



Lab24

Vision Zero som struktur for strategisk ulykkesforebyggelse



October 11, 2024

Merete Whitmarsh Group H&S Specialist at ROCKWOOL

56 years

No kids, 2 dogs, 1 Cat

Family collective

Salsa, classic cars, knitting and crochet



ROCKWOOL Group - world leader with local presence

12 302 employees across Europe, North America, Russia and Asia

>575 employees in Group Operations and Technologies



Cutting edge melting and spinning technologies, recycling and circularity concepts



- Austria
- Belarus
- Belgium
- Bulgaria
- Canada
- China
- Croatia
- Czech Republic
- Denmark
- Estonia
- Finland
- France
- Germany
- Hungary
- India
- Italy
- Japan
- Korea
- Latvia
- Lithuania
- Malaysia
- Mexico
- Norway
- Philippines
- Poland
- Romania
- Russian Federation
- Singapore
- Slovakia
- Spain
- Sweden
- Switzerland
- Thailand
- The Netherlands
- Turkey
- Ukraine
- United Arab Emirates
- United Kingdom
- United States
- Vietnam

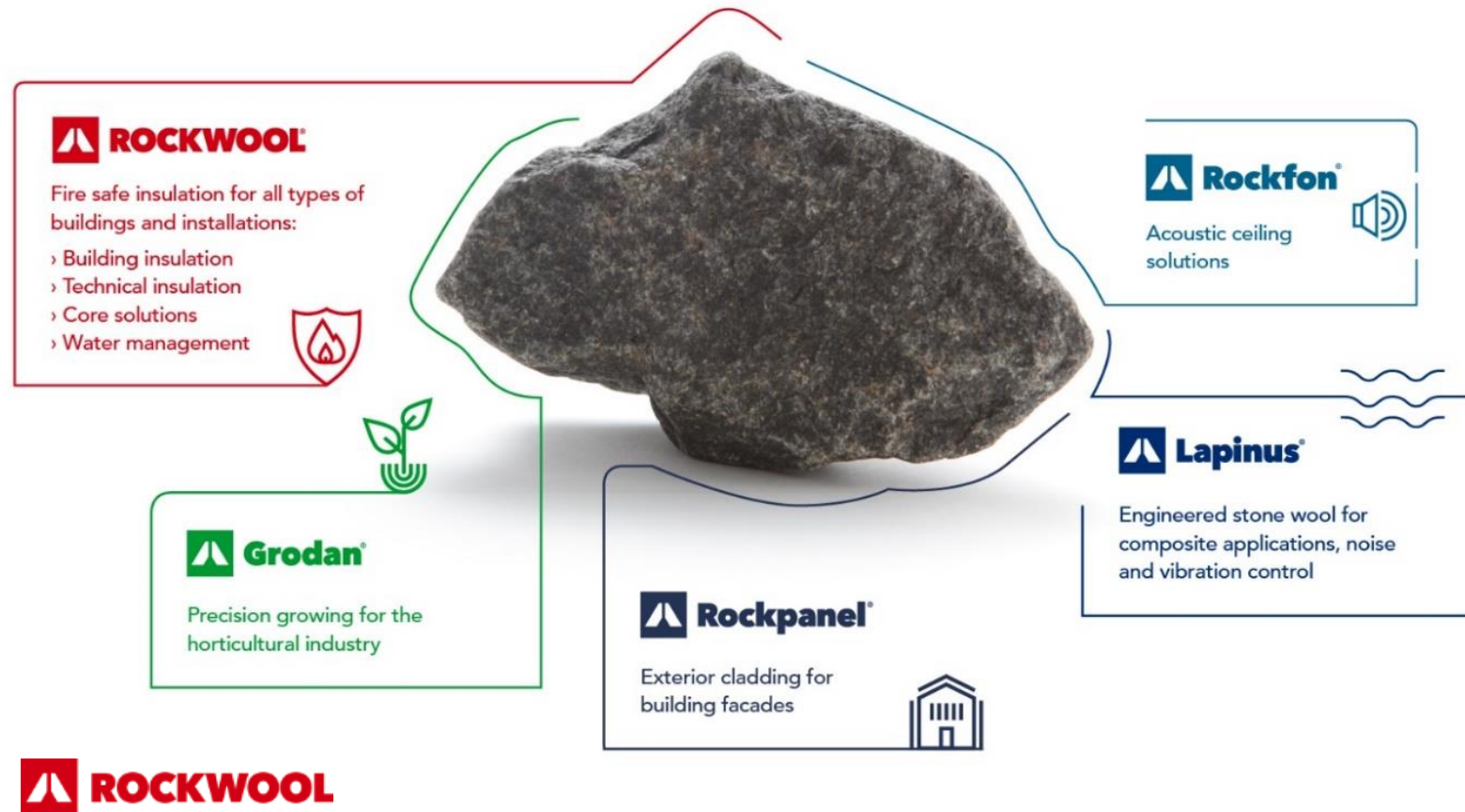


ROCKWOOL today - Building a better future

Five brands - one common purpose

To release the natural power of stone to enrich modern living.

We are the world's leading manufacturer of engineered stone wool products, creating sustainable solutions to protect life, assets, and the environment today and tomorrow.



