



## **Safety Leadership & Engagement** Why it's Important and How to do it **Roger Lemke, Director, Health & Safety**

ELEVATED STANDARDS. DEEPER INSIGHT.





**TOMORROW IS YOUR REWARD FOR WORKING SAFELY TODAY**

# PROGRAM GOALS

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- Identify the four essential characteristics of safety excellence
- Recognize management's role in leading and implementing a safety management system.
- Establish a business case for a safety management system.
- Establish measurements that align with organizational priorities and support continuous improvement of the safety management system.
- Implement the Journey to Safety Excellence

## Activity – Time Spent Daily on Safety & Health

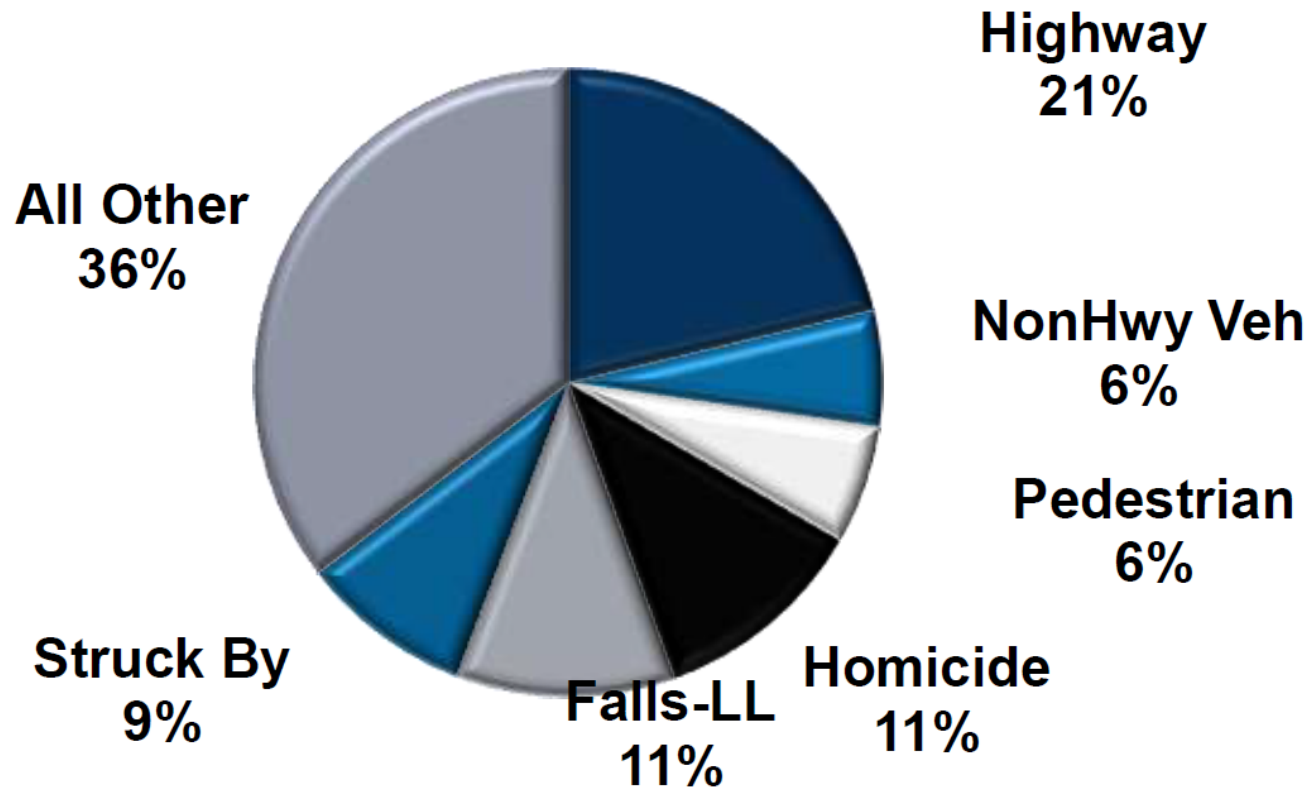
<b>5 minutes</b>	<b>30 minutes</b>
<b>1-3 hours</b>	<b>3+ hours</b>

# COSTS OF INJURIES (2012)

- \$730.7 billion in the US
  - \$2,400 per person
- Paid..
  - Directly out of pocket, and
  - Higher prices for goods and services, and
  - Higher taxes

- 4,547 Fatal Work Injuries
  - 3,783 Unintentional
  - 764 homicide and suicide

# WORKPLACE DEATHS BY EVENT (2012)



## Private Sector:

- 3.1 million total OSHA-recordable cases...
- 0.9 million cases with days away from work...
- 106.4 million workers

## State and Local Governments:

- 0.8 million total OSHA-recordable cases...
- 0.3 million cases with days away from work...
- 18.4 million workers



**Management  
Leadership &  
Commitment**

**Measuring Safety  
Performance**

**Meaningful Employee  
Engagement**

**JSE/Continuous  
Improvement**

## Driving Excellence

- Goal: Zero Injuries
- Best practices
- Beyond compliance
- Best-in-class performance
- Sustainable safety culture with continuous improvement



## If you Don't Measure It, You Can't Improve It

The goal is not to analyze accident after they happen, but to identify hazards and at-risk behaviors before they lead to safety incidents.

