

Introduction - 20 years in Safety, Health & Wellbeing (*Workers Compensation*)



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LafargeHolcim

ExxonMobil



bhpbilliton

TESCO

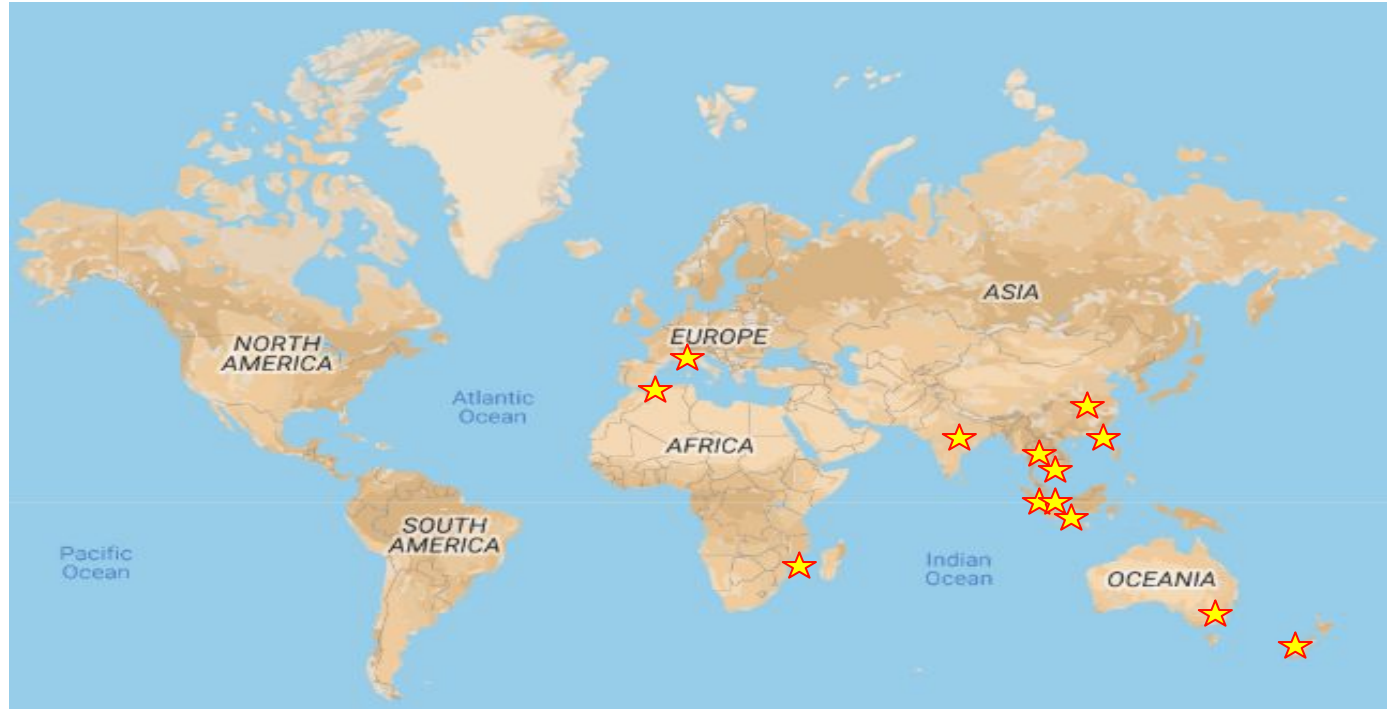


pepsi

TATA STEEL



Unilever



Holcim

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Introduction - 20 years in Safety, Health & Wellbeing (Workers Compensation)



5 Lessons from the Transport Supply Chain Logistics Sector





Statistics and Research

3,414 workers died from 2003 to 2016

39% of worker fatalities were due to a vehicle collision (2003 to 2016)

Face reality and walk towards the tension **zeroHarm**



A landmark 12-year study into the health and wellbeing of Australia's truck drivers has revealed that they have a 13 fold higher risk of dying at work than other Australian workers, making it among the most dangerous occupations in the country.

Truck driving is the most common occupation in male Australians, employing one in every thirty-three male workers in the nation, or approximately 200,000 drivers either for hire or in private fleets. And the industry is growing. The demand for on road freight is expected to double from 2010 to 2030.

