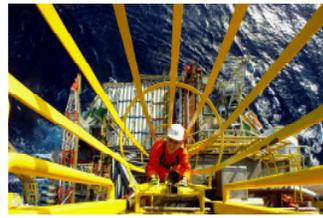


Achieving Sustainable Safety

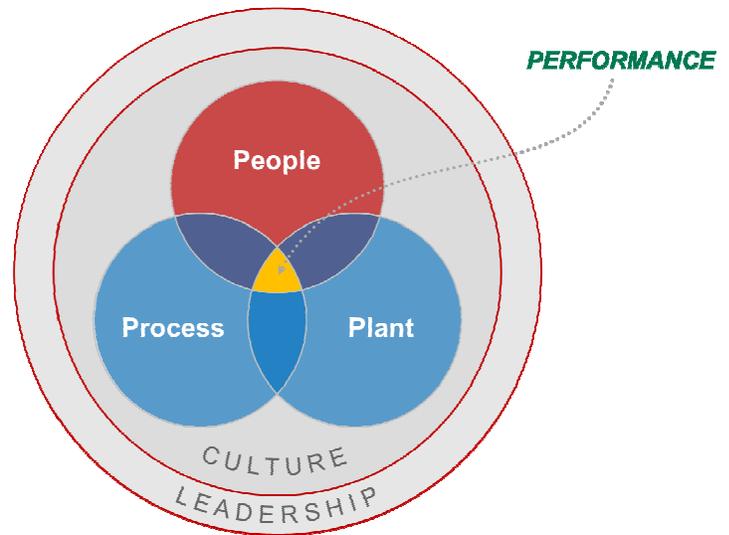


Companies invest huge amount of money in safety, often much more than they realise, but typically only a fraction of that investment delivers performance improvement. The challenges to achieve Sustainable Safety, which is the term ERM use to describe an effective safety management approach that is self-sustaining, are relentless and complex:

- Organisations are committed to zero harm, yet fatalities and serious injuries persist;
- Companies struggle to balance personal and process safety management;
- CEOs will state, often with passion, that their organisation has a no blame culture, yet that is not how employees feel when an incident occurs; and
- Companies are swamped with procedures that are difficult to understand, and are even disconnected with how work is actually done at the front line.

A simple organisational model that we use to explore the specific challenges applicable within a client organisation looks at how the *People* who work within the organisation utilise the *Process* (the management systems, procedures, permits etc.) and *Plant* (the equipment, machines, vehicles etc.). As shown in the attached graphic, in our experience great organisational performance (whether production or safety) occurs at the interface between *People*, *Process* and *Plant*.

The organisation can enhance its performance by maximising this overlap, and it builds resilience by sustaining and enhancing the effective interaction between *People*, *Process* and *Plant*. This happens when the culture of the organisation captures lessons learned, not just when things go wrong, but also by leveraging employee and organisational best practices. sites and have conversations with their colleagues about safety.



Key here is the role of leaders, not just what they say, but importantly what they do, including how show up on sites and have conversations with their colleagues about safety.

At ERM, we find companies are spending up to 25% of their operational expenditure on safe production, yet typically only 10% of that spending drives safety performance improvement. Companies might have invested significantly in leadership programs, yet their processes are bureaucratic and unwieldy. Others might have prioritised personal safety over process safety, and lost the ability to spot weak signals of impending catastrophic equipment failure. Others have even inadvertently built a liability management system that protects the business, rather than a safety management system that protects the workers at the front line.

Our focus is on enabling our clients to extract much greater value from investments in safety, through tailored solutions that:

- Motivate, inspire, and equip leaders to protect their people;
- Breathe life into existing processes and programs, to help successfully manage both expected and unexpected situations;
- Unleash the potential within their organisation and, through people at all levels, to enhance and sustain performance improvement; and
- Focus on reinforcing controls and leading indicators.

We serve clients looking for continuous improvement, or transformational outcomes; whatever is necessary to secure the effective Sustainable Safety balance in their organisation. This support ranges from concise, fit-for-purpose procedures; in the field coaching of leaders, supervisors and other workers; process safety management and associated critical controls; human factors assessments; right through to enrolling leaders from the boardroom to the front-line. We also provide state of the art training from accelerative learning to e-learning modules – converting “death by powerpoint” into engaging development programs that build competency and organisational capacity. We can underpin this with information management solutions to, for example, deliver world class incident management.

ERM *partners* with the world’s leading companies delivering tailored solutions to make profound and sustainable improvements in their safety performance, personal and process related. We have a track record of successfully supporting clients in many industrial sectors, such as Oil & Gas, Mining, Power, Chemical, Manufacturing, and Technology & Telecoms. We’d welcome the opportunity to share what we have

learned about what distinguishes companies that have excellent and sustained safety performance.

If you want to do safety differently; with solutions tailored to your business needs, not off-the shelf standard packages, ERM looks forward to talking to you.

For more information, contact:

ASIA PACIFIC

James Amende	james.amende@erm.com
Christina Phang	christina.pha@erm.com
David Turberfield	david.turberfield@erm.com

EUROPE, MIDDLE EAST AND AFRICA

Edna Besnainou	edna.besnainou@erm.com
Massimo Bettanin	massimo.bettanin@erm.com
Sally Caruana	sally.caruana@erm.com
Kathleen Goossens	kathleen.goossens@erm.com
Ian Hamilton	ian.hamilton@erm.com
Hugh Sullivan	hugh.sullivan@erm.com
Brian Kraus	brian.kraus@erm.com
Rob Steer	rob.steer@erm.com
Megan Thomas	megan.thomas@erm.com

LATIN AMERICA

Ivette Catalan	ivette.catalan@erm.com
Alejandro Duarte	alejandro.duarte@erm.com

NORTH AMERICA

Judy Fedorowick	judy.fedorowick@erm.com
Steve Hawkins	steve.hawkins@erm.com
Marty Laskey	marty.laskey@erm.com
Marilee Robertson	marilee.robertson@erm.com
Charles Schalkwyk	charles.schalkwyk@erm.com
Geni Stevens	geni.stevens@erm.com
Colleen Watson	colleen.watson@erm.com