

Utilizing Safety Excellence As a Platform for Global Organizational Excellence

International Labour Office (ILO) - Global Labor Facts

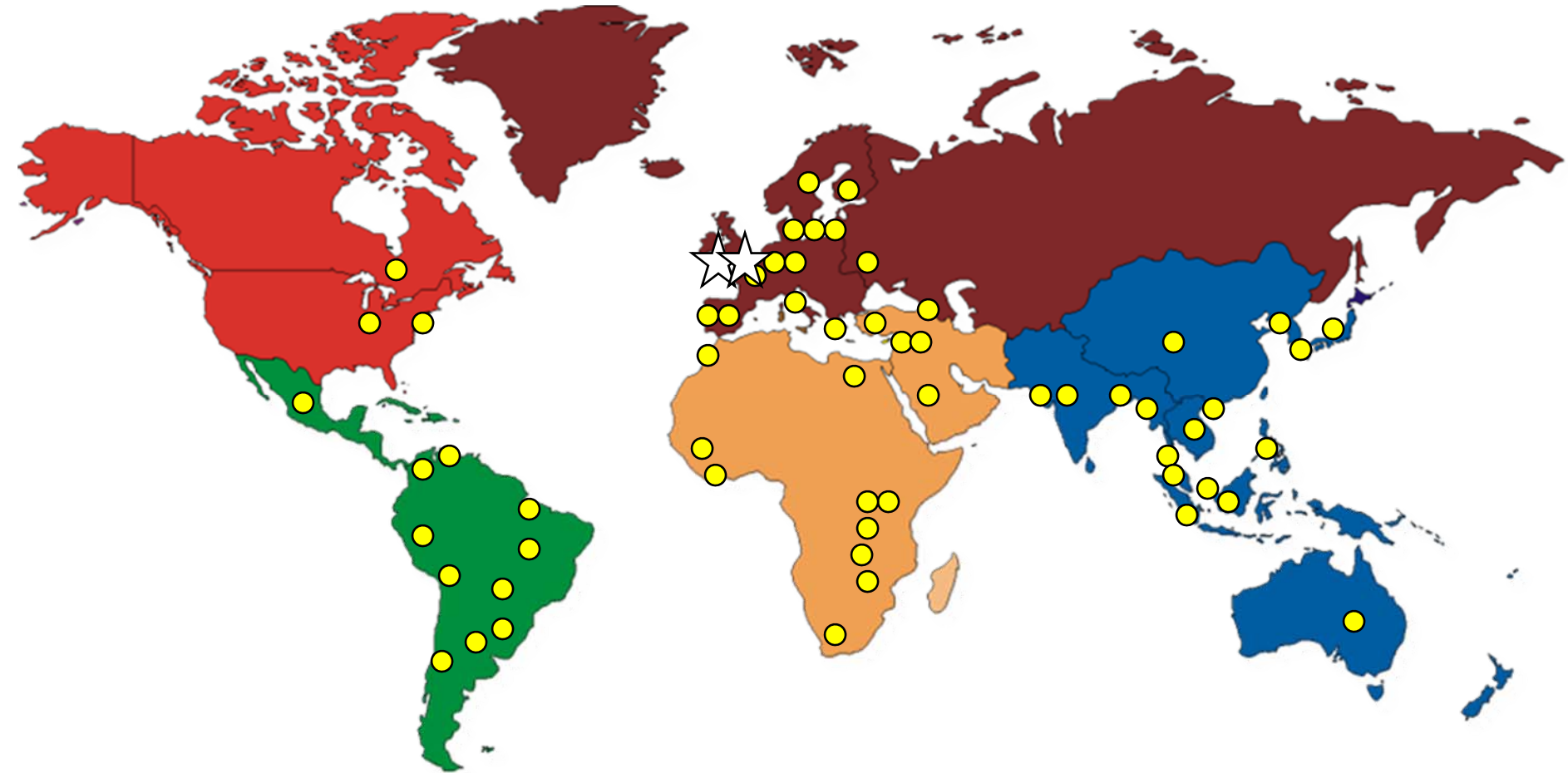
- Global Workforce - 2.8 billion people
- Global work related fatalities - 2.2 million
- Global Occupational accidents - 270 million
- Global work related diseases - 160 million
- Lost GDP in accidents/diseases - 4%
- Child workers - 246 million

