

D4 Integrated HS&E Process for continuous improvement

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Abstract

- Human Safety & Environment is a company value
From Company Value to Strategy and Culture with clear Commitment, Policy and Strategy
- Integrated Process for Continuous Improvement
Recognising three different improvement phases to sustain top commitment, from Plan & Equipment, System & Procedure and People's Behaviour & Involvement

Integrated Health, Safety & Environment Process for Continuous Improvement

David S W Tjong
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at SAFERA Symposium, Berlin
11th March 2014

Topics:

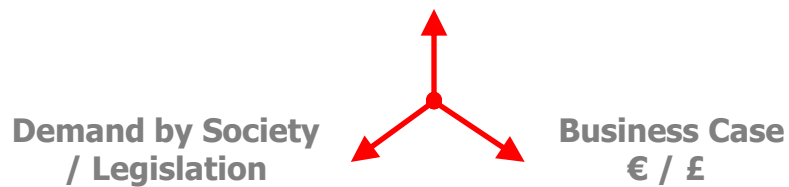
- **HS&E is a Company Value**
From Company Shared Value to Strategy and Culture with clear Commitment, Policy and Strategy
- **Integrated Process for Continuous Improvement**
Recognizing three different improvement phases to sustain top commitment, from Plant & Equipment, System & Procedure and People's Behaviour & Involvement



- ✓ Privately Owned company since November 1, 2007
- ✓ 100% focus on bathroom solutions
- ✓ Operations and sales offices in more than 20 countries
- ✓ 8,000 employees + JV
- ✓ Governed by Board of Directors

Health, Safety & Environment

Moral / Ethic



HS&E is a Core Value

The Smart Sustainable Operating Model

OUR VISION

We will bring the digital age into the bathroom, creating a life space for pleasure and relaxation.

OUR MISSION

- > We will be the preferred bathroom solutions provider for consumers and trade partners, and we will grow our business by offering meaningful innovation and design.
- > We will achieve success through strong teamwork, using the best technologies and driving operational excellence in everything we do.
- > We will be the recognized leader, creating outstanding value for our people, consumers, trade partners and share owners.

OUR SHARED VALUES

- > Teamwork
- > Respect & Integrity
- > Commitment
- > Drive for Innovation
- > Operational Excellence
- > Care for Our Wellbeing

Safety commitment

June 2010

Building Ideal Standard International to be the best place to work by creating, together, a safe and healthy workplace.

This will be achieved by:

- Creating individual ownership and responsibility;
- Building a process focused on prevention of injuries and illnesses; and
- Integrating safety and health into all business activities and processes.

Safety principles

We strive to prevent all incidents which may lead to injuries and illnesses.

We expect and require all employees to work safely.

Working safely is a condition of employment.

Leadership must create and support the environment to prevent all injuries and illnesses by:

- Providing a safe and healthy work environment;
- Training all employees;
- Immediately reporting, investigating and resolving all unsafe conditions and acts; and
- Regarding safety as a business value, and equal to production, quality and cost control.

David Hamill
David Hamill
Chairman
Ideal Standard International

Environmental Policy

June 2010

Ideal Standard International will operate its business activities in an environmentally responsible manner and with due regard to our neighbors, employees, customers and the communities in which we operate.

As a minimum, Ideal Standard International requires all business units to be in compliance with applicable national, state, provincial and local laws and regulations, and to any other standard to which the Company subscribes. We aim to prevent pollution and to continually improve our environmental performance for long term protection of the environment.

