Deutscher Verkehrssicherheitsrat (DVR)
Vision Zero in der Braas Monier Group

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The whole roof is key

In Deutschland „BRAAS“
Our challenge for Health & Safety
Unsere Herausforderung für Arbeitssicherheit

• Ca. 8.500 employees
  – Business language is English
• 30 countries, many different languages and cultures

• 122 plants, different technologies
  – Concrete tile plants
  – Clay tile plants
  – Plastic processing
  – Steel processing
  – Solar systems
  – Chimney plants

• Average: 60 employees/ plant
  – Smallest plants 25 employees
  – Biggest plants 200 employees

• Lean management organization
  – Two levels: plant manager>> team leader
  – Limited skills of H&S experts??
Monier Group: Accidents 2002 -2015, Unfallentwicklung

(LTIFR of 2 is considered world-class)

Lost Time Incident Frequency Rate

\[ \text{LTIFR} = \frac{\text{Number of LTI per 1 million working hours counting from the first day of absence}}{\text{}} \]

2002: 569 LTI

2015: 64 LTI
Hazards and accidents we are facing!!
Gefährdungen und Unfälle
WHAT DO WE MEAN WITH VISION ZERO??
90% of causes of accidents are related to HUMAN FACTORS by employees and management.
What do we mean with vision zero??
Was meinen wir mit Vision Zero??

1. A level of H&S culture beyond legal compliance (jenseits der Rechtssicherheit)

2. Management commitment
   • Visible safety leadership of the management

3. Employees participation
   • Employee involvement in the H&S culture
Braas Monier H&S Roadmap

**H&S principles**
- H&S Policy and Rules
- Occupational Health: dust, noise...
- Mandatory Group Standards
- H&S part of annual business cycle
- H&S part of HR management
- H&S part of Capex and purchasing process
- H&S Committees on Group, Region and Site level

**Learning and Sharing**
- Effective Communication
- H&S Skills
  - Leaders & managers training
  - Supervisor training
  - Shop floor training
- Capable & Recognized H&S Staff
- Good Practices sharing

**Leadership**
- Fundamental Safety practices
  - Incident Investigation
  - Near Miss Process
  - Risk Assessment
  - Work Instructions
  - Safety Dialogue
  - Auditing and Inspections
  - Measurement and reporting
    - Group Database
    - Reactive and Proactive KPI’s

**Continuous Improvement**
- Implement Group H&S Roadmap at Region and site level
- People involvement
- Country H&S improvement plan
- Action plans and follow up on sites
- H&S performance review
  - Success of strategy and standards
  - Success of programs and tools
Braas Monier H&S Roadmap

H&S Prinzipien
- H&S Politik und Regeln
- Gesundheitsschutz: Lärm, Staub...
- Verbindliche Standards der Monier Group
- H&S als Teil des jährlichen Geschäftsprozesses
- H&S integriert in HR Management
- H&S integriert in den Capex und Beschaffungsprozess
- H&S Komitees auf Gruppenebene, in Ländern und Werken

Effektive Kommunikation
- H&S Qualifikationen
  - Management Training
  - Schichtführer/Meister Training
  - Mitarbeiter Training
- Geschulte & anerkannte H&S Fachkräfte
- Austausch von “good practice”

Wichtige H&S Methoden
- Unfallanalyse
- Erfassung der Beinahe Unfälle
- Gefährdungsbeurteilung
- Arbeitsanweisungen
- Sicherheitsgespräche (Safety Dialog)
- Audits und Begehungen
  - Messung und Reporting
    - Group Unfall Database
    - Reaktive und Proaktive KPI’s
- Umsetzung der H&S Roadmap in den Ländern und Werken
- Einbindung der Mitarbeiter
- BU H&S Improvement plan und Aktionspläne für Werke mit Nach-Verfolgung
- Gruppen Initiative “Fremdfirmen”
  - H&S Erfolgskontrolle
    - Erfolg von Strategie und Standards
    - Erfolg von Programmen Methoden

