Building a Safety Culture through Transparency

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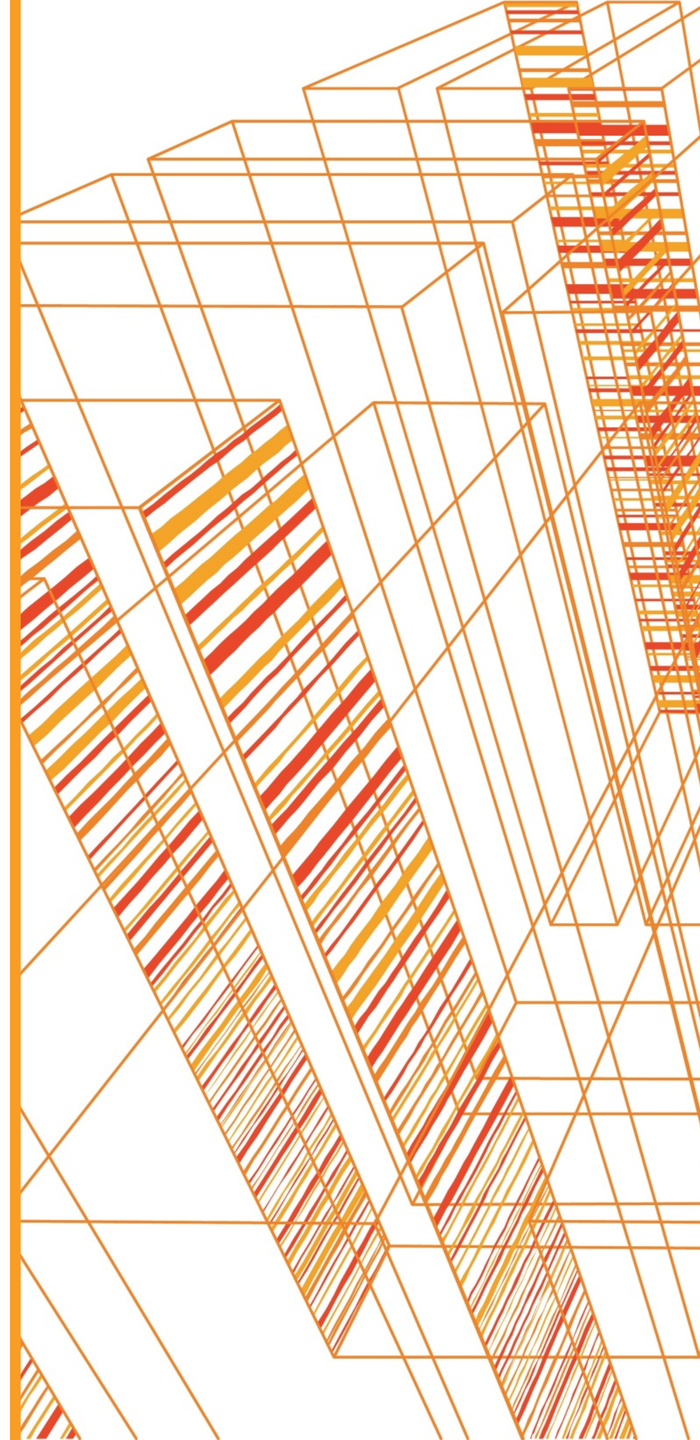
Berlin, Germany



Safety Moment

Slips, Trips and Falls

Safety Culture and Principles of Safety Leadership

Broken Windows in Safety

If you do not react to unsafe actions or poor housekeeping, the amount of those will only be increasing

More and more employees tend to violate rules and make shortcuts

Unsafe actions become a habit that is extremely hard to change

Employees act exactly as they are allowed to

Key Principles of Safety Leadership

- Operations management, not the Safety Team is responsible for overall safety
- All levels of management are responsible (from the CEO to first line supervisor)
- Safety issues make part of every manager's **regular action** to develop the habit of safe behaviour and a focus on the safety of others
- Walk the talk
- Be consistent
- Pay attention to every unsafe action
- Ensure transparency

All employees will adjust their behaviour accordingly

About

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2016 Performance:

