Examples of innovative OSH communication concepts

Regine Maegerlein | ZF Friedrichshafen AG
Agenda

1. ZF Friedrichshafen AG
2. The Imprudent
3. The Mystery
01
ZF Friedrichshafen AG
Key Figures Locations

Worldwide Presence – Production, Development, Sales and Service

230 Locations in 40 countries

20 Main development locations in 8 countries

120 Service locations

Over 650 service partners worldwide

Countries in which ZF is active are shaded in darker color
**Corporate Structure ZF Friedrichshafen AG**

Shareholders: 93.8% Zeppelin Foundation and 6.2% DR. JÜRGEN UND IRMGARD ULDERUP STIFTUNG

---

**Board of Management, ZF Friedrichshafen AG**

- **Wolf-Henning Scheider** – Chief Executive Officer, Corporate Research & Development, Corporate Sales
- **Dr. Konstantin Sauer** – Finance, IT, M&A | **Sabine Jaskula** – Human Resources and Legal | **Michael Hankel** – Car Powertrain Technology, E-Mobility, Corporate Production, Key Account Mgmt. Passenger Car Customers Europe & North America | **Wilhelm Rehm** – Commercial Vehicle Technology, Industrial Technology, Materials Management | **Dr. Franz Kleiner** – Electronics and ADAS, Passive Safety Systems, Active Safety Systems, Corporate Quality, Region North America, Region South America | **Dr. Holger Klein** – Car Chassis Technology, Aftermarket, Key Account Mgmt. Passenger Car Customers Asia-Pacific & India, Region Asia-Pacific, Region India

<table>
<thead>
<tr>
<th>Division</th>
<th>Car Powertrain Technology</th>
<th>Car Chassis Technology</th>
<th>Commercial Vehicle Technology</th>
<th>Industrial Technology</th>
<th>E-Mobility</th>
<th>Aftermarket</th>
<th>Electronics and ADAS</th>
<th>Passive Safety Systems</th>
<th>Active Safety Systems</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Stephan von Schuckmann</td>
<td>Dr. Peter Holdmann</td>
<td>Fredrik Staedtler</td>
<td>Dr. Klaus Geißdörfer</td>
<td>Jörg Grotendorst</td>
<td>Helmut Ernst</td>
<td>Christophe Marnat</td>
<td>Richard Wolfe</td>
<td></td>
</tr>
</tbody>
</table>

---

**Corporate Functions / Regions**

- **Automatic Transmissions**
- **Manual Transmissions / Dual Clutch Transmissions**
- **Powertrain Modules**
- **Chassis Systems**
- **Chassis Components**
- **Suspension Technology**
- **Truck & Van Driveline Technology**
- **Axle & Transmission Systems for Buses & Coaches**
- **CV Chassis Technology**
- **CV Powertrain Modules**
- **CV Steering Systems**
- **Off-Highway Systems**
- **Industrial Drives**
- **Marine & Special Driveline Technology**
- **Test Systems**
- **Aviation Technology**
- **Wind Power Technology**
- **Electronic Systems**
- **Electric Traction Drive**
- **Axle Drives**
- **Electronic Interfaces System House**
- **Independent Aftermarket**
- **Original Equipment Service / Specific Original Equipment Manufacturing**
- **Friction Materials Group**
- **Advanced Driver Assistance Systems (ADAS)**
- **Safety Electronics**
- **Inflatable Restraint Systems**
- **Seat Belt Systems**
- **Steering Wheel Systems**
- **Foundation Brakes**
- **Brake Controls**
- **Axle Drives**
- **Electronic Interfaces System House**
- **Inflatable Restraint Systems**
- **Seat Belt Systems**
- **Steering Wheel Systems**

---

February 2019 | ZF Friedrichshafen AG | Engaging Employees for Safety

© ZF Friedrichshafen AG
02
The Imprudent
Background

Considerable number of incidents “fall of containers”

-> New EHS Communication Campaign:

The site EHS team determined that it must be:

- Very visible (eye catching)
- Self explaining – self teaching
- Create employee interest
- Demonstrate potential consequences
- Stand out from traditional approaches

Mannequin scenes: “The Imprudent”

Met the criteria!

