outreach

HSE Best Practices and Continuous  
Improvement

Sustainability and E Footprint Issues

### **Years of Experience**

30 Years

### **Education**

Leadership Program – Kennametal  
University 2003-2004

Environmental Law – Contracts

University of Pittsburgh School of  
Law, 1988 to 1990.

B.S. Biology (Minor in Genetic  
Studies), Texas A&M University,  
1986.

### **Professional Experience**

#### **Global Director HSE&Q – Elliott Company – Jeannette, PA September 2008 to December 2011**

Global Director of Health, Safety, Environment and Quality Groups for oil and gas equipment manufacturing company with main manufacturing in Jeannette, PA and Sodegura, Japan, and repair and field service operations in 25+ key locations throughout the world. Focus is on Risk Performance Management, HSEQ Management Systems and Best Practice with global standardization and process improvement to drive overall business improvement and cost reduction goals. HSEQ team has realized a 62% improvement in global safety record and a 30% improvement in on-time delivery for key apparatus business in past two years. Work with ICAAMC Trade Association to Develop Best HSE Practices across the industry and globe.

#### **EHS Practice Leader – URS Canada – Vancouver, British Columbia, Canada – August 2007 to September 2008.**

Practice Leader for the Western Canada region that also includes Northern and Mid-West provinces, with projects that included sustainability and greenhouse gas emissions issues for the oil and gas, petrochemical and manufacturing sectors, environmental, health and safety compliance auditing, EH&S management systems creation , implementation and auditing; hazardous waste management program implementation, auditing and contingency planning and sustainability and related community outreach, due diligence - ASTM Phase I sand CSA Stage Is , EHS Strategic Planning with Lead EHS Personnel and Key Executives responsible for EHS, Risk and Sarbanes Oxley related activities; as well as catastrophic release modeling, planning, and related emergency contingency planning. In addition, works closely with the remediation practice group on cross functional projects that involve remediation, compliance and governmental approvals and final certifications for selected sites. Key client base included; petrochemical, oil and gas, utilities, mining, development and government of Canada.

**Director – Environmental, Health & Safety, Givaudan Flavors  
Cincinnati, OH, January 2006 to May 2007.**

Regional Director for North American specialty chemical manufacturing sites, with global role for standardization of EHS compliance and management systems programs, product stewardship programs; as well as energy and environmental footprint analyses integration execution for 35+ manufacturing sites in 20+ countries. Created new regional position within the company in 2006. Met or exceeded all targets for the position within one year, and was asked to serve on the global SH&E acquisition integration group for all manufacturing sites for 2007 to 2009. In addition, managed over 10 EHS professionals within the region.

**Ligonier Environmental LLC, July 2005 to December 2005.**

Owner and President of Environmental, Health and Safety consulting company, with clients in the metals, plastics and manufacturing sectors.

**Global Manager – Environmental, Health & Safety, Real Estate and Administration, Kennametal Inc., Latrobe, PA, February 2003 to June 2005.**

Global Manager of the Corporate EHS function for 80+ manufacturing and distribution locations in over 35 countries with specific projects in the compliance, audit, legacy, remedial, management systems, and corporate and social responsibility and due diligence functions.

In addition, managed Global Corporate Real Estate Portfolio including manufacturing, office and distribution space, with outsourced provider. Portfolio had 50% of operations outside of United States. Reduced real estate portfolio costs by \$5M in FY2004 through successful contract negotiations.

Effective deployment of, strategic planning with operating units, global transactional services and metrics were key to this position, as well as extensive merger and acquisition duties due diligence. This function also managed the Corporate Facilities, Security and Policy Administration Functions for over 200 facilities in 35+ countries. Management of group of 11 direct reports with over 70 indirect reports, the United States, and over 35 other countries.

**Senior Environmental, Health and Safety Administrator,  
Kennametal Inc., Latrobe, PA, December 2000 to February 2003.**

Corporate/Global EHS Team member with multi-level responsibilities, including the global implementation of the Kennametal Inc. Corporate EHS Compliance Programs and Environmental Management Systems including the development and deployment of key EHS strategic goals, policies, metric accountability and reporting for 80+ global manufacturing facilities and related distribution located in over 35 countries. In addition, facilitated the management of individual EHS facility programs such as permitting, installation of pollution control equipment, and process changes; as well as training. Managed legacy projects related to real estate value, community impact and transactions assist in lease exits through plant decommissioning and related environmental remediation. Conducted Phase I and Phase II activities with real estate group.

Participated in Due Diligence team activities to support acquisitions and divestitures.