International Labour Office (ILO) - Global Labor Facts

- Globally 5,000 people a day or 1 every 15 seconds die from work related incidents
- Annually work related fatalities kill more people than all the worlds wars
- Globally drugs, violence, stress, smoking in the workplace are on the rise
- Serious incidents are on the increase particularly in LATAM and China while there has been a slight decrease in India



Multi National - Multi Local



It's a Shared World & A Shared Responsibility



Safety Excellence Takes Teamwork



Some Basic Truths

- No one wants to get hurt
- No one wants to see others hurt
- Systems and rules (agreements) are needed
- We can accomplish more together
- What gets measured gets done

Safety Performance

Accident
Rate

5

4

3

2

1

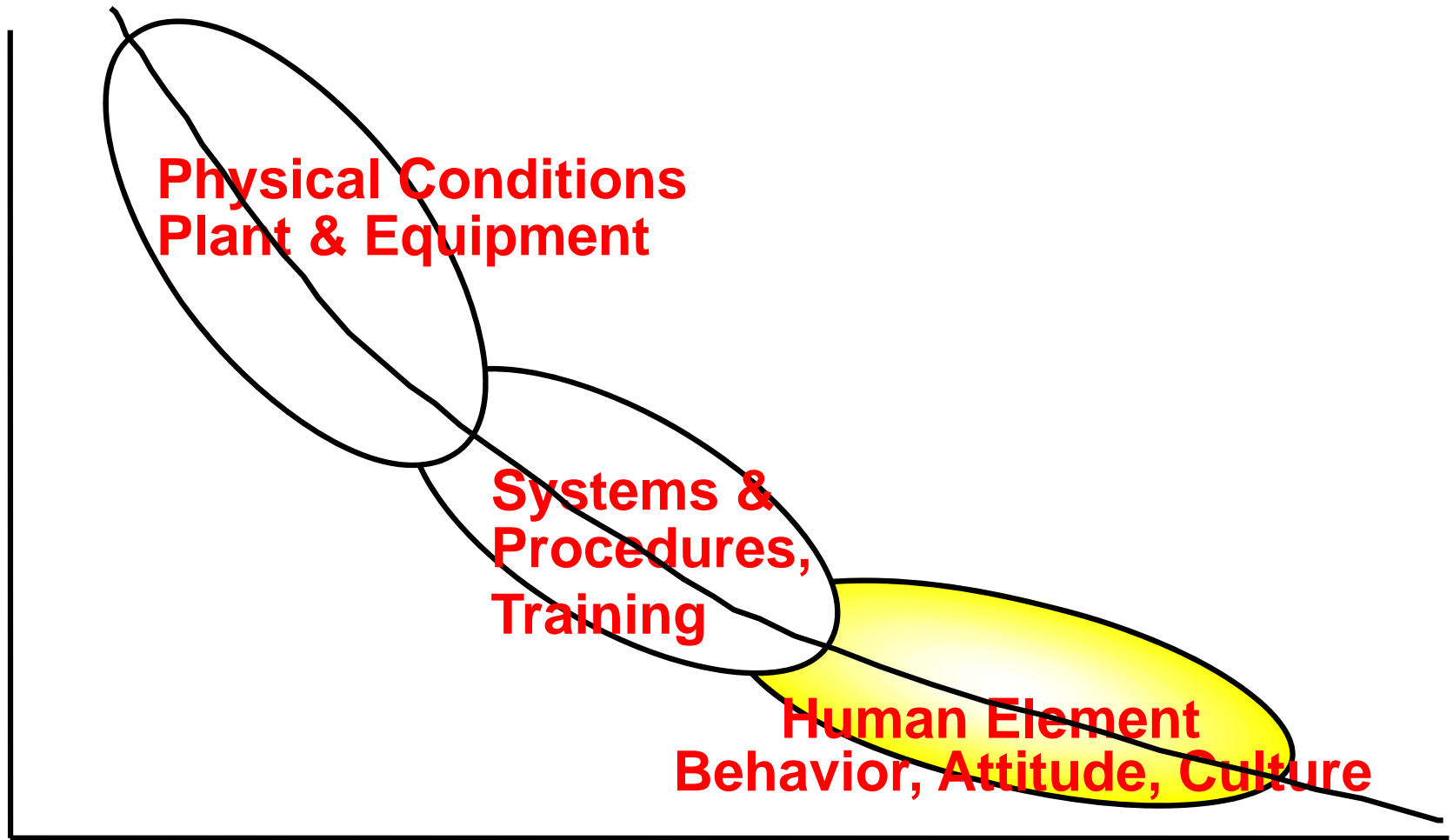
**Physical Conditions
Plant & Equipment**