12 302 employees across Europe, North America, Russia and Asia

>575 employees in Group Operations and Technologies

51 manufacturing facilities in 23 countries

120+ countries in which ROCKWOOL Group has sales

3 907 EURm net sales

6 Group-wide 2030 sustainability goals

2 Group-wide 2034 science-based targets

The **7** strengths of stone



Fire-resilience

Withstand temperatures above 1000°C



Circularity

Reusable and recyclable material



Thermal properties

Save energy by maintaining optimum indoor temperature and climate



Robustness

Increased performance and greater stability with lower costs



Acoustic capabilities

Block, absorb or enhance sounds



Aesthetics

Match performance with aesthetics

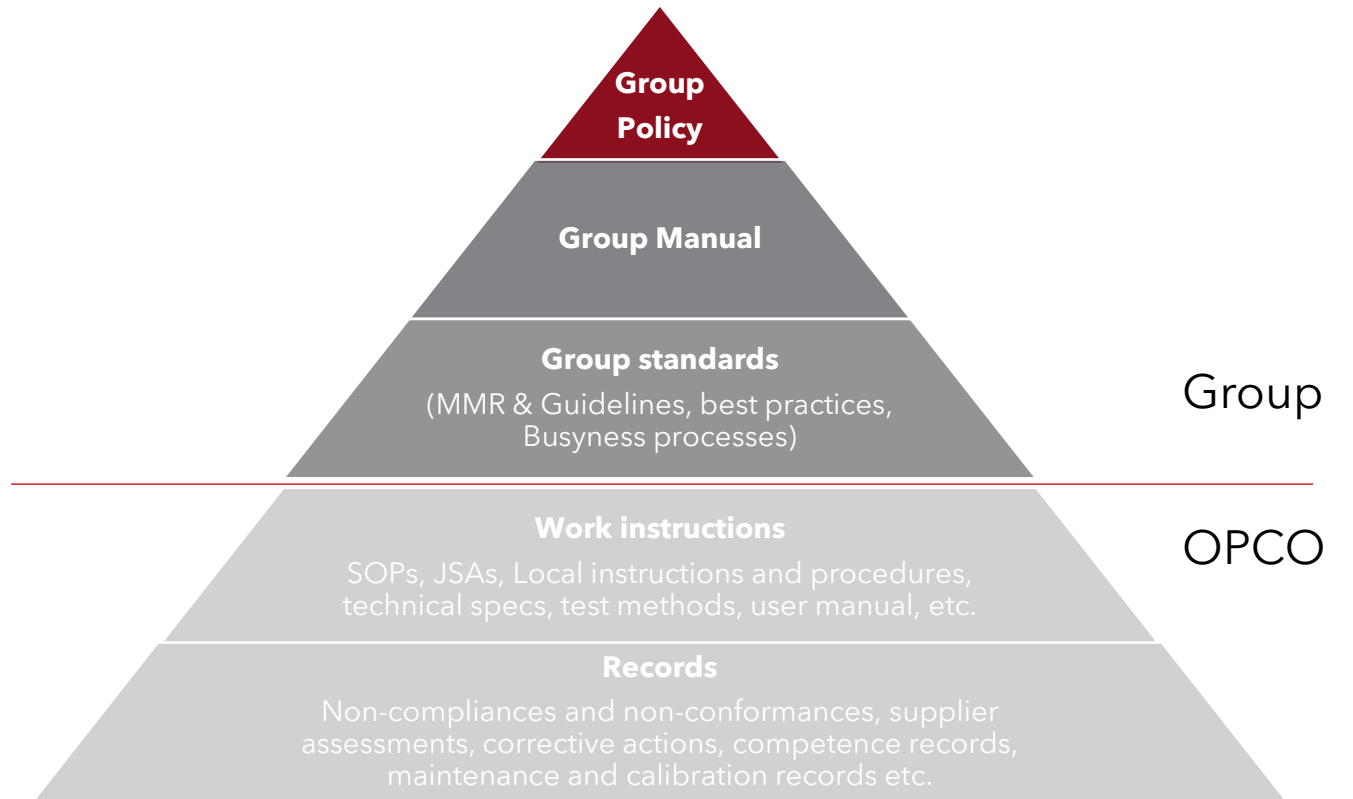