Face reality and walk towards the tension **zeroHarm**



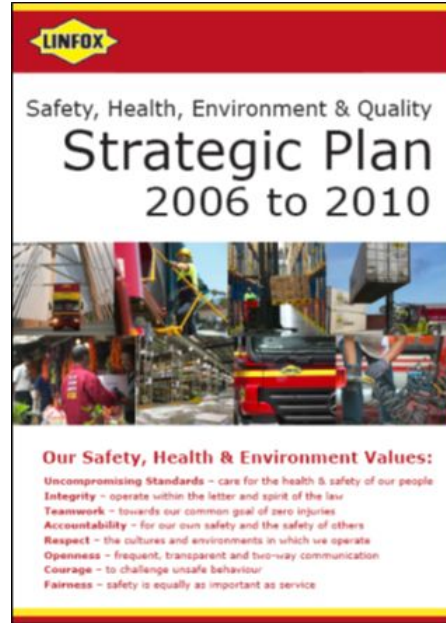
Clear and Simple Strategy

zeroHarm



vision ZERO

- ZERO** Fatalities
- ZERO** Injuries
- ZERO** Motor Vehicle Accidents
- ZERO** Net Environmental Emissions
- ZERO** Tolerance of Unsafe Behaviour & Practices



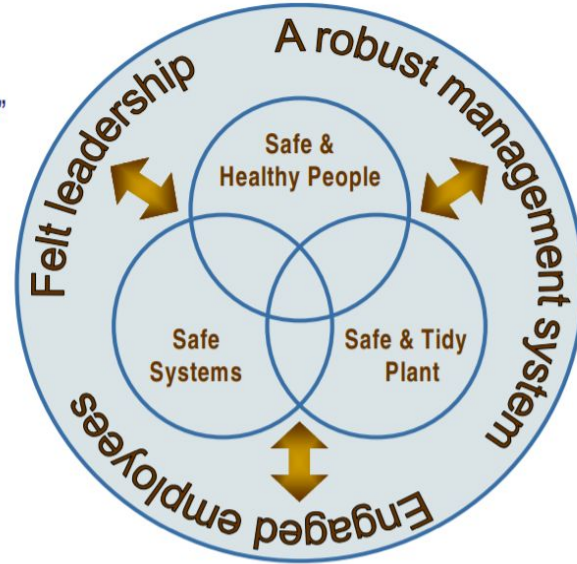


**BLUESCOPE
STEEL**

ZERO HARM

BlueScope Steel OH&S Strategy

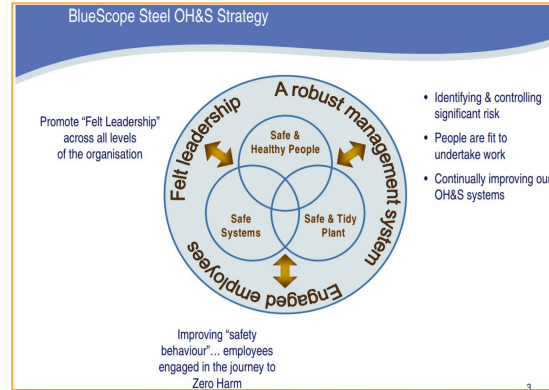