13.5 Million Tons of Crude Steel

77,000 Employees

6 Fatalities

No contractor fatalities

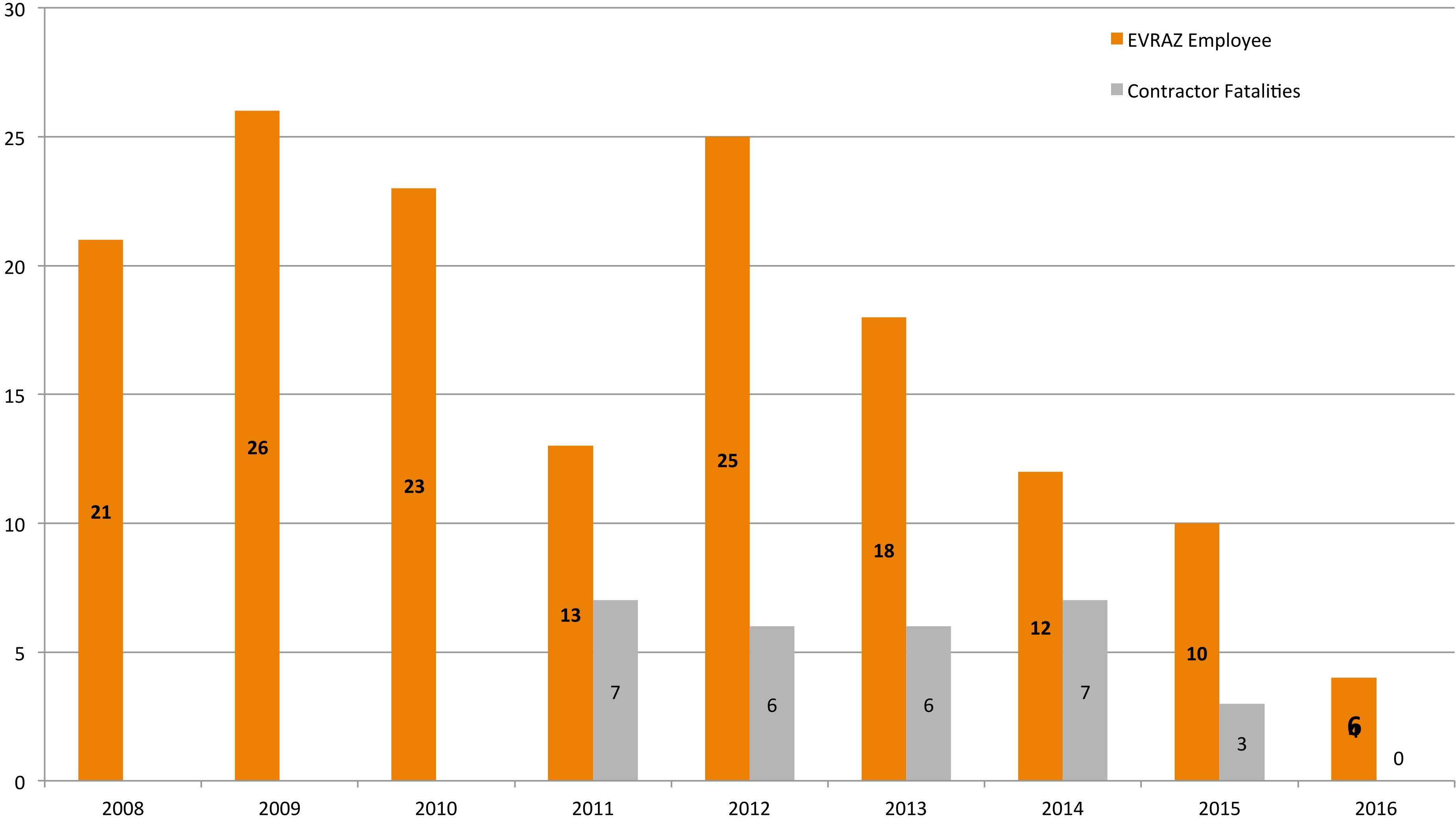