**Systems &
Procedures,
Training**

**Human Element
Behavior, Attitude, Culture**

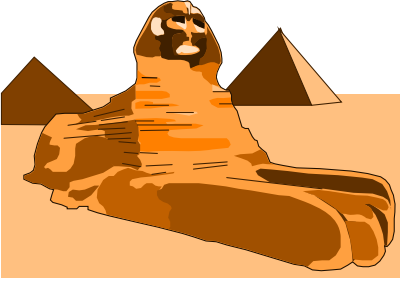


time



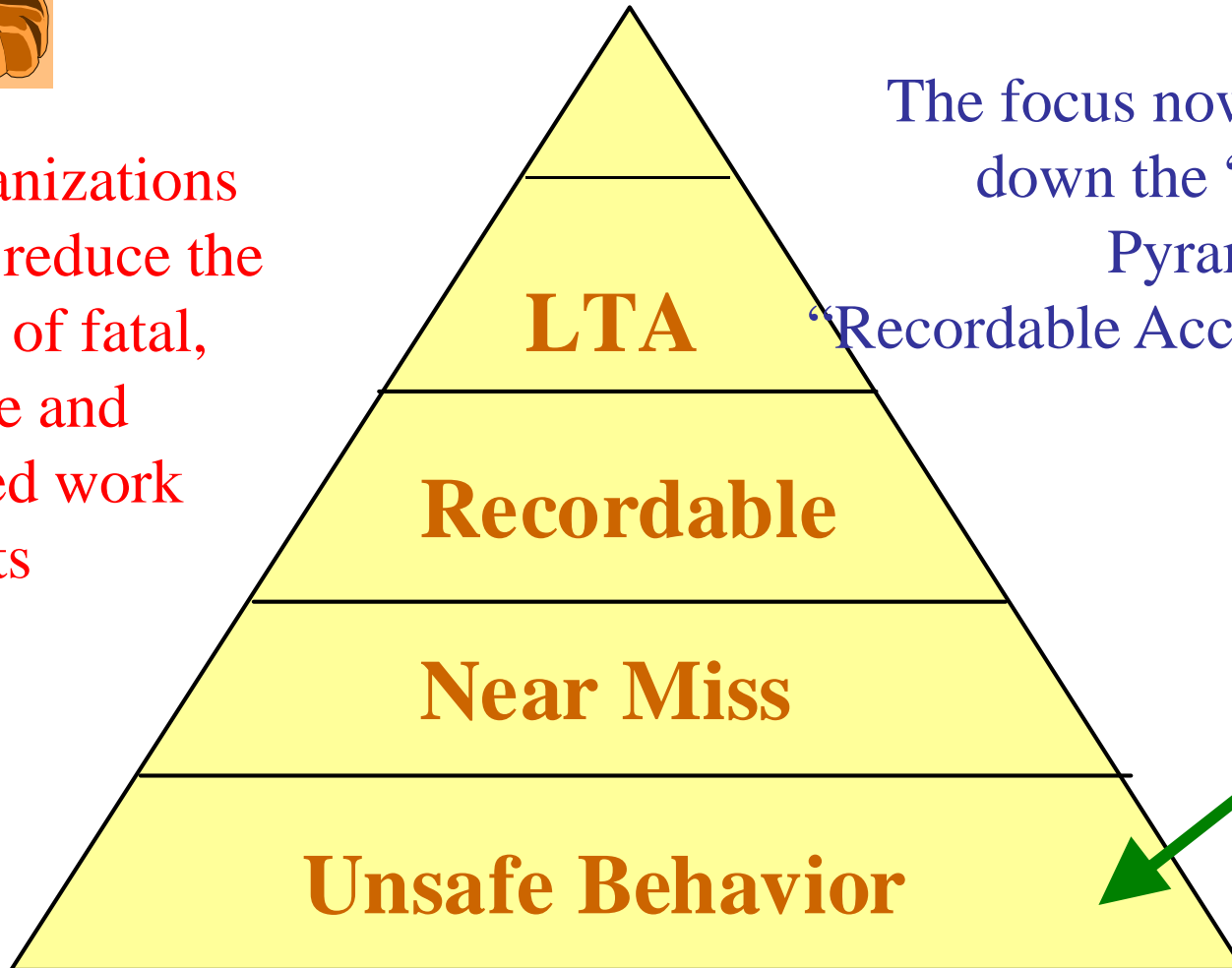
Advancing Safety Globally

- Clearly Communicated Vision and Mission
- Integrated SHE Management System
- Balanced Score Cards
- Mind Mapping Tools
- SHE Loss Trees
- Road Traffic Safety Focus
- Alignment with Overall Global Business Strategy