In addition, we will:

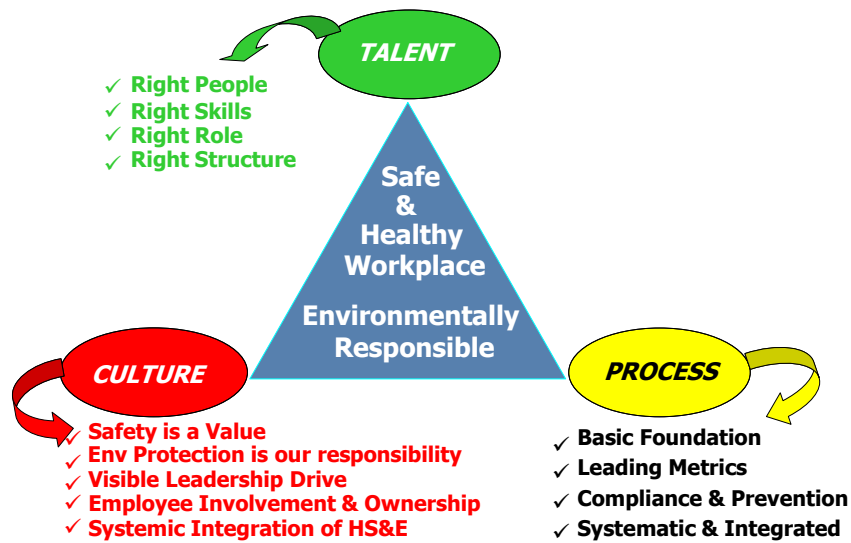
- Communicate honestly and openly with our stakeholders about the nature of our operations and products and their relationship to the environment;
- Design products, processes and operating facilities which aim to conserve resources and energy and minimise waste emissions to air, water and land and use of hazardous materials;
- Require business units to set aggressive and achievable environmental goals; and establish and maintain clear environmental metrics to be reported centrally at regular intervals;
- Provide awareness training for all employees, as well as specific training relevant to individual responsibilities;
- Integrate environmental protection into all of our activities and processes, with an objective to implement and maintain an Environmental Management System compatible with the International Standard ISO 14001 within each of our business units;
- Regularly review the Policy to ensure it continues to be appropriate to Ideal Standard business activities;
- Audit our facilities regularly to ensure compliance at all time with local legal requirements;

Business / Facility Leaders are responsible for the overall implementation of this Policy and for ensuring adequate resources are deployed for effective management and continuous improvement of environmental performance. The leadership teams at all our facilities are responsible for ensuring that our environmental standards are shared with each employee and maintained throughout our facilities.

Implementation of this Policy is a primary management objective and the responsibility of every employee.

David Hamill
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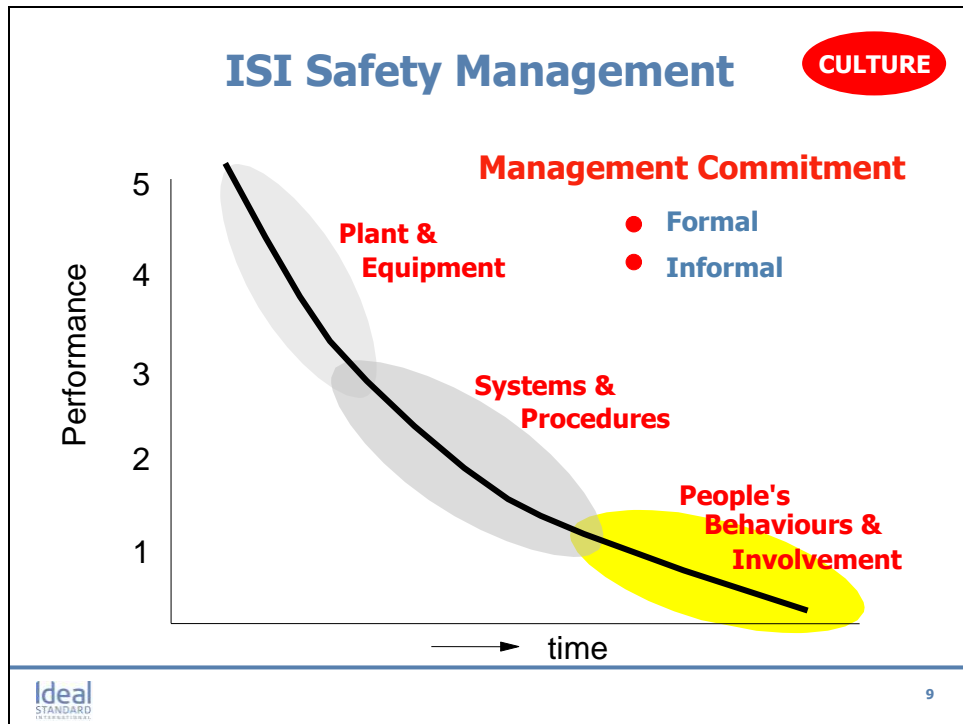
Our Health, Safety & Environment Strategy