**Senior Project Manager, The Innovative Environmental Group, Latrobe, PA, 1999 to December 2000.**

Team leader/member with a number of National Specialty Metals, Steel, Plastics and Semiconductor Companies on Total Facility Environmental Compliance Projects working toward Environmental Management Systems and ISO 14000. In addition, managed the consulting group staff with oversight on RCRA Corrective Action and CERCLA Remedial Projects, Brownfield Development Projects, Compliance Auditing, Real Estate Property Assessments, Facility Decommissioning and all projects with Governmental or Legal Oversight. Working with the Water Division of the Innovative Group in developing water treatment systems for the specialty metals and wastewater treatment industries.

**USX Corporation**

**Marathon Oil**

**Health, Environment & Safety Professional – Corporate Policy & Analysis Group– Findlay, OH, 1998 to January 1999.**

Subject matter expert with Marathon Operating Units, The American Petroleum Institute and the Marathon Congressional Lobby Group on RCRA, CERCLA, Environmental Justice, Children’s Health and related Risk Assessment, and Community Outreach Projects. Served on an internal Marathon Oil special projects committee that designed the HES public, community and government relations programs, presentations and literature.

**US Steel**

**Environmental Engineer – Corporate Environmental Affairs - 600 Grant Street, Pittsburgh, PA, 1996 to 1998.**

Member of the project management group. Negotiated and managed the remediation of Legacy properties that were subject to governmental and judicial review and regulation under RCRA/Corrective Action, CERCLA/Superfund, Brownfield Legislation, Voluntary Clean-Up Programs and/or Third Party Litigation. Using technology developed through the Research, Technology and Development Forum, we saved US Steel approximately, 2.2 Million Dollars on a Remediation Program. In addition, participated in the negotiation and sale of a former USS Plate Mill for a net gain of 33 Million Dollars. Other projects included Environmental Assessments of Properties/Liability Issues in anticipation of purchase or sale, Permitting Issues and the Internal Environmental Audit Program, which monitored USS facilities internally for environmental regulatory compliance.

**Environmental Crimes Litigation Coordinator, United States Attorney's Office, Department of Justice, Environmental Crimes Section, Acumenics Research and Technologies, St. Croix, US Virgin Islands, 1993 to 1995.**

Working through Acumenics Research and Technologies, assisted in the initiation and implemented the first comprehensive environmental program in the US Virgin Islands, which included initiation of investigations with various law enforcement agencies including the EPA – Criminal Investigation Division, the FBI – Environmental Enforcement Division, the United States Coast Guard – Special Investigations Division, the U.S. Marshals Office and the U.S. Department of State. One investigation resulted in the first successful Federal indictment and conviction of one individual and two corporations under violations of the Clean Water Act, the Ocean Dumping Act, and the Rivers and Harbors Act, in the US Virgin Islands for among other things, illegal dumping of radioactive waste into the ocean for which myself and our team received a personal commendation from Attorney General Janet Reno.

**Other Legal Experience**

Consultant – Toxic Tort Litigation – Dibromochloropropane Exposure; Alton, Rhea & Hart, Dominican Republic, St. Vincent Caribbean, 1993.

Consultant – Environmental Justice Project – Toxic Tort Litigation; Joel Holt, Esquire, St. Croix, U.S. Virgin Islands, 1993.

Law Clerk – Toxic Tort Litigation; Caroselli, Spagnolli & Beachler, Pittsburgh, PA, 1989 to 1990.

Legal Assistant – CERCLA Toxic Tort Litigation; Kirkpatrick & Lockhart, Pittsburgh, PA, 1987 to 1988.

**Other Experience**

Peace Corps, Central African Republic, 1986.

Research Assistant, Department of Biology, Molecular Biology/Genetics Division, Texas A&M University, College Station, TX, 1984 to 1986.

**Languages**

Spanish – Conversational

French – Basic Conversational

**Specialized Training**

HAZWOPER – 40-Hour Certification

USDOT –IATA – IMDG – Certifications

US Environmental Auditor – Certification

Quality Auditor - Certification

## **Publications**

“Managing Your Global EHS Programs Using an Effective Lean EHS Information Management System” – 2003’

Paper # 70154 – Global Air & Waste Management Symposium

Michelle McGregor

Kennametal, Inc

1600 Technology Way

## **Professional Affiliations**

Pennsylvania Environmental Council – Board Member – 2001-to Present

National Association of Manufacturers – 1999-present

ICAAMC – International Compressors Association – 2008 to Present

HSE Committee Chair

ITIA – International Tungsten Group

Currents Connecting Cultures – Founder 2003-2005

Air and Waste Management Group Member – 1997 to Present

## **References**

Available upon request.