315 Lost Time Injuries

34 Severe 289 Minor

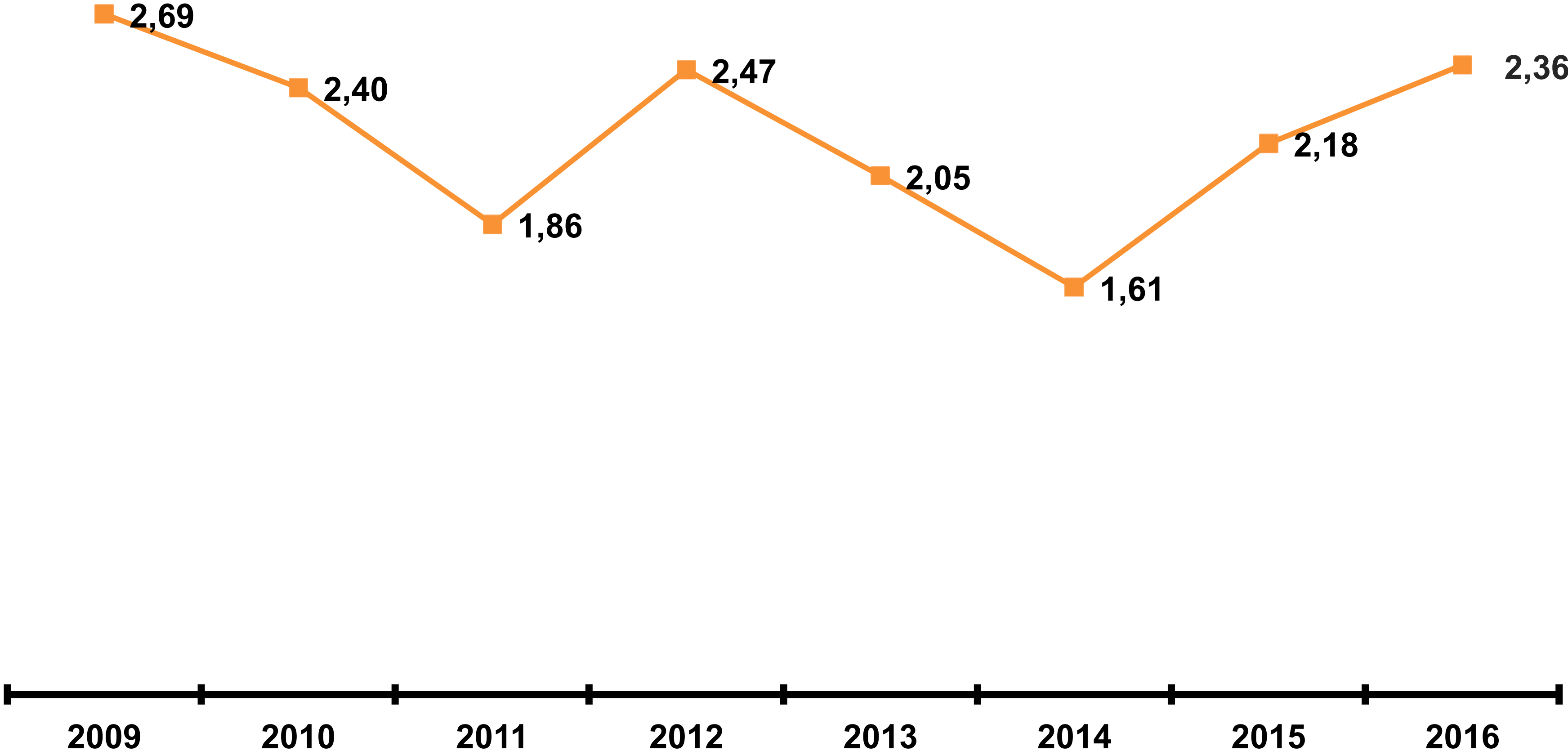
2.36 LTIFR

8% YoY Increase (1.62 – 2014, 2.18 - 2015)