Water properties

Engineered to repel or absorb water



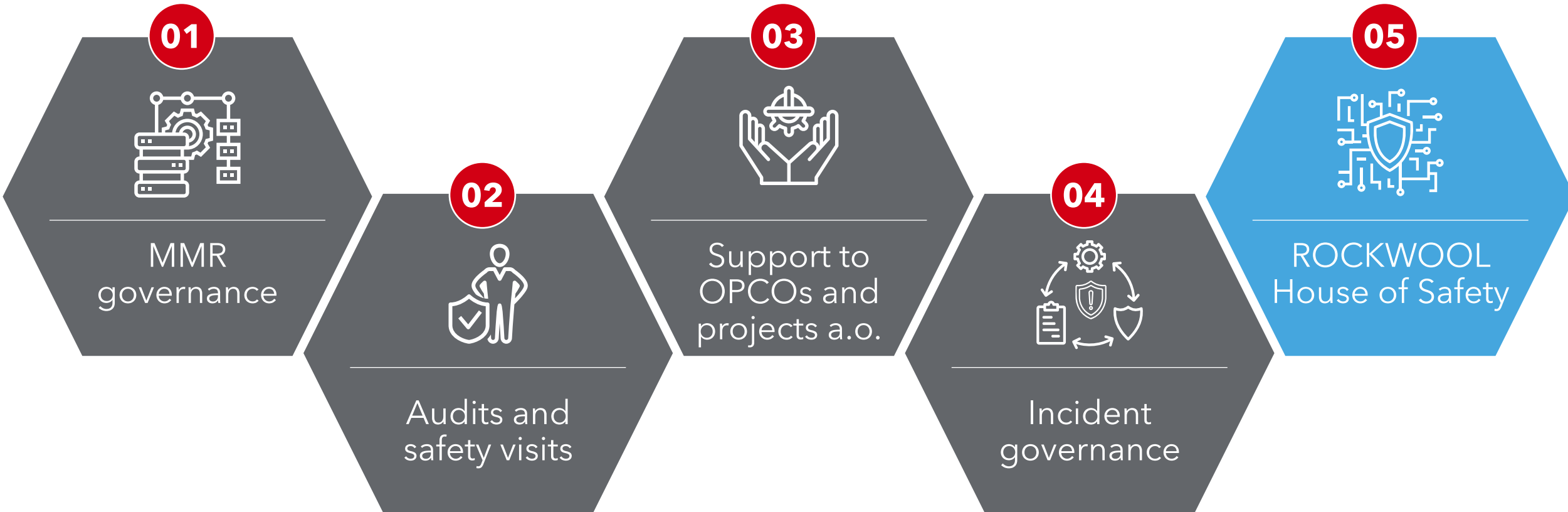
ROCKWOOL organisation



Group SHE



Group SHE Activities



The road to ROCKWOOL House of Safety

- We have researched the market for best available solutions as well as best industry practices.
- We have ensured that Safety Frameworks is compliant with existing- as well as known future legal requirements.
- We have developed our Safety Framework in corporation with leading industry consultants and subject matter experts.
- We have adopted and modified best industry solutions to create a Safety Framework that is tailor-made to ROCKWOOL culture and way of working.
- We have involved OPCO safety representants on workshops to ensure group wide acceptance and buy in.



