



Exchange of good practices in OSH

Healthy Workplaces Campaign Partner event

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Influencing an OSH culture in the workplace

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Air Products



- Who is Air Products?
- OSH challenges
 - Global company requirements
 - Global and European challenges
- Trying to influence an OSH Culture
- MSD Prevention Examples

Air Products is...

...a leader in the global industrial gas industry with:

Established leading positions in diverse end markets, including energy, chemicals, metals, manufacturing and electronics

Growth opportunities driven by Energy, Environmental and Emerging markets and gasification, carbon capture, hydrogen for mobility and the energy transition

Complementary equipment businesses

A multi-billion project backlog with long-term contracts that generate consistent and predictable cash flows

Leading positions in key growth regions including profitable joint ventures

A prudent capital structure with a strong balance sheet supporting long-term profitable growth

Traded on the NYSE (APD)



Air Products will be the safest, most diverse and most profitable industrial gas company in the world, providing excellent service to our customers.

“We want to ensure we are providing opportunities and the right environment for everyone to contribute and succeed, regardless of their gender, color, race, religion, orientation, country of origin or any other dimension of diversity.”

– Seifi Ghasemi,
Chairman, President and Chief Executive Officer

Total Safety Philosophy

Maintaining a safe workplace is a fundamental and moral responsibility.



We take the approach that all accidents are preventable.
The only acceptable goal is **zero** accidents and incidents.
We will strive toward that goal in **every location, every day**.

OSH Challenges ...

- **Global company**
 - Incident reporting under OSHA
- **European Challenges**
 - Incident reporting local regulations and OSHA requirements
- **EU Directives**
 - Country specific regulations
 - Country specific OSH qualifications



Qualifications and Regulations

- Different OSH qualifications between the countries
- Different government requirements e.g. must have appointed EHS specialist

OSH Procedures

- Trying to implement a global procedure / global approval process – country specific requirements into the procedure.

Cultural differences

- Different culture across the region

- Trend in incidents
- Analysis show many are due to human behaviour
- Trying to influence human behaviour across different cultures
- ‘Empowering’ safety

Why does Safety Culture Matter?

High Reliability Safety culture is:

“The truths, ideas, and the belief that all employees within our organisation share openly and create conversations about risk, accidents, injuries, and occupational health.”

Safe driving is a great analogy. It consists of components which must all be in-sync

1. Fundamental design of the car e.g. safety features.
2. Overall traffic management procedures e.g. road design.
3. The driver.



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Even with robust systems in place (our EHS Management system and procedures) it's the thoughts and behaviors of the driver that will ultimately determine safe driving.

Creating a high reliability culture

What will be your biggest challenge in creating a high reliability safety culture?

Pathological

We do not place any importance on health and safety.

Reactive

We only consider health and safety when we have an incident.

Calculative

We have robust and effective systems in place to manage health and safety risks in our business.

Proactive

We actively seek out health and safety issues, identify areas of improvement and work together to resolve them.

High Reliability

We thread health and safety throughout everything we do, from setting strategy, making operational and investment decisions to front line work.

Our H&S Ambition 10 Fundamentals



1. Visible leadership



2. Responding to and learning from incidents



3. Understanding hazards and assessing risks



4. Following best procedures



5. Meeting legal requirements



6. Developing right capability



7. Providing right resource



8. Monitoring performance



9. Working with Subject Matter Experts



10. Robust strategy and plans

Empowering Safety



Behavioural innovation is part of our Leadership's Strategic Roadmap:

Strengthening ownership, competency and partnering

Above all, taking care of our safety means...

we all work together to create a workplace where, whatever we are doing, we should ask ourselves:

- **Is it safe?**
- **Is this the safest decision?**
- **Am I doing this safely?**



Partnership and Trust throughout the organisation will **bring change**

Leadership driven
Company commitment at the build stage
Individual behaviours need to be continually influenced

Equipment Design

Review where there is interaction between the operator and the equipment

Ergonomic guidelines developed

Review of new equipment at the development stage:

- Tankers
- Fill Points
- New equipment – robots / new installations



Global Ergonomic Design Guidelines for Bulk Liquid and CryoEase vehicles

General Ergonomic considerations

Valve handle Heights

(All height measurements from ground level to centre of locking nut with trailer at ride height)

Valve handle with horizontal stem – height range is 40 - 63" (1 - 1.6 m). Preferred max height is 59" (1.5 m). Adjustment of preferred max height should be considered to suit geographical stature differences e.g. Asia/South America - preferred max height is 57" (1.45m).

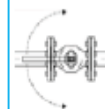
Valve handle with vertical stem – preferred height is 40 - 51" (1 - 1.3 m).

No Steps or grab handles are provided. Operators stand on solid ground when loading and unloading trailers.

Handwheel - 2-handed, horizontal stem



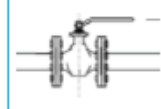
Ball valve - Horizontal stem



2-handed, vertical stem



Vertical stem



MSD Training

Who needs the training?

Leadership team

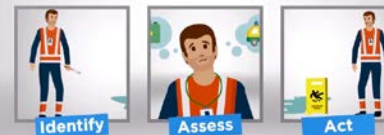
- Not everyone can start a conversation



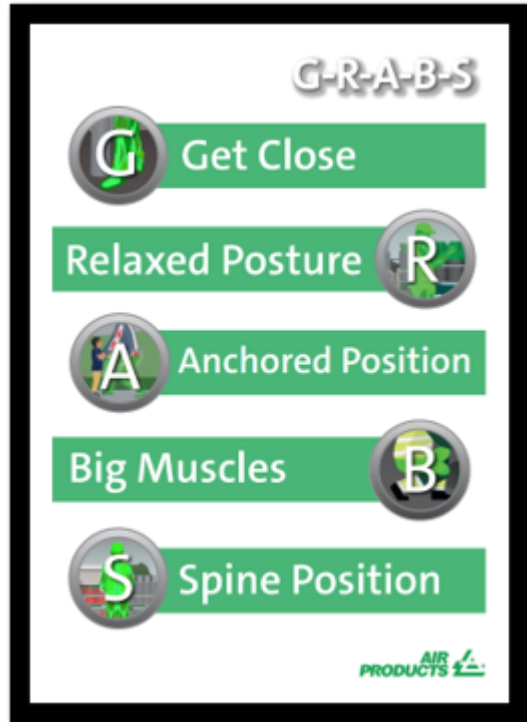
Individuals doing the tasks

- Microlearning
- Practical - Classroom / on the job
- TSO – Conversations and engagement

Dynamic Risk Assessment



MSD Training



- Live action videos to demonstrate the correct application of techniques
- 3D Animations of the human body to demonstrate MSDS
- 2D animation and text for core concepts
- Photographs of tools, equipment and facilities



- Global and regional OSH requirements influence how we work
- OSH is important when influencing a culture
- Changing a culture is difficult when you have external differences that require attention
- Safety Culture can be a factor to reduce MSDs