EVRAZ plc. Employee & Contractor Fatalities 2008-2016

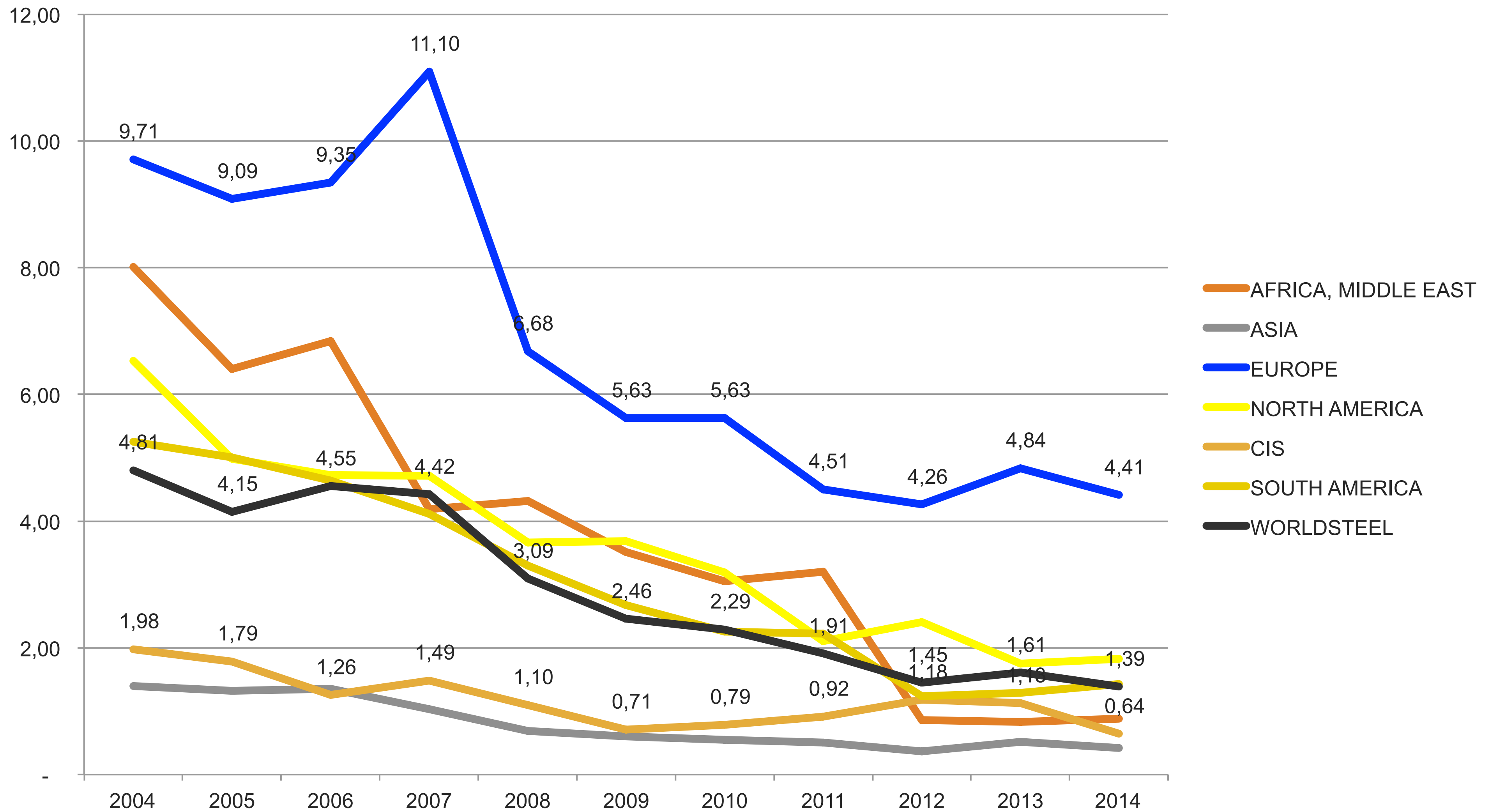


EVRAZ Lost Time Injury Frequency 2009-2016



Falsifications?

LTIFR in Steel by Region



Headcount: AME = 54 677, ASIA = 763 284, EU = 365 698, NA = 179 415, CIS = 277 108, SA = 178 581

2014 Data

	Another company	EVRAZ
Headcount	250 000	90 000
All fatalities and LTI's	54	327 (279+58)
… including fatalities	14	19 (12+7)
… including severe LTI's	38	51 (43+8)
… including minor LTI's	2	267 (224+43)

Indicators Hinting at Falsification

Severity Ratio = Number of days lost due to injuries / Total number of injuries

Home / Work Injury Ratio = Total number of home injuries / Total number of occupational injuries

Why Falsify?

Why Falsify?