Ausbildung und Qualifikationen

Führung & Verantwortung
- Verantwortung des Top- und Linien Managements
- Sichtbare Führung für Arbeitssicherheit

Kontinuierliche Verbesserung
WHAT DO WE DOING TO ACHIEVE VISION ZERO??
H&S commitment from the top management
Bekenntnis der Unternehmensführung

Group H&S improvement committee

- H&S Decisions on top level of the Group
- Direct involvement of CEO, HR, CTPO and Group H&S
- Amplification of H&S matters to all levels of the organisations
A strong H&S Organisation

<table>
<thead>
<tr>
<th>Business Unit</th>
<th>Health and Safety Expert</th>
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<tbody>
<tr>
<td>Western Europe</td>
<td>Marc Woitrin</td>
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<tr>
<td>Benelux</td>
<td>Sjaak Scheel</td>
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<tr>
<td>UK</td>
<td>Mark Piper</td>
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<tr>
<td>South Africa</td>
<td>Johan Van der Merve</td>
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<td>Central; Northern; Eastern Europe</td>
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<tr>
<td>Germany</td>
<td>Michael Sturm</td>
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<tr>
<td>Poland</td>
<td>Waldemar Piecha</td>
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<tr>
<td>Russia</td>
<td>Igor Pshichkow</td>
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<tr>
<td>Nordic &amp; Baltic</td>
<td>Esa Parviainen</td>
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<tr>
<td>Southern Europe</td>
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<tr>
<td>Italy</td>
<td>Kurt Zwerger</td>
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<td>Bramac</td>
<td>Gerhard Schmid</td>
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<td>Turkey</td>
<td>Sercan Yilmaz</td>
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<td>Spain</td>
<td>Pedro Villalba</td>
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<td>Portugal</td>
<td>Carlos Pinheiro</td>
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<td>Malaysia</td>
<td>Sharimilla Devi</td>
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<td>China</td>
<td>Hongpu Gui</td>
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<tr>
<td>India</td>
<td>Niranjan Kumar</td>
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<td>Indonesia</td>
<td>Akhmad Ridho</td>
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<td>Schiedel</td>
<td>Markus Scheffel</td>
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<td>Roofing Comp.</td>
<td>Michael Schauss</td>
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<td>Tech. Centre's</td>
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<td>W. Brueckner</td>
<td>Mark Piper</td>
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Diagram showing the structure of the H&S organisation with roles and responsibilities.
Monier H&S Committee

Five selected Monier H&S committee members + Group HSE

Use the knowledge of the best H&S experts in the Group

• Reflect the international activities of the Group
• Working group to develop Monier H&S programs, standards, annual objectives, H&S guidelines, health programs

<table>
<thead>
<tr>
<th>BU</th>
<th>H&amp;S Experts</th>
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<tbody>
<tr>
<td>Committee Chairman</td>
<td>Ludwig Berger</td>
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Importance of prevention measures
Die Wichtigkeit von Preventions Massnahmen

Fatalities and major Injuries
Lost Time Injury (LTI)
Medical Injury (MI)
First Aid Injury (FA)
Near-Miss Incident (NM)
Unsafe acts / unsafe conditions

Prevention, proactive measures
H&S OBJECTIVES, EVALUATION:
WHAT CAN GET MEASURED CAN GET MANAGED
Cascade of mandatory H&S objectives
Kaskadierung der Arbeitssicherheitsziele

Annual H&S objectives of the Monier Group 2016

- “Behaviour based Safety Survey”: initiate necessary actions from survey findings on site level and follow them up (approval by Reg. Ind. Directors)
- “Site Traffic Management”: Terminate implementation of H&S Group Standard in sites according to timeline
- “Safety dialogue program”: Promote safe behavior and correct unsafe behavior by management. Senior and site management carry out Safety dialogues with subordinates and/or shop floor level
- Minimum documented dialogues: Regional leadership team Hay 18+: Presidents 5, Industrial 10, Finance 3 Country managers 3, other functions 3, Plant manager 10, sales managers or equivalent 5 and supervisors 10
- “Reporting of near misses and hazard/unsafe behavior”: Employee participation Minimum 3 documented near miss/ hazards/ unsafe behavior reports per worker and year