THE SAFETY PYRAMID

All organizations need to reduce the number of fatal, lost time and restricted work incidents



The focus now shifts down the “Safety Pyramid” to “Recordable Accidents”

Identifying and eliminating “at risk” behaviors must be addressed before we can truly move towards world class

Safety, Health & Environmental

Mission

The safety and health of our employees, contract workers, visitors, neighbors, customers and consumers, and the conduct of our business in an environmentally-responsible way are basic values of the Company. We will operate in a way that:

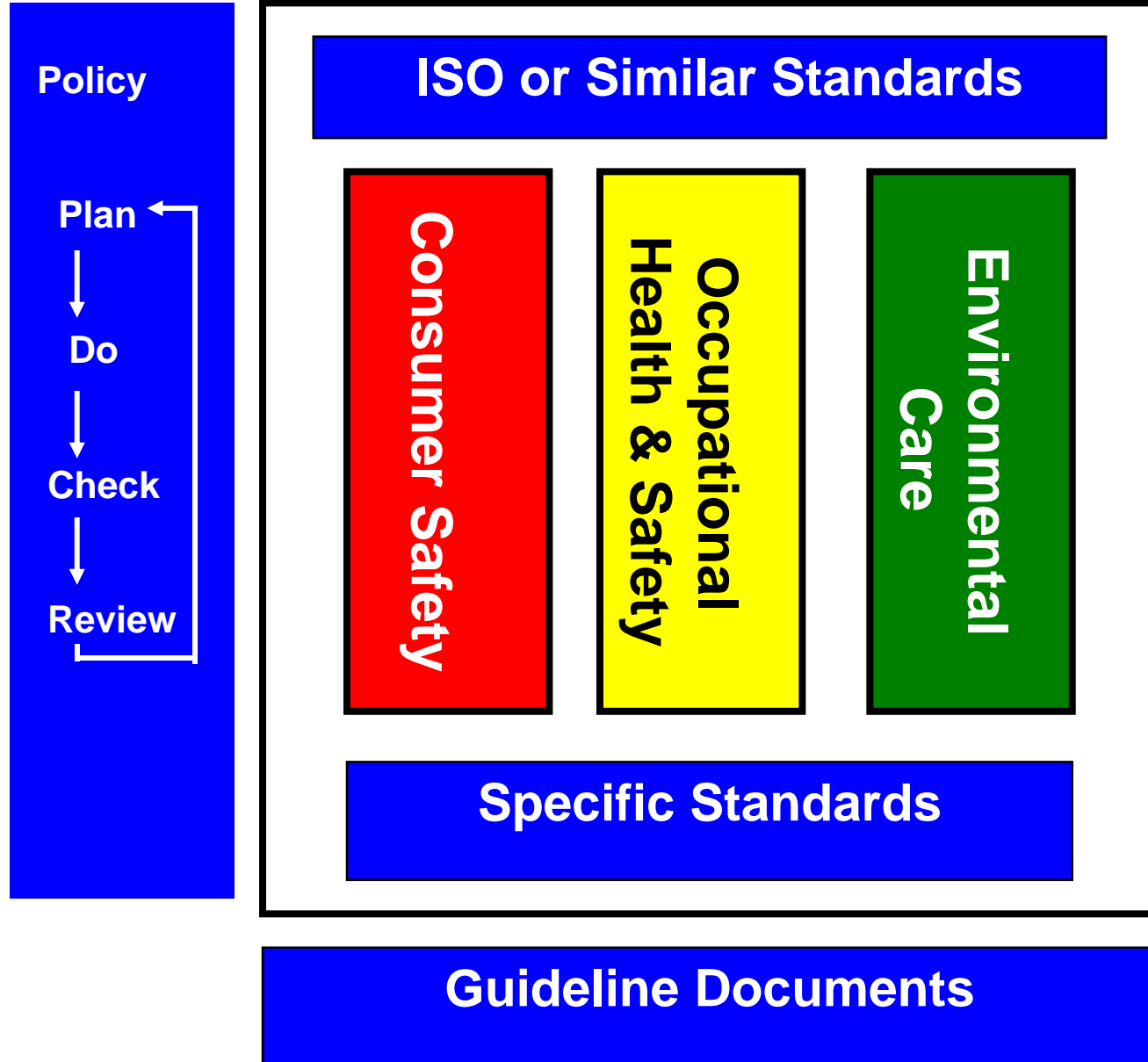
- continuously improves our safety, health, and environmental performance;
- integrates safety, health, and environmental concerns into our business strategy;
- promotes the culture of no accidents and no environmental incidents;
- recognizes that each of us has responsibility for achieving safety, health, and environmental excellence; and
- identifies and provides resources to accomplish safety, health, and environmental objectives

