



#EUmanagestress

Benchmarking & exchange of good practices in OSH Healthy Workplaces Campaign Partner event

Workshop 3: Safety and health culture of an organisation

Reyes Gonzalez, Global Safety Manager HEINEKEN International

Brussels, 5 – 6 March 2015



HEINEKEN

Proud, Independent, Responsible Global Brewer

The world's most international brewer

- No 1 in Europe and No 2 in the world by consolidated volume
- Present in over 70 countries globally

>165 breweries in over 70 countries

>85,000 employees

>Group Beer Volume* in 2013: 195.2 million hl

* Consolidated beer volume plus attributable share of beer volume from joint ventures and associates

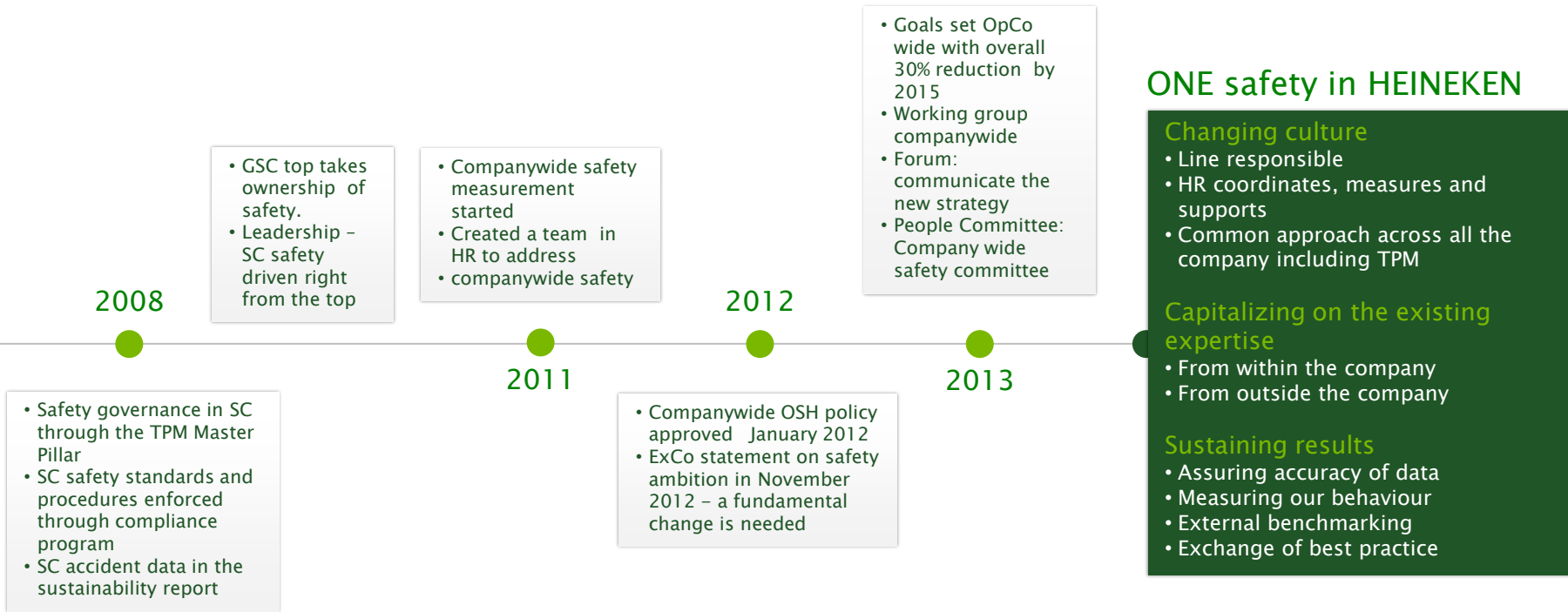


 **HEINEKEN**
1864 – 2014



Evolution of safety in HEINEKEN

PUT
SAFETY FIRST!



What is safety culture?