INTERNATIONAL SOCIAL SECURITY ASSOCIATION
ASSOCIATION INTERNATIONALE DE LA SÉCURITÉ SOCIALE
ASOCIACIÓN INTERNACIONAL DE LA SEGURIDAD SOCIAL
INTERNATIONALE VEREINIGUNG FÜR SOZIALE SICHERHEIT



We must commit to a “Vision Zero” approach when it comes to work - related deaths in the EU

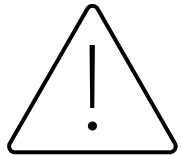
Nicolas Schmit, European Commissioner for Jobs and Social Rights



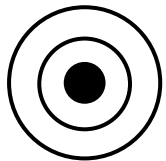
Understanding Vision Zero - 7 principles



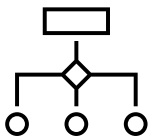
1. Take leadership - demonstrate commitment



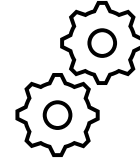
2. Identify hazards - control risks



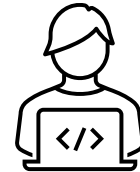
3. Define targets - develop programmes



4. Ensure a safe and healthy system - be well-organized



5. Ensure safety and health in machines, equipment and workplaces



6. Upgrade qualifications and develop skills



7. Invest in people and motivate through participation and involvement

The road to: ROCKWOOL House of Safety strategy



Questionnaire Track

- ▶ Cost, Resources
- ▶ Languish, e-mails, smart devices
- ▶ And then what?

What if?

"The hack"

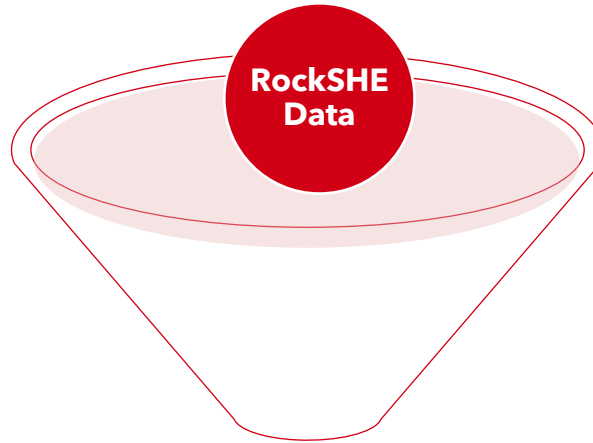


- Incidents
- Near Misses



Reactive data

Investigation
Corrective actions
Preventive actions
Sharing knowledge



**Data driven basis for
Safety Framework**

Preventive SHE processes

Continuing
improvements
suggestions and
requirements



The road to: ROCKWOOL House of Safety strategy



Questionnaire Track

- ▶ Cost, Resources
- ▶ Languish, e-mails, smart devices
- ▶ And then what?



Data track

- ▶ Reports based on existing data
- ▶ All factory's, OPCOS get a dedicated report + High level Group report
- ▶ Design feed-back loop*

ROCKWOOL House of Safety strategy - Vision Zero framework

Getting mandate!

- Proposal to General Management (GM) and BoD
 - Presented to Technical Directors (TD)
 - Presented to Factory Managers (FM)
 - Presented to Safety Officers (SO)
-
- Mandate to select a number of factories that **must** do something extra!
 - Mandate to initiate Group wide incentives!

Group work!

- How do you get mandate to launch Strategy, Campaigns?
- Even when it costs time and other resources?

Selection criteria for factories that must record and perform improvement actions in 2024

Based on the performance during 2023 the factories will be selected according to the following criteria:

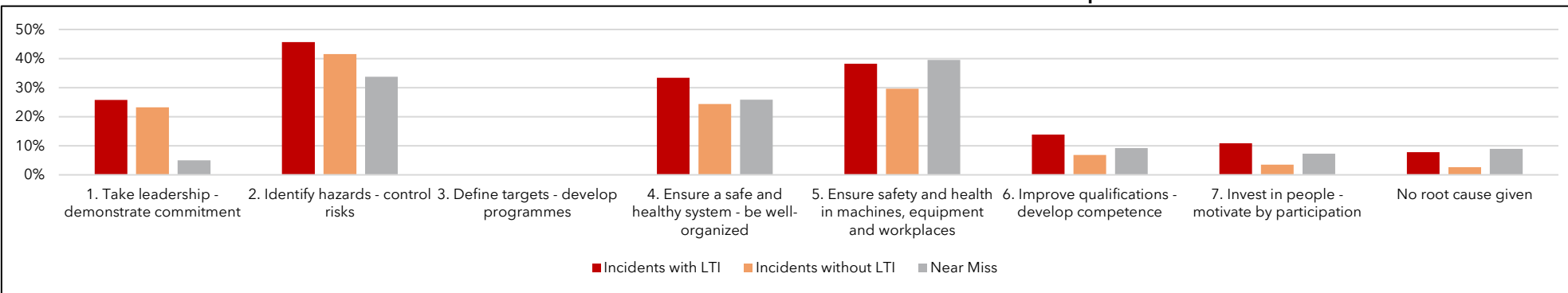
High LTI Rate + high distinct number of LTIs
Low LTI Rate but high distinct number of LTIs