Guiding Principles

The company will operate according to the following principles and beliefs in order to accomplish its Safety, Health, and Environmental Mission:

- all work must be done safety and in an environmentally-responsible manner;
- occupational injuries and illnesses, environmental incidents, and other losses are avoidable;
- occupational safety and health, and environmental protection are fundamental responsibilities for each of us;
- we will only market products which we believe are safe for consumers and the environment; and
- effective safety, health, and environmental performance protects and enhances the brand and Company reputation.

Integrated SHE Management Systems



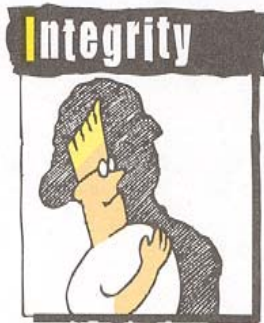
Path to Growth: World Class Supply Chain

Vision - SHE Excellence



← Actively participate and contribute to site, company and industry SHE related teams. i.e., TPM, SHE networks, PSM Standard Team, Forklift Truck Safety, Contractor Safety, Electrical Safety

World Class SHE
Zero Accidents, Zero Environmental Incidents



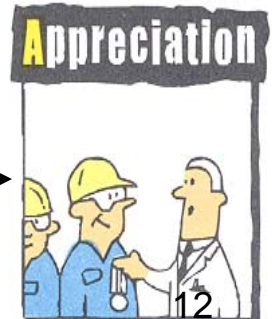
← Self reporting and compliance with Company and Regulatory Reporting Requirements (Positive Assurance, OSHA Recordkeeping, Company Environment & Safety Performance Reports, Water Discharge Monthly Reports, etc.)

Safety and Environmental Standard
Implementation and Regulatory Compliance



← Benchmarking and Best Practice sharing, both internal and external

Company and other Safety and Environmental
Performance Awards, industry recognized
Certifications