- Easily available for everyone at the site
- Catches the eye when entering the shop floor
- Employees discuss scene with each other
- Shows the safe behavior to prevent the scene
- Shows consequences of at-risk behavior, not following procedures
Implementation

Q3-2017: Campaign Kick off
EHS Topic:
Fall of Containers

Q1-2018: 3rd Campaign
EHS Topic:
Fall from Height

Q2-2018: 2nd Campaign
EHS Topic:
Traffic Routes Obstructed
And how it continues...

Q3-2018: 4th Campaign
EHS Topic:
Electrical risk

Q4-2018: 5th Campaign
EHS Topic:
Eyes not on Path
Some Project Results

- EHS Topic “Fall of Containers”: Q3 2017

  Trend showed positive impact of the Communication Campaign on this topic. Together with other actions the project helps to reduce accidents/incidents.

  Oct’17 to Dec’17: 2 incidents
  Jan’18 to May’18: 2 incidents

- EHS Topic “Fall from Height”: Q1 2018

  During roof repair activities, the communication Campaign on this topic showed safety rules and information about training performed to minimize risks of the roof works. No safety issues generated during the roof works.

- EHS Topic “Traffic Routes Obstructed”: Q2 2018

  BBS observers were also focused on the topic (material storage) in Q1 to support this campaign. Additional activities supported the positive impact shown in the BBS trend report for at-risk behavior.
Project Summary

• **Project idea:**
  Innovative way to capture peoples attention and make them talk about Safety. An appropriate kind of humor is used, with this Safety is not perceived as the elevated index finger

• **Costs – very reasonable:**
  100 – 200 € and time from the EHS Team

• **Financial benefits:**
  Hard savings not quantified in Euros; but reduced cost in material loss and employee injuries

• **Non-financial benefits:**
  Increase of employee awareness and knowledge towards safety
  Reduced number of at-risk behaviors -> reduced risk to employees -> reduced number of injuries
  • Supports the journey towards a sustainable EHS Culture!
03
The Mystery
Project Background and Idea

The site identified that a considerable number of employees did not use their hearing protection where required in the workplace.

Consideration on how to address the problem:

- Apply the Extended Parallel Process **Model of Danger control** –
  Individual perceives that the severity and susceptibility (probability) are high and
  Perceives that they are competent to take mitigating action
  → likely to act to control the danger.

- Apply the Decision Making / Motivation Theory of “**Gain or Loss**”
  The pain of losing something is twice the pleasure of gaining it

How to put this in practice:

- Create better understanding of the risk of hearing loss and what does that mean to the employee
- At the same time offer the solution
- “Winner or Loser” mystery
The mystery started with posting a first message at notice boards around the site. The objective of the first message was to create some expectation and to have people start a discussion.

"I want to be a winner"  
"What will be the price?"

"A study of the HSE department shows that:  
About 86.6% of the workers in this plant are WINNERS..."

The mystery continued with posting a second message at notice boards around the site after two weeks. The objective of the second message was to continue the discussion.

"I do not want to be a loser"  
"What do I have to do to be a winner?"

"So 13.4% must be LOSERS...  
Do you like to be part of this group?"

Un estudio del departamento de HSE revela que:  
Un 86,6% de los trabajadores de esta planta se encuentran entre los GANADORES... "

Entonces el 13,4% restante serán PERDEDORES... ¿Quieres estar tú en este grupo?"
The **mystery** was **braked up** after another two weeks by posting a **third message** at notice boards around the site.

“**Noise at work is one of the most prominent cause of hearing loss. The damage is slow, progressive and irreversible.**

**Don´t stay in the group of LOSERS of hearing.**

**Use hearing protection!! Keep your ears young!**

The employees were provided with a leaflet about noise exposure and its effects in the workplace and preventive strategies.

Discussion went on, during area meetings, breaks etc...
Results of the Winner or Loser mystery

The **mystery** did lead into improvement in using hearing protection.

To be **sustainable**, the **message** must be **reinforced**, one time actions lose effectiveness over time.

To make it **sustainable**, the **ZF Behavior Based Safety (BBS) program** is one way. BBS Coaches keep an eye on this.

But also periodical **training** and **leaders supervision** is performed.
Thank you