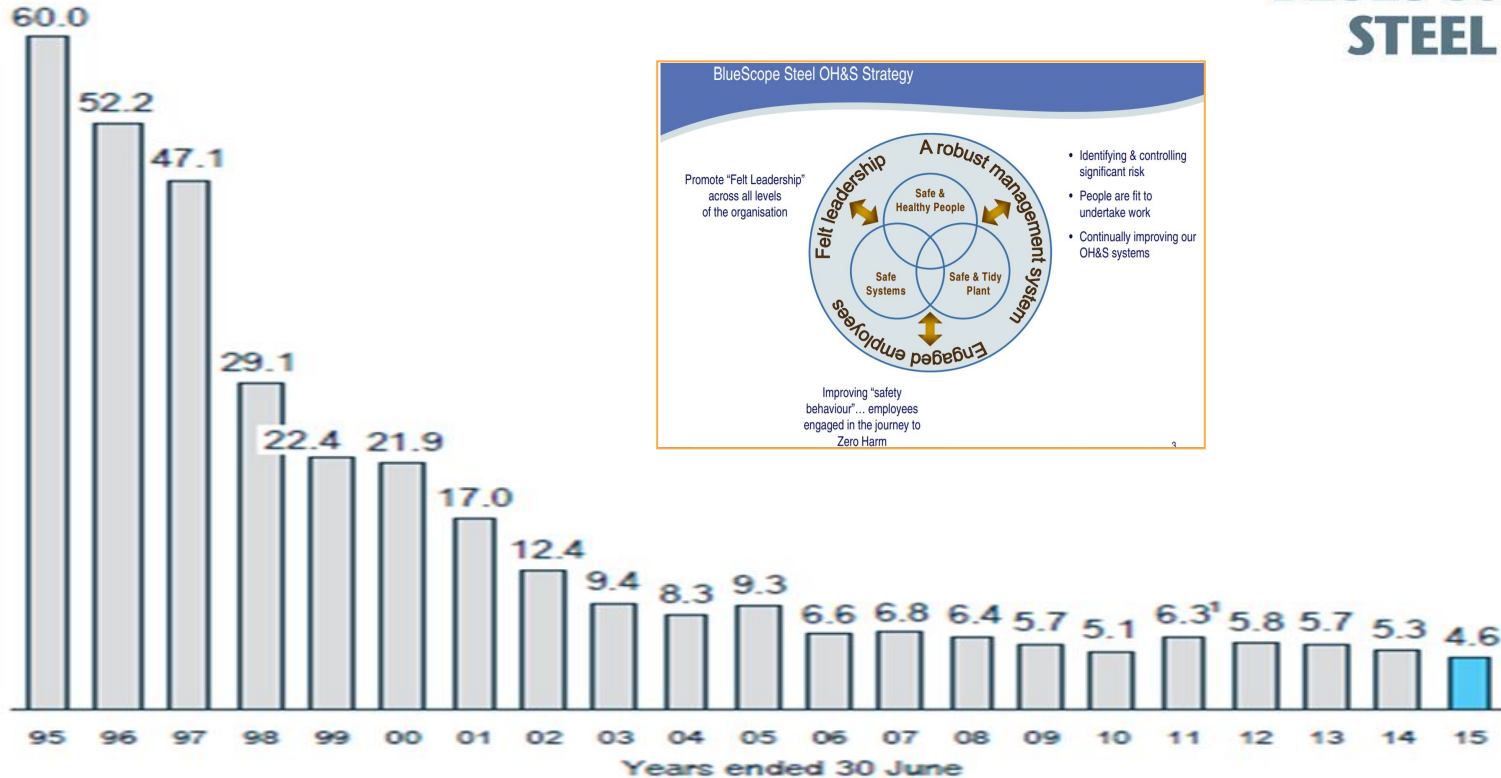
Promote "Felt Leadership"
across all levels
of the organisation



- Identifying & controlling significant risk
- People are fit to undertake work
- Continually improving our OH&S systems

Improving "safety
behaviour"... employees
engaged in the journey to
Zero Harm

Stick to the plan



3

We feel before we think



Feeling

System 1

Limbic system - **Fast**/Automatic

Fight, flight (Amygdala)