Achieving the vision by living the values

WORLD CLASS PERFORMANCE

**ZERO
ACCIDENTS**

**ZERO
WASTE**

**ZERO
DEFECTS**

**ZERO
DOWNTIME**

**HIGH
MORALE**

TRAINING & SKILL DEVELOPMENT

PLANNED MAINTENANCE

AUTONOMOUS MAINTENANCE

EARLY EQUIPMENT MANAGEMENT

FOCUSED IMPROVEMENT

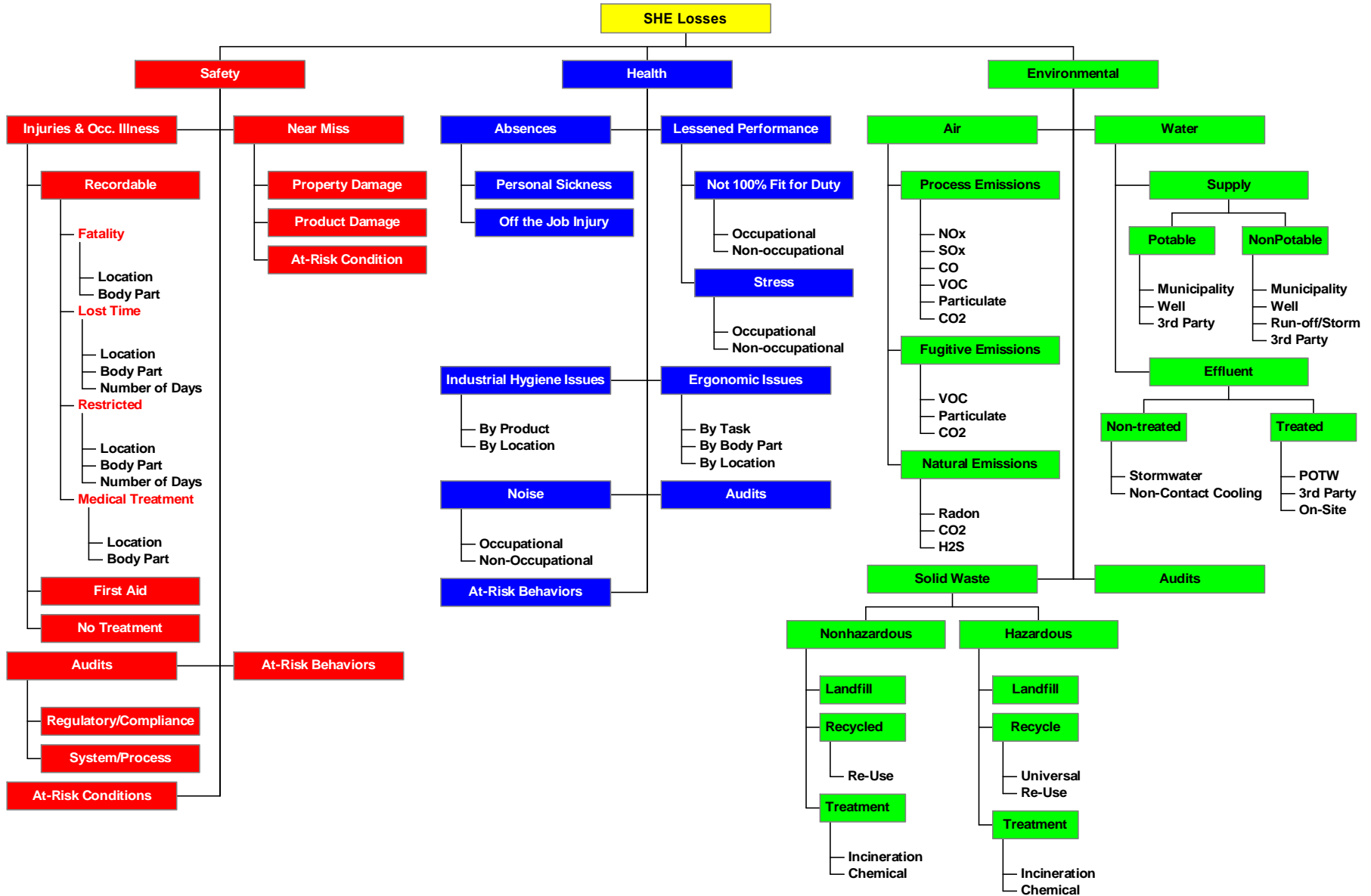
MANUFACTURING SUPPORT

QUALITY SYSTEMS

SAFETY & ENVIRONMENTAL

SAFETY, HEALTH AND ENVIRONMENT

TPM SHE Pillar Loss Tree



What Can You Do To Support Safety Excellence

- Understand the safety hazards of your area
- Be a safety coach in your own area by example
- Promote involvement, celebrate successes
- Develop a sense of urgency around safety
- Make certain your work area is an environment that encourages safe work
- Become a Safety Leader



**“Our chief want is someone who
will inspire us to be what we know
we could be”**

Ralph Waldo Emerson
(1803-1882)

**Leadership is more than being out front
with the plan and authority.....
Leadership is,**

**“Bringing others along with Respect,
Affirmation and Inclusion!”**

**“So What Exactly Is
Global Safety and
Organizational
Excellence?”**

Common Views At “Best Sites”

- **All incidents are preventable**
- **All operating exposures can be controlled**
- **Deficiencies must be corrected promptly**
- **Management is responsible and accountable**
- **Working safely is a condition of employment**
- **Employees must receive adequate training**
- **Off the job safety is important**
- **Employees are the key to success**
- **Good safety is good business**

“VALUES”

VALUES

- **VISION** to look at the safety aspect of your job each and every time
- **ARTICULATE** your support for safety proudly
- **LISTEN** out for the opportunity to educate your family, associates even strangers on the value of safe behavior
- **UTILIZE** your presence as an agent of change to effectively drive home the message of safety excellence
- **ENLIST** a legion of safety supporters each and everyday by walking the talk
- **SEEK** ways to serve the greater good by doing the right thing for safety excellence even if it's not your job and may not be popular

Goal.....