- A set of core values and behaviours that emphasize safety as an overriding priority
- Expressed through what is said and done – through behaviour
- We can change our safety culture if we change behaviours
- If we want to see more safe behaviours, we need to reinforce them
- There is no safety culture when we are focus on the results, not in the behaviours

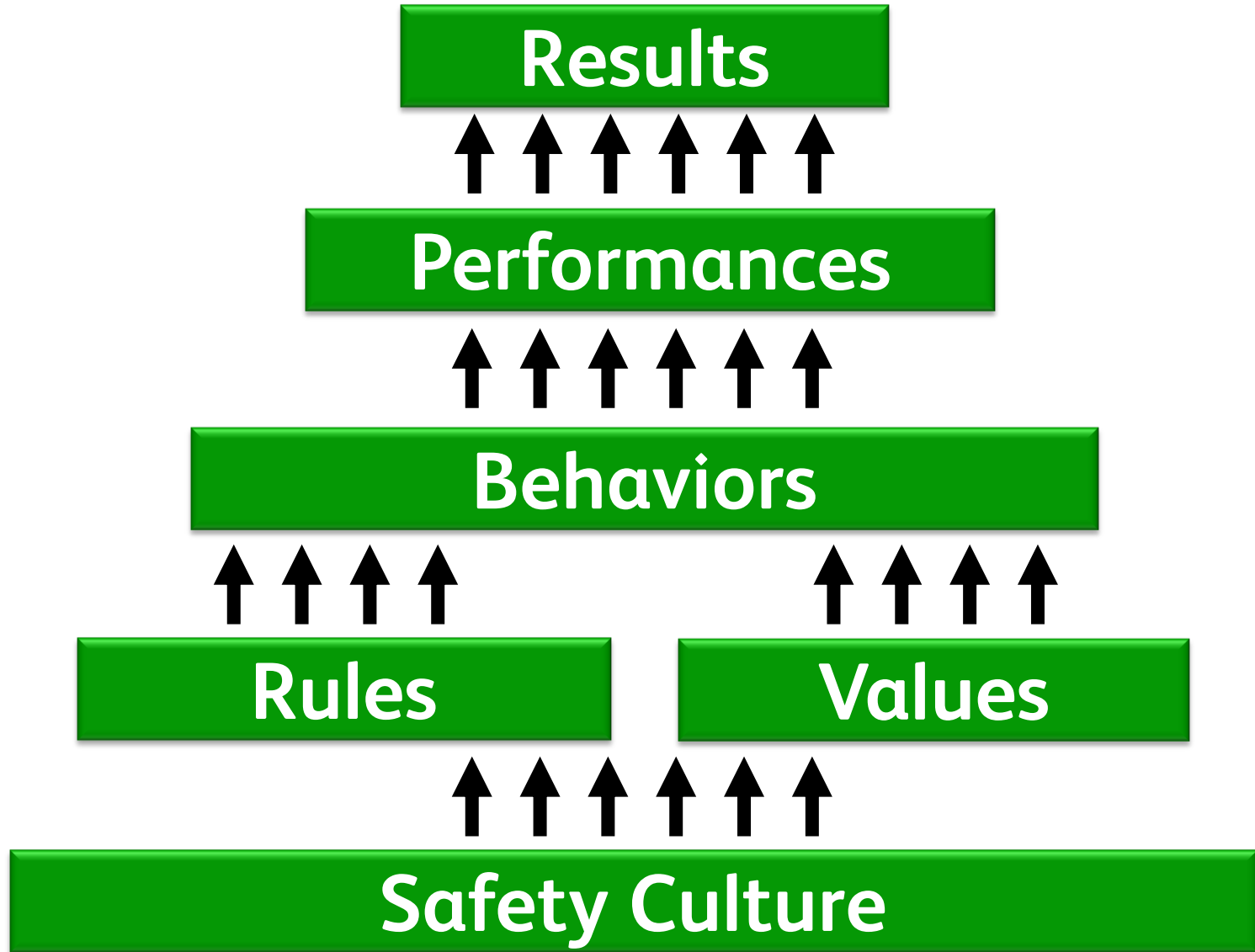
PUT
SAFETY FIRST!