Connected to memory and experience bias



Thinking

System 2

Neo cortex - **Slow**

Influenced by system 1

Complex thinking

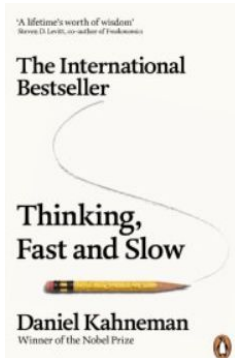


Primitive

Reptilian brain

Survival

Heart rate, oxygen levels



Family, Care, Pride and Trust

Visible leadership/safety culture

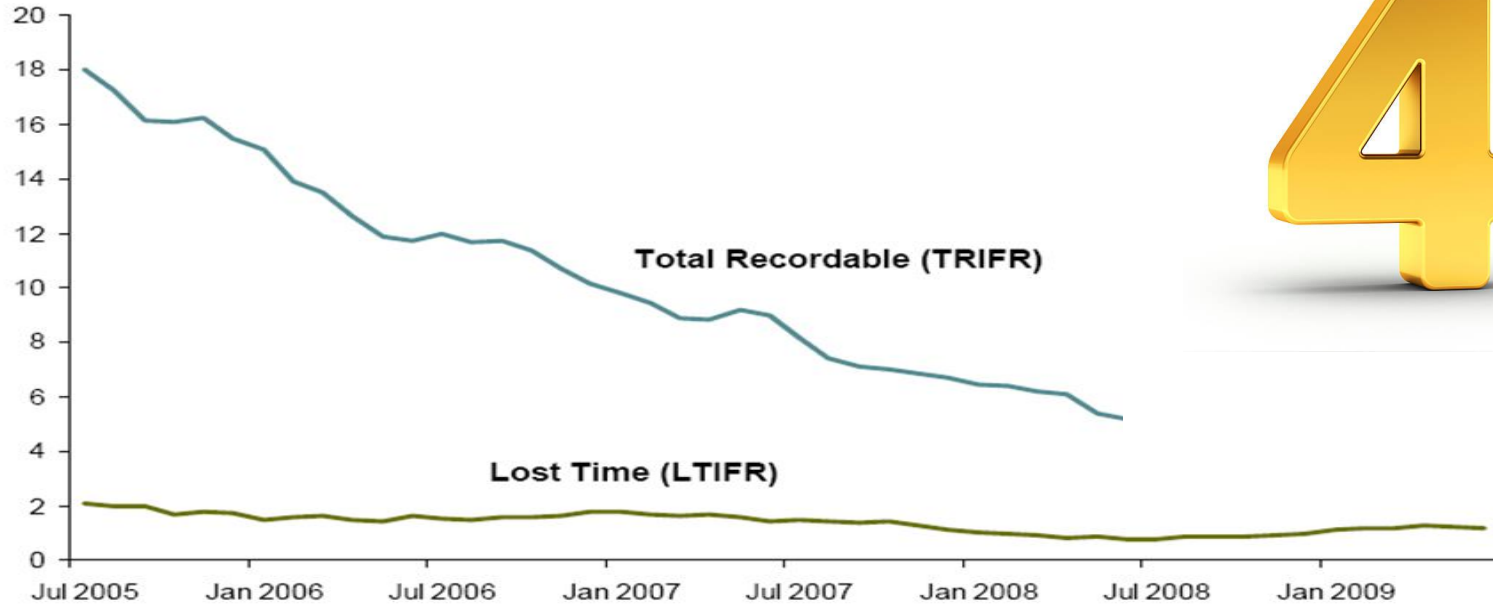


Low frequency rate does not equal low risk

Injury Frequency Rates FY2005-FY2009



Western Australia Iron Ore Injury Frequency Rates



Low frequency rate does not equal low risk



Personal safety

In 2014, following steady and significant improvements in our safety performance in recent years, we achieved our lowest ever number of injuries per million working hours – the total recordable case frequency (TRCF 0.99). We also achieved our lowest ever level of injuries that led to time off work in 2014, measured as lost time injury frequency (LTIF 0.28).

Sadly, five people lost their lives while working for Shell in 2014, three of which happened during operations and two as a result of transport accidents.

Performance indicators	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005
Fatalities										
Total number	5	5	8	6	12	20	26	21	37	34
Employees	3	0	3	1	0	1	2	1	2	3
Contractors	2	5	5	5	12	19	24	20	35	31

Low frequency rate does not equal low risk

CSB Investigation of BP Texas City Refinery Disaster Continues as Organizational Issues Are Probed

October 30, 2006



Washington, DC, October 30, 2006 - In preliminary findings released today, the U.S. Chemical Safety Board (CSB) stated that internal BP documents prepared between 2002 and 2005 revealed knowledge of significant safety problems at the Texas City refinery and at 34 other BP business units around the world -- months or years prior to the March 2005 explosion that killed 15 workers, injured 180 others, and was the worst U.S. industrial accident in more than a decade.



Low frequency rate does not equal low risk



15 people killed

180 people injured

Mr. Holmstrom said, "In 2004, BP Texas City had the lowest injury rate in its history, nearly one-third the oil refinery sector average. However, the injury rate does not take account of catastrophic hazards or distinguish between injuries and fatalities. That year, the refinery experienced three major accidents that resulted in a total of three fatalities. One of these accidents was a major process-related fire. In late 2004, following these major accidents and other near misses, the Texas City leadership was attempting to improve the refinery's safety performance. Several years of audits and reports had identified serious safety system deficiencies. However, the safety initiatives that were undertaken focused largely on improving personnel safety -- such as slips, trips and falls -- rather than management systems, equipment design, and preventative maintenance programs to help prevent the growing risk of major process accidents."