**Zero Accidents,
Zero Incidents**

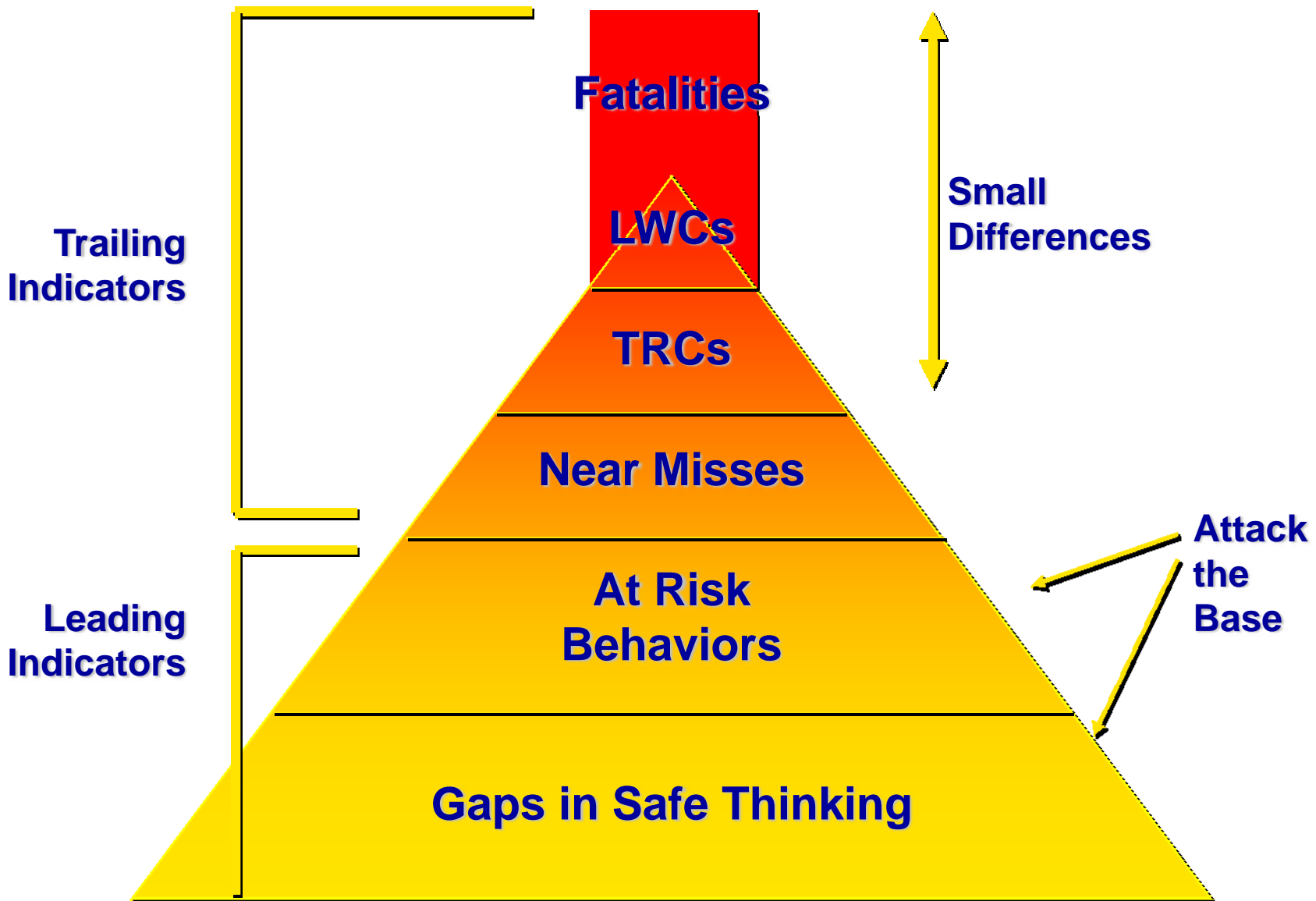
Almost '0' Is Not Good Enough!

