Exchange of good practices in OSH
Healthy Workplaces Campaign Partner event
Brussels, 13-14 June 2022
Influencing an OSH culture in the workplace

Christina Wolverson,
Industrial Hygiene, EU
Air Products
Overview

- 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)
Our Goal

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
Air Products European OSH challenges

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
Air Products Culture

- 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.

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

www.healthy-workplaces.eu
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**
Culture change and MSD prevention

Leadership driven
Company commitment at the build stage
Individual behaviours need to be continually influenced
MSD Prevention through equipment design

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

General Ergonomic considerations

<table>
<thead>
<tr>
<th>Value handle Heights</th>
</tr>
</thead>
<tbody>
<tr>
<td>(All height measurements from ground level to centre of locating nut with trailer at ride height)</td>
</tr>
<tr>
<td>Value handle with horizontal stem – height range is 40 - 51&quot; (~1.0 - 1.3 m). Preferred max height is 59&quot; (~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&quot; (~1.4 m).</td>
</tr>
<tr>
<td>Value handle with vertical stem – preferred height is 40 - 51&quot; (~1.0 - 1.3 m). No steps or grab handles are provided. Operators stand on solid ground when loading and unloading trailers.</td>
</tr>
</tbody>
</table>

Global Ergonomic Design Guidelines for Bulk Liquid and CryoEase vehicles
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

www.healthy-workplaces.eu
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
Summary

- 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