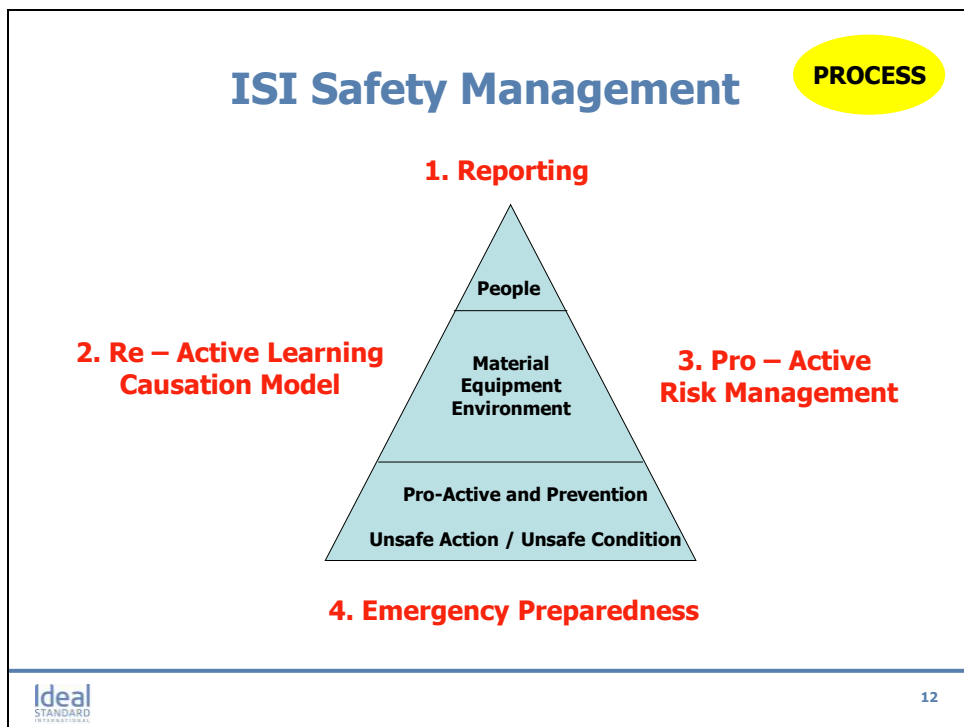
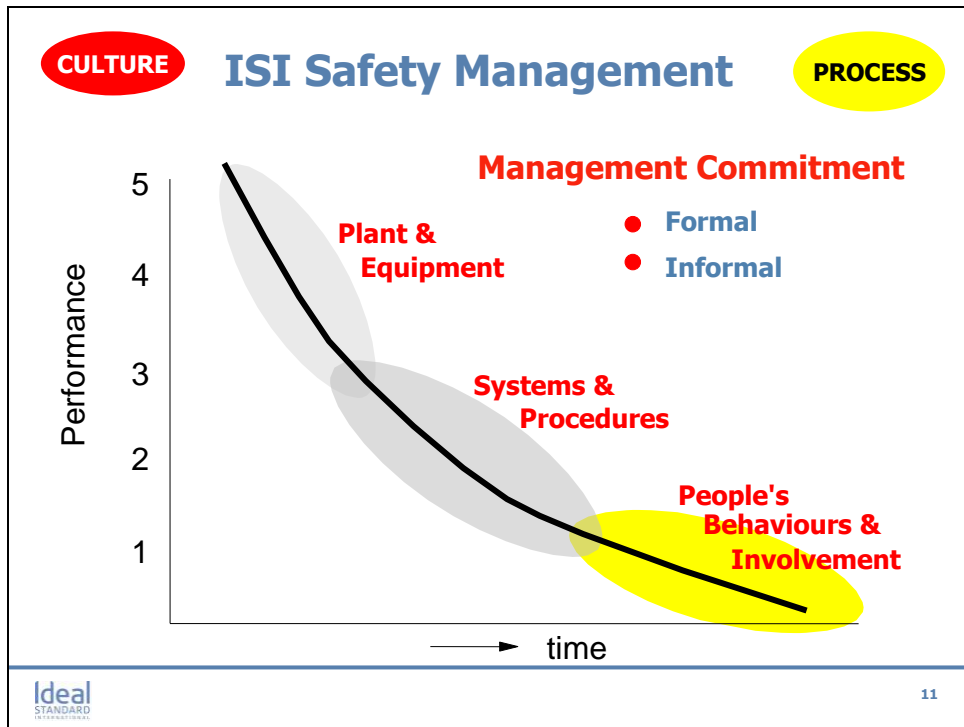
CULTURE