Development of leading indicators  
New definition of “near miss”  
Higher safety improvement rate  
Employee self-reporting



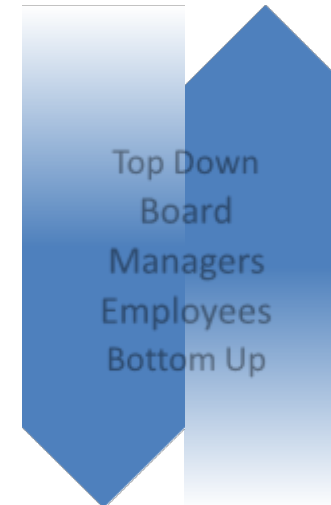
## Continuous Improvement to Zero

- Everyone is empowered
- Audit to sustainable standards and continued improvement
- Enhancement of reporting
- Implementation of Near-Miss philosophy

Safety is a value that governs everything we do –  
Accept **no compromises**.

**Leaders/Managers are accountable** to drive safety throughout the company.

Regulatory agencies create rules that meet a minimum standard. Bottom line – your safety comes down to **every employee raising the standard and taking ownership of safety in the workplace**.



- ❑ So why don't employees just follow the rules?
- ❑ Why is commitment beyond compliance so important?
- ❑ What can we do to strengthen our safety commitment and behaviors as we build that culture?
- ❑ What is in it for us to further develop commitment to safety?
- ❑ How can I as a leader create an environment where it is easy to follow the rules?
- ❑ Culture of Commitment: Leadership at all levels
  - ❑ Safety is a core value
  - ❑ Remove System barriers



## Compliance

- Rules-based
- Do things to get something or particularly to avoid punishment
- Step outside of rules and procedures when we think it is expedient and I will not get injured
- Safety is one priority of many

## Commitment

- Risk-based
- Do safe behaviors because I recognize rising exposure and I am committed to everyone's safety
- Exhibit Safe Behaviors when no one is watching
- Safety is a core value that drives safe behaviors

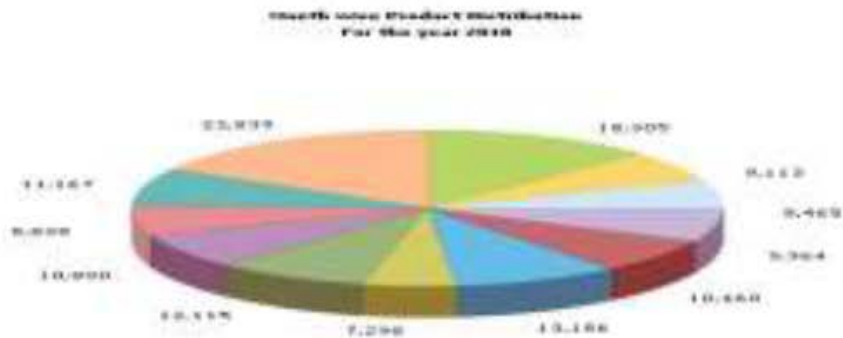
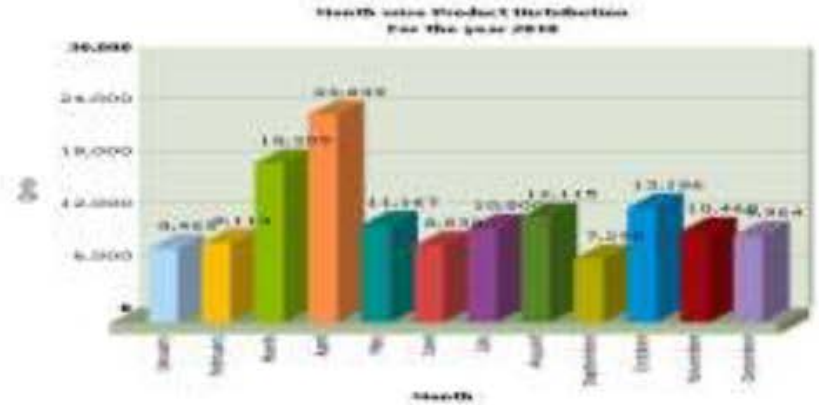
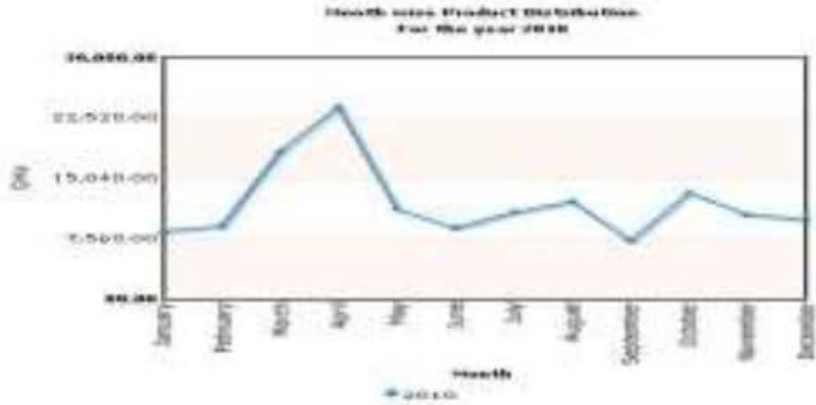
# SAFETY MANAGEMENT IS EVERYONE'S RESPONSIBILITY