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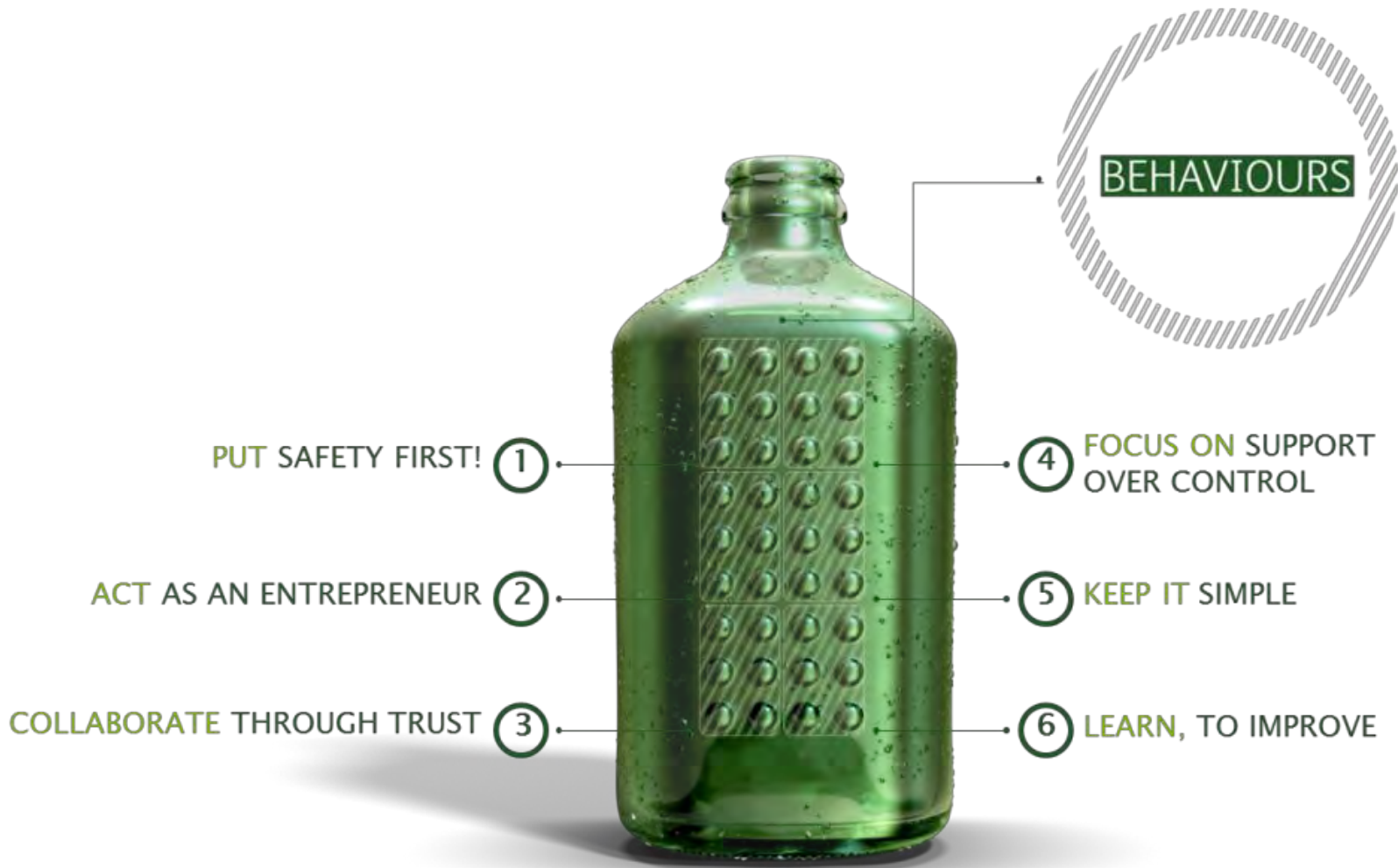


Every accident is a lack of leadership

PUT
SAFETY FIRST!



The Greenprint Behaviours



Put Safety First!

*Safety goes beyond
the brewery gates
– it is for all of us,
all of the time.*

*At the end of every
day we want to go
home safe and well.
Taking care of
ourselves and those
around us is always
our top priority.*



WE DO

- > Lead by example, demonstrating safe behaviour in everything we do.
- > Make sure that all jobs and journeys are carried out safely.
- > Promote the safe and responsible enjoyment of our beers and ciders.



WE DON'T

- > Ever put our profit before the safety of our people.
- > Ignore the chance to learn from near misses, incidents and accidents.
- > Treat safety as simply a statistic – this is about people's lives.

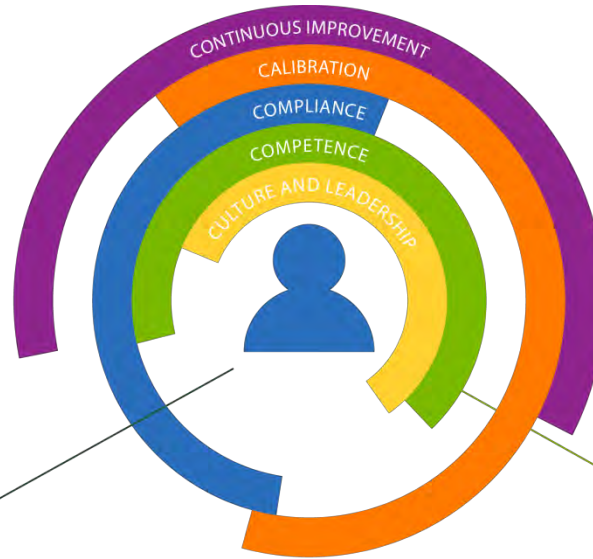
Our strategy to win: ONE safety for HEINEKEN

PUT
SAFETY FIRST!