Factories who suffered a serious accident

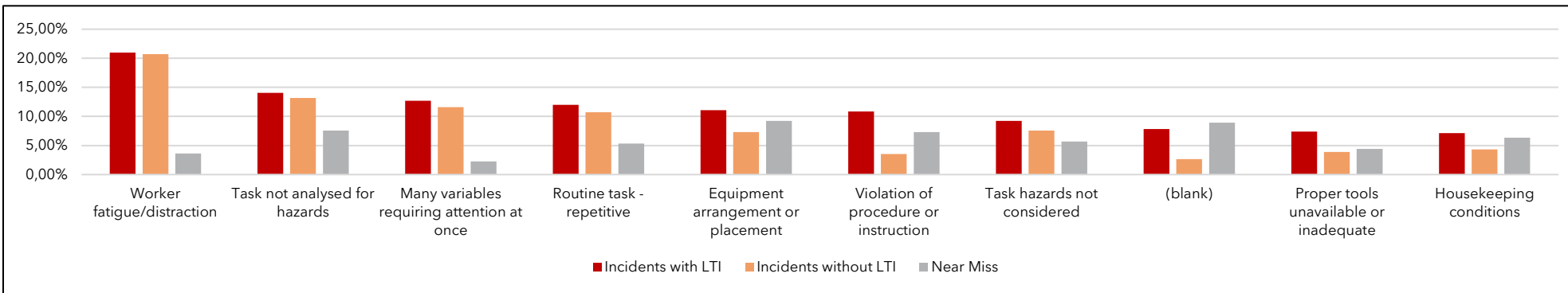
7 Factories was selected

- Meetings / Visits / support

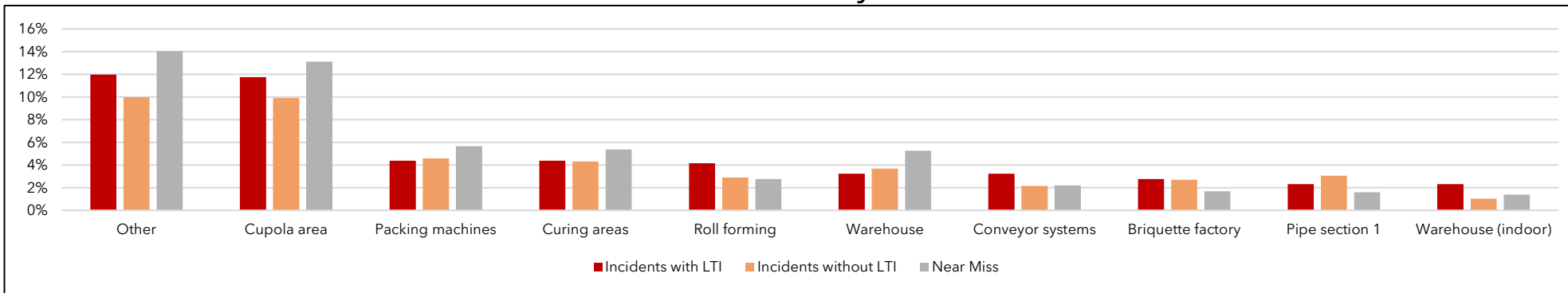
Distribution over the 7 Vision Zero Principles



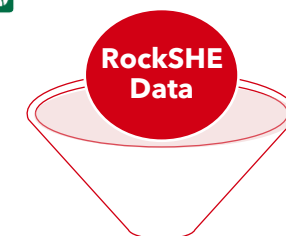
Distribution over the RockSHE root causes