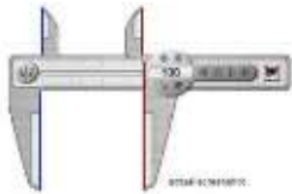
- Organization CEO
- VPs/Directors
- Managers
- Supervisor's/Front-Line Leaders
- Safety and Health Staff
- Employees

Everyone needs to be engaged...



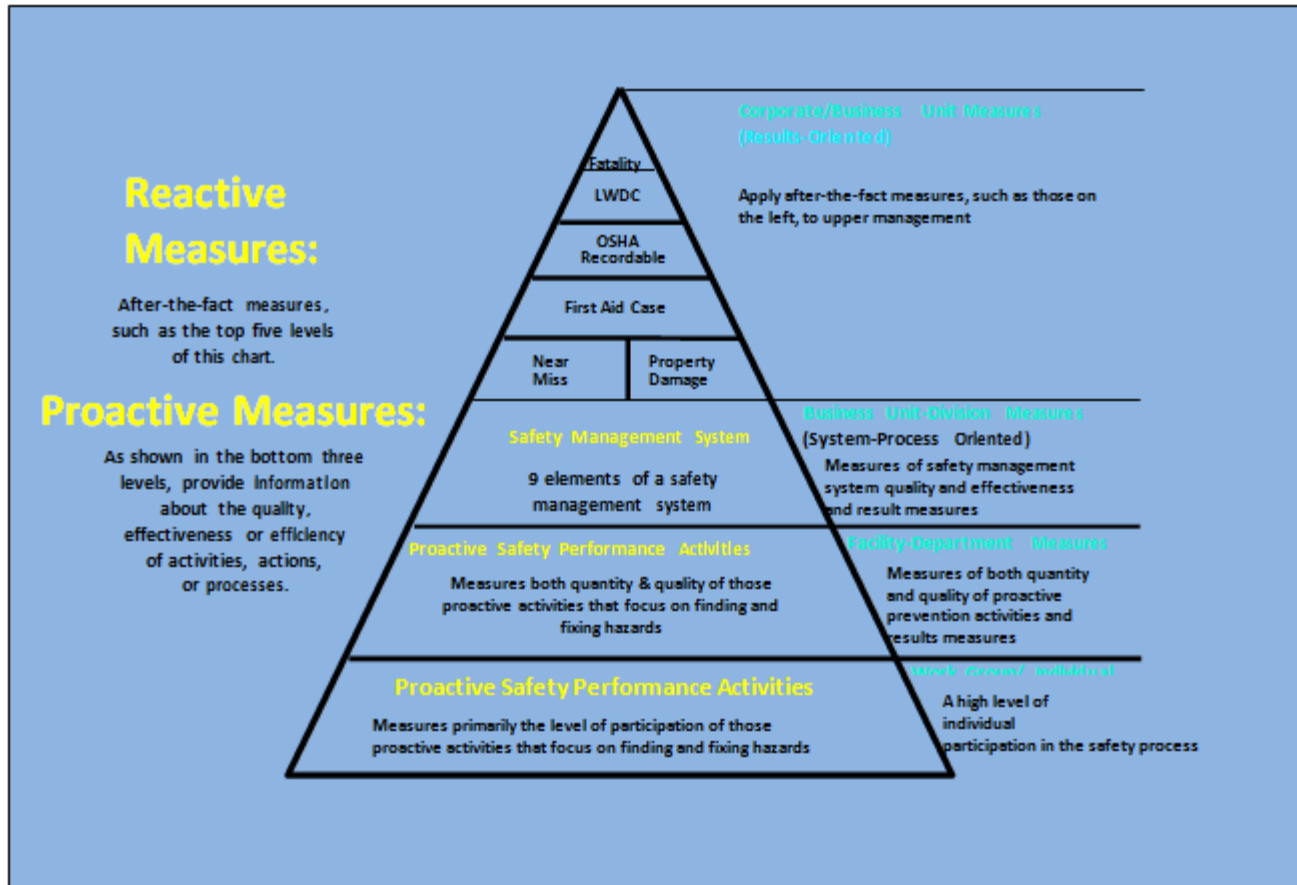
# SAFETY PERFORMANCE MEASUREMENTS





**A process of assessing an organization's activities & procedures, then assigning a numerical value.**

# HIERARCHY OF SAFETY MEASURES



Share Results with  
**EVERYONE**  
in the organization!



# THE JOURNEY TO SAFETY EXCELLENCE

- The *Journey to Safety Excellence* is a **cycle of improvement** that aims for a continual **reduction of risk** and has as its goal **zero harm**.
- It is a **data-centered process** that **empowers organizations** to fully integrate safety into the business to help **achieve operational excellence**.



## The Four Pillars

- Leadership and Engagement (Culture)
- Safety Management Systems
- Risk Reduction
- Performance Management



## Why is Matters

- Workers can earn a living free from workplace-related injury, illness, or death.
- Organizations maintain a healthy, competent, workforce





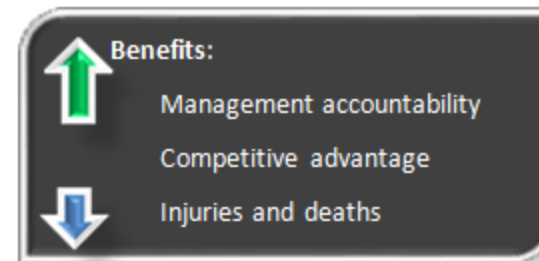
## A Safety Management System is...

An organized and structured means of ensuring that an organization (or a defined part of it) is capable of achieving and maintaining high standards of safety performance.

## Safety Management Systems:

### What it looks like:

- Performance
- Gaps
- Goals
- Plans
- Lessons Learned



## 9 Elements of a Safety Management System



## Continuous Improvement Process Model



- Identified the four essential characteristics of safety excellence
- Recognized management's role in leading and implementing a safety management system.
- Established a business case for a safety management system.
- Established measurements that align with organizational priorities and support continuous improvement of the safety management system.
- Discussed the implementation of the Journey to Safety Excellence

# SAFETY TAKEAWAYS

- Safety is Good Business
- Believe in Safety, then live it
- Safety is 24/7, both at work and at home
- Safety is the right thing to do