CULTURE AND LEADERSHIP

- Leading safety: the line is responsible
- Co-operating across the functions to be able to leverage on the gains made in production
- Driving the behaviours we need
 - willing to share information on accidents and unsafe acts



COMPLIANCE

Ensure the rollout of the OSH policy focussing on those places that need most support

CALIBRATION

Improving data is crucial and establishing the maturity: roll out of the new accidents database and maturity check will help to drive the changes

HR

SUPPLY CHAIN

COMPETENCE

Safety is integrated into the training and competence building systems in place in HEINEKEN to build the competence of the everyone in the organisation to be able to effect the change

CONTINUOUS IMPROVEMENT

Continuous improvement systems such as TPM are becoming part of our modus operandi across the company, safety fits in there very well and helps to sustain the improvements.



Global safety key deliverables 2015

PUT
SAFETY FIRST!



Culture & Leadership Compliance

- **Safety leadership workshops** supporting GM's & Opco MT lead&drive a Put Safety First culture
- **Life Saving rules** to reinforce safe behaviours and discourage unsafe acts
- **Road safety campaign** raise awareness as one of the top safety issues in HEINEKEN
- **Behavioral analysis program (BBS)** improve quality of Behavioural based safety programs via pilot
- **HEINEKEN safety award corporate** recognition to safety performances and best improvements.
- **Compliance:** support local safety strategies driving consistent companywide safety plans via CAP assessments

Competence

- **Best safety practices on the road** new dedicated online portal with case studies & information on best practices worldwide to cascade to all Opcos.
- **Road safety OpCos subject matter experts accreditation:** training to create Opco SME's on road safety. Cost neutral.
- **High quality training for safety professionals including SC focus themes**
- **Defensive driving training for sales managers:** training to raise hazard perception via online platform. Cost neutral.
- **Comprehensive safety learning** offer via Health&Safety academy

Continuous Improvement & Calibration

- **ARISO assessments:** support Opcos to Learn, to improve accident reporting, driving better&more accurate reporting
- **TPM Opco safety pillar:** drive TPM approach to create focus thru the whole Opco
- **Heineken official partner of the EU Agency for Health&Safety** keeping our successful partnership for external benchmarking to improve the way we do things
- **Sustainability reporting on BaBW** keeping our external safety commitments front of mind
- **Extend task forces** to new areas (wholesales)



Culture & Leadership

PUT SAFETY FIRST!



840 leaders trained in 2014

Winning through safety workshops



Road safety global campaign



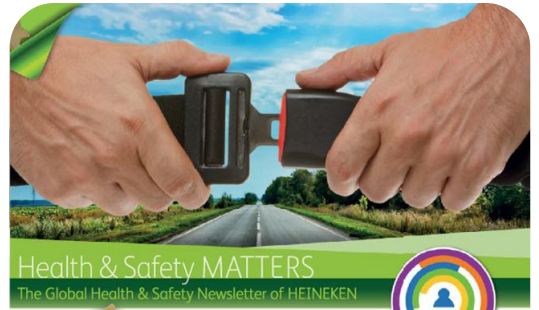
Behaviour Analysis Masterclass

START Behaviour Analysis

The way to get measurable results and to empower people to act safely

10-14 March
Vienna

Human behaviour accounts 90% accidents



On the 28th of April, World Safety and Health Day was celebrated with a global competition to create awareness and activate employees on Road Safety.

World Safety & Health Day 2014

And the winner is...
HEINEKEN Brasil
Runners up: Surinaamse Brouwerij
Athenian Brewery



SPECIAL EDITION





Competence

PUT SAFETY FIRST!



