



July 6, 2023

VIA EMAIL

National Association for Environmental, Health, Safety and Sustainability Management
1612 K St. NW, Suite 1002
Washington, D.C. 20006

**RE: Allan Fernandes, ARAMARK VP – Global Safety and Risk Control
NAEM – Nomination for Lifetime Achievement Award**

To Whom it May Concern:

I am writing to enthusiastically nominate my colleague Allan Fernandes for consideration for NAEM's Lifetime Achievement Award. I have known Allan for over 25 years and had the privilege of working closely with him at two organizations where we were engaged in enterprise level safety and environmental transformation initiatives. Initially at PECO Energy/ Exelon and later at ARAMARK where I was responsible for functional team leadership of the EH&S and risk control organizations, I actively recruited Allan to be part of my team. I ultimately went on to progressive leadership experiences at three other distributed services organizations where I was responsible for creating Centers of Excellence and managed multiple operational support functions. I have worked with numerous subject matter experts and talented technical professionals to create new capabilities, processes and systems to drive growth, reduce costs and mitigate risk. When I look back across my 30-year career, Allan Fernandes stands alone as one of the most influential and dynamic professionals that I have ever worked with. Simply put, he sets the bar for team leadership, technical competence, professionalism, innovation and integrity. While Allan reported to me for most of the time we worked together, I am certain that I learned more from him than he ever learned from me. His performance was exemplary and consistently exceeded any reasonable expectation. We have not worked together for a several years but by way of example only and in consideration of his nomination for the lifetime achievement award, I would like to share a few highlights from our time together.

I first worked with Allan at PECO Energy where I recruited him from the company's Corporate Environmental Affairs division to the Distribution Company's environmental team to take over the leadership of the Manufactured Gas Plant (MGP) remediation program. Within a few months of taking over PECO's program, our company merged with Commonwealth Edison (ComEd) to form Exelon, the nations largest electric and gas distribution company. Allan played a key role in the integration of the EH&S team of over 50 EHS professionals and ultimately took over the MGP remediation program for both ComEd and PECO. With this expanded role, Allan inherited one of the largest and most complex and unique MGP remediation site in the US, Barrie Park in Oak Park, Illinois. At the time, this project was covered extensively by local media and had become a public relations fiasco for ComEd. The former

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MGP site was a present-day town park and playground surrounded by dozens of homes in a desirable, upscale Chicago suburb. When Allan got engaged in the project, it was stalled mainly due to complexities associated with all the stakeholders involved that had divergent interests. Allan was able to quickly assess the situation, spend time listening to all the constituents to understand all points of view, develop a revised remediation strategy that unified the Village of Oak Park, the Park District, Illinois EPA and utility leadership which had been at odds with each other for over a year. The successful \$100M project involved removal of over 350,000 tons of contaminated soil, remediation of numerous homes and the construction of a new park and playground for the community. Where previous leaders had failed, Allan succeeded through professionalism, empathy, reciprocity and trust building. His approach to public relations on this project could be used as a model for any complex remediation project today.

In 2006, I left Exelon to pursue a unique opportunity at ARAMARK that at the time was faced with a rapidly escalating workers compensation loss picture of over \$100M annually that significantly impacted the company's profitability. A senior executive steering team sponsored by the company's CEO and CFO developed and approved a plan to establish a center-led team to build a safety and risk control strategy and structure to change the trajectory on safety results and workers compensation exposure. For context, it is important to note that this was the first center-led initiative that ARAMARK ever initiated and there was zero safety culture within the organization. This situation was a change management challenge on steroids.

To attack the challenge, we brought in a diverse group of EH&S professionals from across multiple high hazard industries, which from a scope perspective involved 9 domestic lines of business that operated autonomously and 23 international country operations encompassing \$12B in revenue. With a challenge this large, I knew that Allan Fernandes would be a perfect fit to help us build the strategy and change plan to impact results, thus he was one of the first people we recruited. He was an influential thought partner to me in the early days of establishing a foundational safety and risk control management system and later took on a specialized role in support of the international division where he engaged all our country operations in a true global strategy. Over the course of 2 years, Allan literally traveled the globe, spent time touring operations with leadership teams, listened and learned, built relationships based on mutual respect and trust, and single handedly united the whole organization.

Also during this time, Allan spearheaded ARAMARK's risk control support plan for the 2008 Beijing Olympic Games. This was the first time in company history that a risk control team was on the ground supporting local operations during the Games. Allan developed an innovative approach to risk assessment to ensure the safety of the supply chain, and also a unique visual based approach to employee training that was language agnostic due to workers coming from all over the globe. With food safety and hygiene as the biggest focus and risk to control, under Allan's leadership ARAMARK's operations were highly successful, serving over 2 million meals in 2 weeks without incident.

ARAMARK's safety journey has been well documented over the years and resulted in receipt of the 2009 Teddy Roosevelt Workers Comp Award, and our Global Risk Manager, Debbie Rodgers winning the Risk Manager of the Year in 2010 from Risk and Insurance Magazine. Simply put, these and other accolades would not have been possible without Allan's contributions as his fingerprints are all over the



outstanding culture of care that has been built at ARAMARK on a global level resulting in tens of millions of dollars saved and positively impacting the lives of countless employees.

While Allan has a long list of professional achievements, what is most impressive is who he is as a person and leader. I have had the opportunity in my career to build numerous teams and work with accomplished technical professionals, but what truly moves the needle in any organization is the ability to align and mobilize people towards a common vision and goal and that is where Allan truly excels. If I had to boil leadership down and describe what it is in one word, it is influence. Because of his credibility, humility, belief in the power of diversity and ability to win others over, Allan is without a doubt one of the best influencers that I have ever been around. Notably, he has also used these talents to open the door for his team and has an outstanding track record for advancing the careers of those that he has worked with over the years. There is a great quote I have always liked that “you are not a leader till you produce a leader who produces another leader”. If you judged Allan’s career with this quote as a benchmark, I believe he would stand head and shoulders above his peers.

Thank you for your consideration of Allan Fernandes for the Lifetime Achievement Award. When I think about the legacy he leaves of professional accomplishments, advancing the profession through development of his people and contribution to the community I can’t think of anyone who is more deserving.

Respectfully,

Ken Bowman

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