□ Internal Resistance

- Participants and their managers don’t want to be held accountable
- Pressure from KPI-oriented senior and middle management
- Managers resist change and new challenges

□ External Pressure

- Governmental call for statistical decrease
- Excessive paperwork during investigation

Cardinal Safety Rules

Cardinal Safety Rules

EVRAZ CARDINAL SAFETY RULES

ALL EMPLOYEES ARE PROHIBITED FROM:

- Being in the state of drug and/or alcohol intoxication at EVRAZ facilities.
- Switching off equipment or machinery safety interlocks, if not athorised to do so.
- Performing actions aimed at concealing and/or falsifying the facts or circumstances of occupational injuries.
- When working at height:
  - failing to utilize, to properly utilize or to utilize duly functioning fall protection safety systems, including fall protection PPE;
  - assigning works at height or starting such works in case safety precautions specified in the permit to work have not been taken.

Any Employee that violates a Cardinal Rule will be subject to disciplinary action, up to and including termination.

Alexander Frolov,
Chief Executive Officer

Critical “don’ts”:

- Don’t be under the influence of alcohol or drugs
- Don’t bypass safety interlocks
- Don’t conceal or falsify information about incidents
- Don’t break specific rules related to working at height

Accountability for non-reporting an incident is more severe than for having one

LTIFR calculation is based on LTIs only

Instant Incident Reporting

Incident Reporting Rules

2 hours for initial info

24 hours for full flash report

Incident Investigation and Corrective Actions Review

Investigations: Scope and Challenges

- Scope
  - All fatalities and LTI's
  - Some MTC's and FAC's
  - Very few near misses

- Challenges
  - Habit of formal investigations
  - Lack of management participation
  - Lack of transparency
  - Limited implementation at the facility in question
  - Poor implementation globally
  - Lack of automation

Review by the HSE Committee….

- Monthly
- Chaired by Vice President, HSE
- Participants: CEO, All Operational VP's, Communications, HR
- Investigation results reported by: Facility Manager
- Other agenda Items:
  - Initiatives approval and status review
  - Other safety or environmental matters

… and by the HSE Committee to the Board of Directors

Transparent Communications

Communication Channels

- Incident Reports
- Senior Management statements
- Newspaper articles
- Website posts
- 3D re-enactment videos
- Summary incident notice
- Pre-shift meetings

Key Reasons

- Ensure maximum coverage
- Initiate discussion and feedback

Incident Notice
Facility Name

Fatality **30.03.2017**

Description

On 30 March 2017 a dock employee working at a coal terminal was in the process of hanging a protective tarp from the body of a vessel to the dock. The tarp is utilized to prevent coal from falling down into the water during the coal loading process. The injured opened the gate in the protective railing and approached the leading edge of the vessel in order to manipulate the tarp into position. Attempting to move the tarp, he lost his balance and fell 8.5 meters down to the concrete pier below. He was transported to the city hospital and was initially diagnosed with multiple fractures and trauma to the head, but succumbed to his injuries in the hospital 10 hours later.

Location before the fall

Place of fall

Location after the fall

Root Causes

- Failure to control high hazard operations on the part of the first line management;
- Inadequate assessment of potential consequences on by the employee and low sense of risk;
- Unclear and controversial directions given by the shift management;
- Formal approach to giving tasks to the crew of dock employees.

Key Corrective Actions

- Design a check-list to assess the risks of loading/unloading of the arriving vessel with the indication of hazardous areas.
- Assess the risks related to handing, moving and removing protective tarps on the vessel.
- Train the port management on the methodology of pre-shift briefings and risk assessment.
- Install surveillance cameras in the rooms where pre-shift briefings are done.
- Design a technical solution to prevent employees from getting aboard.

Corporate Hotline

Hotline

- More details
- People willing to cooperate
- Infrequent false complaints
- Investigation by the corporate team

  ...
- Still difficult to support with evidence

Corporate HSE IT Solution

Active Sections

- **Incidents**
  - Notification, supporting documents, investigation results, tracking corrective actions through completion, etc.
- **Behaviour Safety Conversations**
  - Details of each conversation completed
- **Audits and Citations**
  - Findings, corrective action items, deadlines, responsible officers, etc.

Most Important Tool

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Active support from your CEO

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