Distribution over the factory areas



- Incidents
- Near Misses

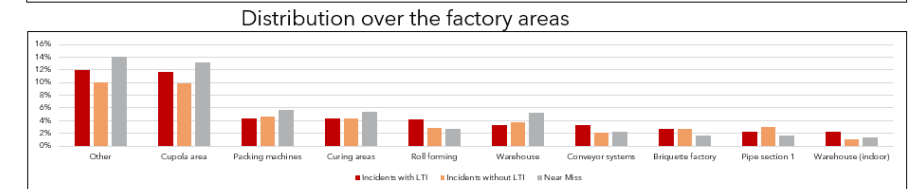
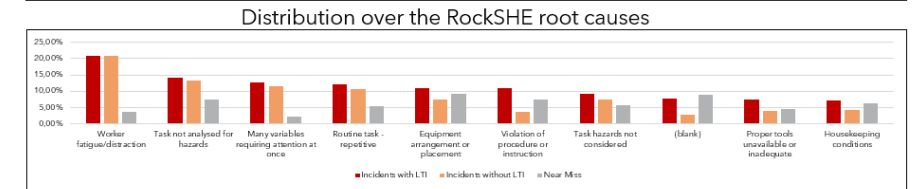
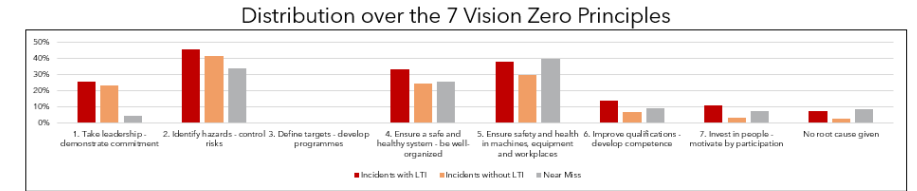


Data driven basis for Safety Framework



ROCKWOOL House of Safety

STRATEGIC
GROUP
LEVEL



ROCKWOOL House of Safety

STRATEGIC GROUP LEVEL

ROCKWOOL HOUSE OF SAFETY

Map and identify Group Safety Performance level / safety issues
 Prioritize Strategic Safety focus areas and allocate Group resources
 Create and facilitate Group Safety initiatives

Support, monitor & report

Data track

- Publish OPCO & Factory Safety performance reports incl. recommendations
 - Where improvement are needed issue agree clear and timely safety initiatives with Group SHE
- All with existing data from RockSHE**

Questionnaire track

- Run questionnaire
 - Analyse result
 - agree clear and timely safety initiatives with Group SHE
- Questions from Rock Pulse, and Vision Zero questionnaire**

Support, monitor & report

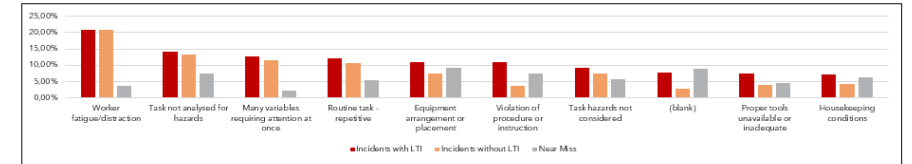
OPCO / FACTORY LEVEL



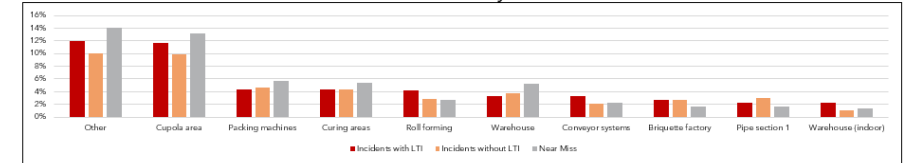
Distribution over the 7 Vision Zero Principles



Distribution over the RockSHE root causes



Distribution over the factory areas



ROCKWOOL House of Safety

Data track yearly wheel



Q1

- Publish safety reports
- Select the group wide initiative
- Select factories that needs to improve
- Dialogue with selected factories
- Recording of actions in RockSHE

Q2

- Support and follow up
- Startup group wide initiative
- Working group

Q3

- Support and follow up
- Go on with the group wide working group
- Create implementation plan for group wide initiative

Q4

- Support and follow up
- Evaluate
- Monitor group wide initiative

Status on ROCKWOOL House of Safety



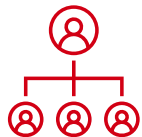
Questionnaire Track

- ▶ 1 OPCO completed the ROCKWOOL House of Safety questionnaire October 2023 => safety leadership training based on Vision Zero and the feedback from the questionnaire
- ▶ 1 OPCO completed the ROCKWOOL House of Safety questionnaire December 2023
- ▶ 1 OPCO to start ultimo 2024 + Safety Leadership Training