Basic Elements of Safety Culture

- All individuals within the organisation believe they have the right to a safe and healthy workplace
- Each person accepts personal responsibility for ensuring his or her own safety and health
- Everyone believes he or she has a duty to protect the safety and health of others
- Critical safety rules are established, communicated and consistently enforced



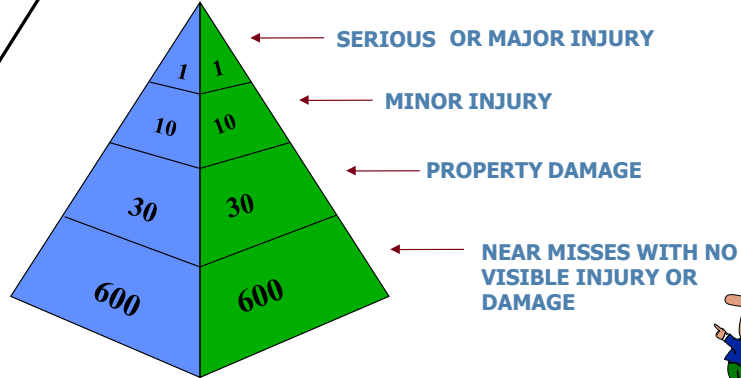
- ## Culture Critical X's CULTURE
- ❑ HS&E in CEO Monthly Leadership Call
 - ❑ HS&E integrated in AOP processes
 - ❑ Quarterly meetings with Management VPs
 - ❑ Monthly meetings & Audits with Site Leadership
 - ❑ Effective HS&E communications at all levels
 - ✓ Half yearly letters
 - ✓ Skip level meetings
 - ❑ 24 hrs Accident Reporting to CEO
 - ❑ Accident Review with VP Operation, Operation Director, Plant Manager & HS&E
 - ❑ Track Leading Indicators (& Trailing Indicators)
 - ❑ Rewards & Recognitions
- 10
- Ideal STANDARD INTERNATIONAL