- Safety is a “core” value that governs everything we do, accept no compromises
- Leaders/Managers are accountable to drive “Safety” on the work site
- Always exhibit safe behaviors even if no one is watching
- Safety Management is Everyone’s Responsibility
- Encourage “Near Miss” Reporting
- Share lessons learned both internally and externally
- Stop Work Authority – it is your right and responsibility
- Good communications at all levels on-site is crucial
- The goal is **not** to analyze accidents **after** they happen, but to identify hazards and at-risk behaviors **before** they lead to safety incidents
- Everyone goes home **better** than they came
- Do not become complacent
- Motor Vehicles – when operating or riding in, always wear your “life belt” and obey posted speed limits



## WE CARE NOUS VEILLONS

**WE CARE** embodies SNC-Lavalin's key corporate values and beliefs. It is the cornerstone of everything we do as a company. **Health and safety, employees, the environment, communities and quality:** these values all influence the decisions we make every day. And importantly, they guide us in how we serve our clients and therefore affect how we are perceived by our external partners. **WE CARE** is integral to the way we perform on a daily basis. It is both a responsibility and a source of satisfaction and pride by providing such important standards to all we do.



**WE CARE** about the health and safety of our employees, of those who work under our care, and of the people our projects serve.



**WE CARE** about our employees, their personal growth, career development and general well-being.



**WE CARE** about the communities where we live and work and their sustainable development, and we commit to fulfilling our responsibilities as a global citizen.



**WE CARE** about the environment and about conducting our business in an environmentally responsible manner.



**WE CARE** about the quality of our work.



**WE CARE** about being world-class in matters of governance and ethics & compliance for our shareholders, clients and employees.



**\*We all go home safe and well\***



# QUESTIONS