On technical competences for opcowide safety managers network

- Safety in sales & secondary distribution
- Behavioural Analysis
- Road safety
- New procedures in transportation

On soft skills:

- Communication, influencing, getting the buy in



- Training toolkits for managers (Safe lunch)
- Master class on safety leadership
- Winning through safety workshops



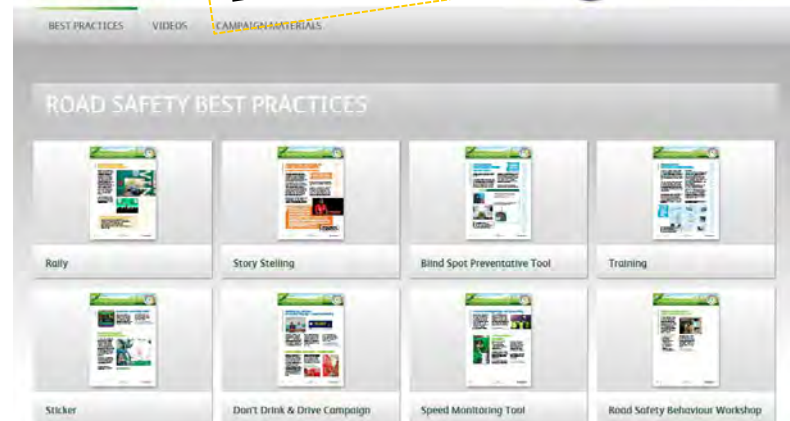
HEALTH & SAFETY ACADEMY

- 3 new modules:
 - contractor management
 - working with visual display screen and;
 - hazardous substances
- 12 modules already available in the H&S academy
- Key safety indicator measured via GG



Dedicated road safety website

START - Road Safety Campaign



CAP

assessment

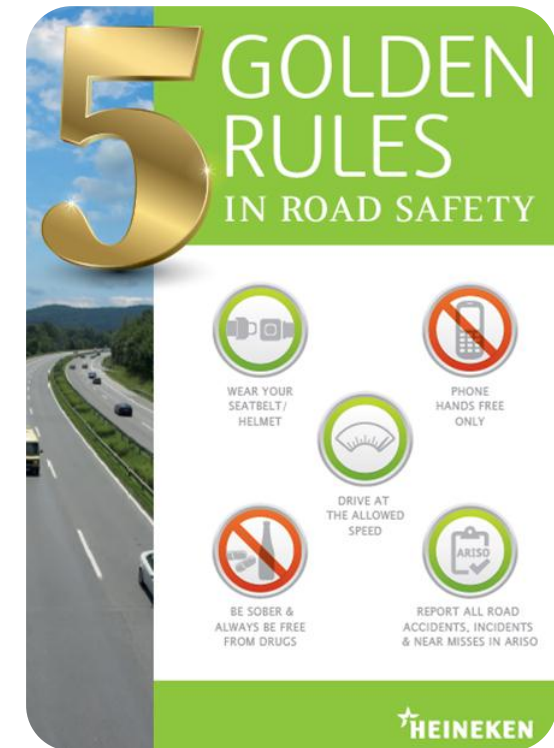
Helping Opcos to have a companywide safety action plan

- Help the GM to understand the opcowide safety maturity level.
- Provides information where the opcowide safety gaps are and which steps need to be taken to approach safety systematically in all areas/functions in the OpCo.
- Provides the actions needed to comply with the global OHS policy and the 5C's strategy.






HEINEKEN Life Saving Behaviours



				
Be sober and free from drugs.	Phone hands free only.	Wear your seatbelt and helmet.	Operate vehicles only when authorized.	Drive at the allowed speed.
				
Lock out, tag out before work on machines or equipment begins.	Comply with CO2 procedure when required.	Protect yourself when working with chemicals.	Always work with a safe work permit when required.	Drive forklift trucks safely.



5 GOLDEN RULES IN ROAD SAFETY

	
WEAR YOUR SEATBELT/ HELMET	PHONE HANDS FREE ONLY
	
DRIVE AT THE ALLOWED SPEED	BE SOBER & ALWAYS BE FREE FROM DRUGS
	
REPORT ALL ROAD ACCIDENTS, INCIDENTS & NEAR MISSES IN ARISO	

HEINEKEN



Conclusions

PUT
SAFETY FIRST!



- Safety culture is a set of core values and behaviours that emphasize safety as an overriding priority. Key elements are:
 1. Employees' engagement
 2. Encourage and recognize safe behaviour
 3. Use positive consequences
 4. Build trust and relationship -> discretionary effort
 5. Safety is part of how work is done
 6. Celebrate quick wins
- Every accident is a lack of leadership
- We can change our safety culture if we change behaviours.
- In HEINEKEN our behaviour is Put safety first!.



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