99% Safe Means

- **18 unsafe landings at Chicago O'Hare each day!**
- **450 babies dropped at birth each day!**
- **150,000 pieces of mail lost each hour!**
- **180,000 incorrect drug prescriptions each year in the U.S.!**

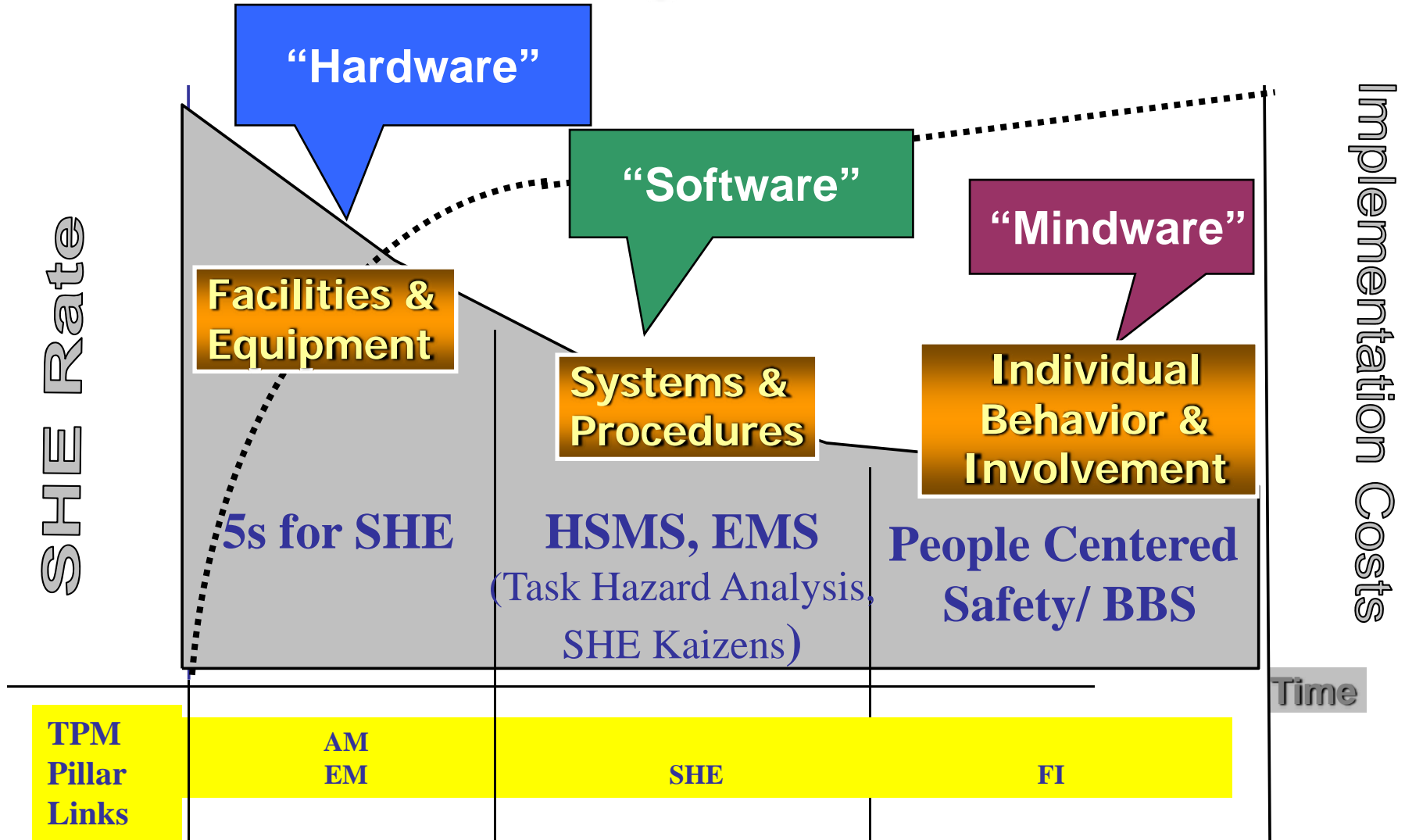
“It’s About **YOU** and It’s
About **Winning** Each and
Everyday”

Measuring Performance





SHE Improvement Plan - Linking SHE & TPM



Implementation Costs

Time

**“The game is scheduled, I’m
supposed to play, so I might as well
win”**

Bill Russell
(Boston Celtics)