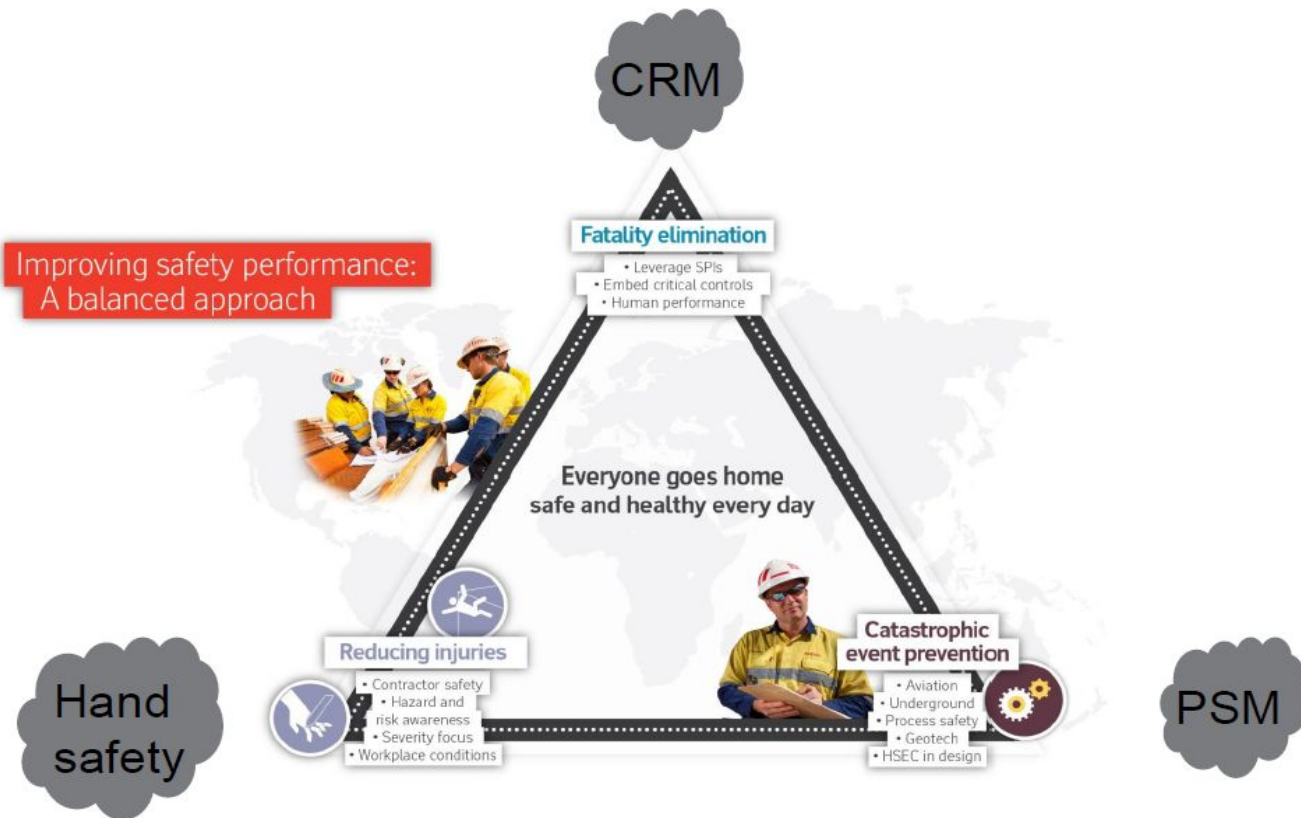
Low frequency rate does not equal low risk



Deepwater Horizon

11 WERE KILLED





Learning Culture & Productive discomfort



5

5 Lessons - Transport Supply Chain Logistics Sector

1

Face Reality &
Walk towards the
tension

2

Clear and simple strategy

3

We feel before we think

4

Low injury rate does
not equal low risk

5

Learning culture &
productive discomfort