ISI Safety Management

PROCESS

1. Reporting



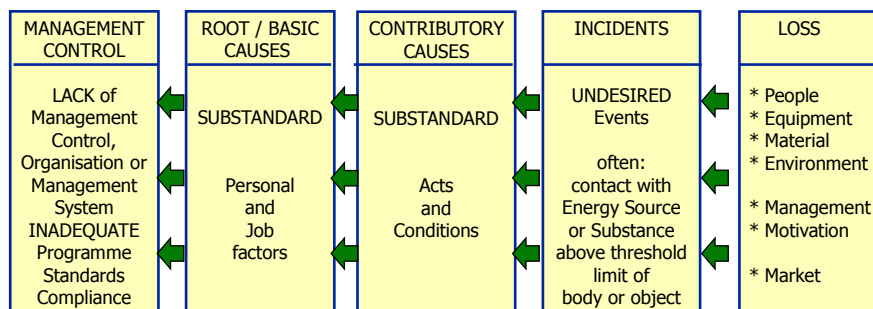
Heinrich / Bird's Pyramid

ISI Safety Management

PROCESS

2. Re – Active Learning

Loss Causation Model



ISI Safety Management

Root Cause Analysis Tool



- Fishbone (Ishikawa) Diagram
- Five "WHY" Technique / Causation Model
- Utilise the Root Cause chart to identify personal / job factors and specific underlying root cause
- Link causes to the Maturity Path and Management System Element

ISI Safety Management

3. Pro – Active Risk Management

- Identification of hazards & those at risk
- Evaluating & prioritizing risks
- Identify risk control action
- Implement risk control action
- Monitoring & reviewing

Types of Risk Assessment:

- Risk Inventory & Evaluation (RIE) – High Level dept or plant based
- Task Hazard Analysis / Safety FMEA – Task based
- 2 seconds Risk Assessment (Stop, Think & Act)

ISI Safety Management

4. Emergency Preparedness

Emergency Plan

- Organisation & Responsibility
- Documentation

Communication & Training

- Emergency Drills

Crisis Management

Choose the Right Process

□ Safety Audit / Inspections

Formal or informal reviews of a particular area or process, done on a frequent basis by location personnel

□ HS&E Compliance Audits

Formal business level compliance reviews of an entire location done every 3 years by independent auditors

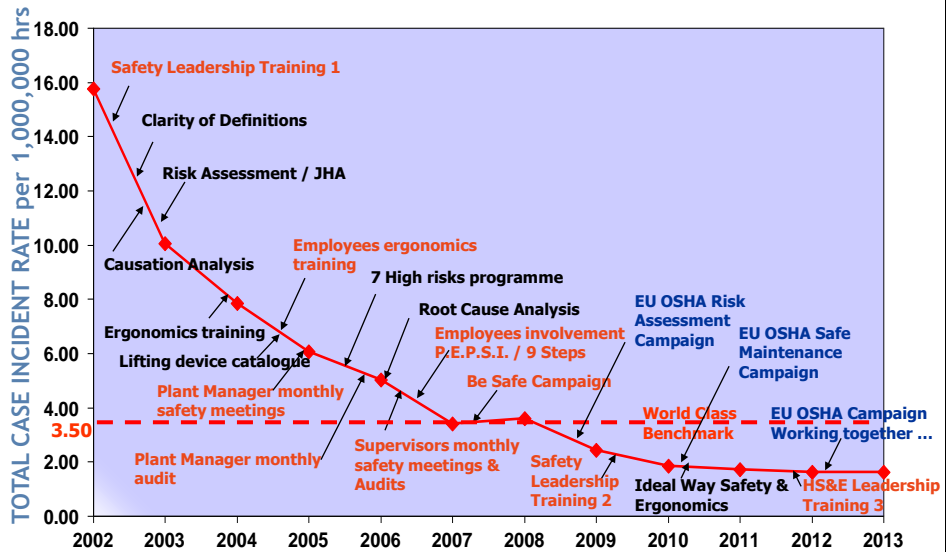
□ Managements Systems Review

Formal document reviews and employee interviews around the various systems which support the HS&E processes at a location

Talent Development

- ❑ Our people are our greatest resource
- ❑ HS&E professionals should be provided with formal and information opportunities for development (PMP;PDP)
- ❑ Develop technical proficiency and leadership skills
- ❑ Work to identify developmental opportunities both inside and outside the HS&E discipline
- ❑ Partner with Human Resources to make it happen

SAFETY IMPROVEMENT & KEY ACTIONS



Thank You,