Annual improvement plans on Country level

Annual H&S action plans for all plants/ sites in the BU

- 1. H&S action plan for plants based on BU objectives
- 2. Close individual gaps in the plants
- 3. Fulfill local legal requirements
- 4. Continuous improvement

Annual personal H&S objectives for all managers

- 1. Measurable personal H&S objectives
  50% of POs for all managers are based on LTIFR or number of LTI for the organization.
  50% of POs for all managers are based on qualitative objectives eg. BU Annual improvement plan, H&S action plan on plant level
- 2. % achievement against objective
H&S SYSTEMS IN PLACE
### Risk Assessment (Proactive Tool)

#### Gefährdungsbeurteilung

<table>
<thead>
<tr>
<th>HAZARD</th>
<th>DESCRIBE THE RISK</th>
<th>RISK LEVEL (L: A; M: H; U)</th>
<th>CONTROL MEASURES</th>
<th>RESIDUAL RISK (L: A; M: H; U)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mechanical hazards</td>
<td>The driver: slip trip and fall when he is stepping out. Falling out when not using safety belt. To be run over when he is commissioning products. Have collision with an other fork truck. Others: Have collision with pedestrians</td>
<td>A</td>
<td>1. Elimination, 2. Engeneering, 3. Administration, 4. PPE, 5. Signs</td>
<td>L</td>
</tr>
<tr>
<td>Vibration</td>
<td>Whole body vibration and potholes</td>
<td>M</td>
<td>Repair potholes in front of the vehicle.</td>
<td>L</td>
</tr>
<tr>
<td>Noise</td>
<td>Noise of the machinery</td>
<td>M</td>
<td>Check noise level.</td>
<td>L</td>
</tr>
<tr>
<td>Hazardous substances</td>
<td>Diesel fumes from the engine. Dust from loading yard, getting dust particles into the eyes.</td>
<td>M</td>
<td>Check dust level and decide on the wearing of safety glasses if applicable.</td>
<td>L</td>
</tr>
<tr>
<td>Light</td>
<td>Glaring from bright sunlight. Unsufficient light in storage rooms.</td>
<td>A</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Manual handling</td>
<td>Back problems from commissioning goods, lifting.</td>
<td>M</td>
<td>Check on weights to lift and apply training for correct manual handling.</td>
<td>L</td>
</tr>
</tbody>
</table>

**RISK LEVEL:** Low: No action required. Acceptable: No additional control regarded it, regularly inspected, monitored. Moderate: reduce risk when reasonable possible but no emergency. High: Urgent action required. Unacceptable: not operate, reduce risk first.
Accident investigation, Root cause analysis (reactive tool)
Unfalluntersuchung

Head on collision of two fork lift trucks in a UK plant
- Both drivers seriously injured
- Both trucks written off
Safety dialogues (proactive tool)
Sicherheitsgespräche

- Safety dialogues is a top down safety management tool between superior and subordinate

- Managers speak face to face at the workplace to subordinates and
  - Discuss safe work practices and
  - Safety topics in the working environment

- Promote and praise safe behaviour and influence and correct unsafe behaviour

Time consume per dialogue: ca 15 min
Near miss reporting, (proactive tool)
Beihäheunfälle

Near miss reporting, detection of potential risk and prevention of accidents

Near-Miss Incident – is a work-related incident that could have caused an accident under slightly different circumstances e.g.
- Time
- Speed
- Distance

Example – dropping a hammer from a lifting platform and just missing an employee walking below the platform

- Motivate employees to report near misses
- Communication of near misses is important for prevention of future accidents

Near misses can have the potential for a major or even fatal accidents!
Duties of managers and duties of employees
Verpflichtungen der Führungskräfte und der Mitarbeiter

**We expect from managers:**
+ Show visible safety leadership and develop safety culture
+ Leading by good example
+ Perform safety dialogues

**We expect from employees**
+ work in safe behavior and help others to conform
+ respect rules, standards and instructions
+ apply what you have learned in safety training
Thank you