Data track

- ▶ 6 years of recorded data, +7000 recordings (LTI & NM)
- ▶ 43 detailed factory/OPCO specific trend reports (April 2024)
- ▶ Dedicated support to selected factory's
- ▶ New reports to be issued in Q1 2025



Group wide initiatives

- ▶ LOTO
- ▶ Basic safety tools
- ▶ Safety leadership training: "Not on my watch"*

* Additional features our organisation had the appetite for

High-level actions to further improve the ROCKWOOL House of Safety strategy during 2024

Factory 1

- Leadership -> safety walks
- Analyse 60" cards
- Machine board communication
- Communication campaign 4 topics rest of '24

Factory 2

- Upgrade to MMR/CE
- Brick saw upgrade
- Interior traffic improvement
- Human vs Forklift
- Reinforcement of safety rules for all drivers into CIG

Factory 3

- Machine safety top 10
- 1-minute lessons
- Safety walk and talk
- Safety Leadership Training - "Not on my watch"

Factory 4

- Machine safety top 10
- Train specific themes
- Safety Leadership Training - "Not on my watch"

Factory 5

- Training:
 - Lockout
 - Confined space
 - Crane awareness
 - Forklift system
 - Roof safety
 - Good Catches
- Confined space audit
- Lockout refresher training

Factory 6

- Safety interaction 2 recordings/month/manager
- 1 month 1 risk campaign
- Safety coaching
- Incident audit committee 4 audits in '24
- Ergonomics review cupola L1, L2, E-furnace & forklift

Factory 7

- Safety Walk & Talk
- Inclusion of safety coaches in forums & committees
- MOC
- PUWER Remedial work (Machine safety)
- Roll-out and completion of risk assessments

Group work, knowledge sharing

How do you share learnings from incidents?

- Media
 - Different organisational groups/levels
-
- How do you communicate & decide to/with top management regarding incidents and mitigating actions?



Not on my watch

Group tool on Safety Leadership Training



October 11, 2024

Safety Leadership Training set-up



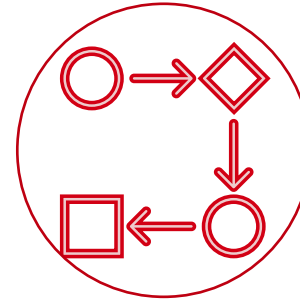
Management
onboarding



Questionnaire
& feedback



Managers'
safety
leadership
workshop



8 modules
safety
leadership
training*



Repeat
questionnaire



* Possibility for using local consultant for workshops so native language can be spoken.

2. Project Flow

Steering Group Meetings in the Project Timeframe

1

Baseline Safety Culture Assessment

IT-based Questionnaire to all managers and employees on:

Safety Prevention Level

Safety Climate

Safety Behavior

2

Top Management Workshop (1 day)

Management Commitment

The journey towards a higher prevention level

Management roles, tasks and responsibilities

3

Training/alignment of Consultants

Learnings from other Rockwool OPCOs

Training in workshop materials

Overview of GLOBAL tools and materials

4

8 Workshops x 4 hours

Own your TEAMS safety in your heart

Safety Culture Topics

Manager Tools

Proactive Leading Indicators and Action Plans

5

Benchmark Safety Culture Assessment

4. Content of 'Not on My Watch' 8 workshops x 4 hours - themes developed by Jens-Ole Iversen, Nordics

1

The journey towards a higher prevention level

Own your TEAMS safety in your heart

The relation between safety, health and wellbeing

Summary & Homework

2

Evaluation of homework

Risk assessment

Summary & Homework

3

Evaluation of homework

Setting targets on safety

Change management

Summary & Homework

4

Evaluation of homework

Coaching safety

Summary & Homework

4. Content of 'Not on My Watch' 8 workshops x 4 hours - themes developed by Jens-Ole Iversen, Nordics

5

Evaluation of homework

Psychological safety

Safety feedback

Summary & Homework

6

Evaluation of homework

The difficult safety conversation

Summary & Homework

7

Evaluation of homework

Conflict management

Summary & Homework

8

Evaluation of homework

Problem solving

Summary & next step



Questions?

Thank you