

**BE A  
CHAMPION  
OF SAFETY**

## **2016 INDIANA SAFETY AND HEALTH CONFERENCE & EXPO**

March 21-23, 2016 | Indiana Convention Center, Indianapolis



### **Link with Sustainability Through Your SHE Culture and Systems**

**2016 Indiana Safety and Health Conference & Expo  
March 21, 2016**



Cathy A. Hansell, CCSR, CSM, MS, JD  
President, Breakthrough Results, LLC®

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### **Challenges and Myths**

- *Where does Safety or SHE fit within sustainability ?*
- *What is the role of Safety (SHE) professionals ?*
- *What do we do... how to get involved in sustainability ?*
- *How do we leverage what we naturally do, to partner with the business and integrate with sustainability ?*

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## Our Agenda

### Meet Challenges and Bust Myths

1. *Alignment and specific links of Safety (SHE) culture & sustainability*
2. *Role of Safety and Safety (SHE) professionals*
3. *Strategy and 5-Step Roadmap for you... to be effectively involved in Sustainability*
4. *HINDERS... Issues? Barriers? Challenges? Traps?*
5. *HELPS... Benefits? Practical Tips?*

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## First, The Bottom Line

- Sustainability is a new, broad and balanced “umbrella” concept and initiative
- Most sustainability- related activities and initiatives are not new to Safety (SHE)
- Sustainability goals, approach and platform are very similar to those of Safety (SHE) culture
- Leverage and align Safety (SHE) culture and successes to directly advance and support Sustainability... 70%-80%+ overlap. **USE WHAT WORKS!**
- The successful role of Safety (SHE) is pro-active, business-oriented and broad-minded, just as with Sustainability culture

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## Identify The Linkages

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**Sustainability Fit with  
SHE Excellence and  
Culture**

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## SHE Culture

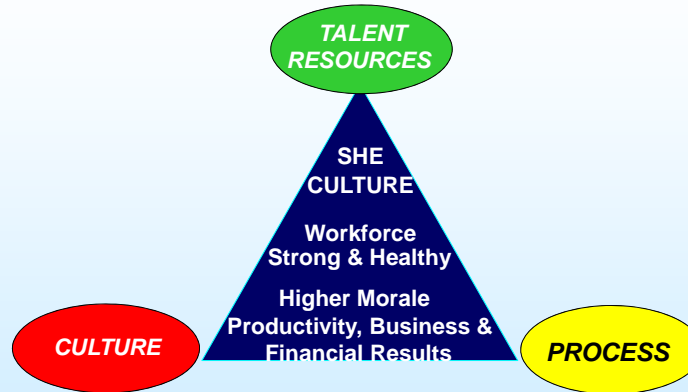
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- Strategic and Well-defined
- Sets norms and values for the organization, as guidance for all actions, behaviors and measures of success.
- Beyond Compliance ... focuses on **prevention, engagement** and **alignment/integration** with the business and into communities and beyond!
- Critical leadership role ... champions and drivers.
- SHE professional role is pro-active, business-oriented and broad-minded.

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## World Class Strategy

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- ✓ Safety is a Value
- ✓ Visible Leadership Drive
- ✓ Employee Involvement & Ownership
- ✓ Systemic S&H Integration & Alignment
- ✓ Performance Data & Analysis

- ✓ Compliance & Prevention
- ✓ Systematic & Integrated
- ✓ Management Systems

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## Sustainability Definitions

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**Corporate Social Responsibility (CSR)** is the responsibility of an organization for the impacts of its decisions and activities on society and environment. The aim of CSR is to contribute to SD.\*

**Sustainable Development (SD)** is the development that meets the needs of the present without comprising the ability of future generations to meet their own needs. About integrating the goals of a high quality of life, health, prosperity with social justice and maintaining the earth's capacity to support life in all its diversity. \*

**SD is "What to achieve" and CSR is "How to do it"**

\*ISO 26000:2010 (November 2010)\*

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## Sustainability & SHE Culture Similarities

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BOTH Sustainability and SHE Culture have similar:

- WHAT? Same...
  - ✓ “People” are a common core foundational concept
  - ✓ Social, economic and environmental goals
  - ✓ Culture of doing the “right things”
- HOW?
  - ✓ **Integration** with the business processes
  - ✓ Reach beyond operations to the community and globally

***Same or similar goals and approaches of implementation, leadership drive, employee and organization engagement***

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## Engage the Organization

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### Human Resources Processes

1. New employee hiring
2. New/transferred employee orientation (at all levels)
3. Third party employee selection, retention and management
4. Discipline
5. Recognition and reward
6. Leadership skill development (business, plants, sites, team leaders/supervisors) and employees
7. Leadership personal performance reviews
8. Labor management, negotiation and agreements
9. Organizational design
10. Health benefits and wellness
11. Communications

### Other Business Processes

1. Operations-Manufacturing, Service, etc
2. New product development and changes
3. New processes and changes
4. Six sigma/lean processes, projects and training
5. Critical raw material and supplier selection and retention
6. Contractor selection, retention and management
7. Facilities/work environment management
8. Business Planning and Goal Setting
9. Business Development and Mergers/Acquisitions
10. Sales and Marketing
11. Risk Management
12. Security
13. SUSTAINABILITY

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## Benefits of Leveraging SHE Culture

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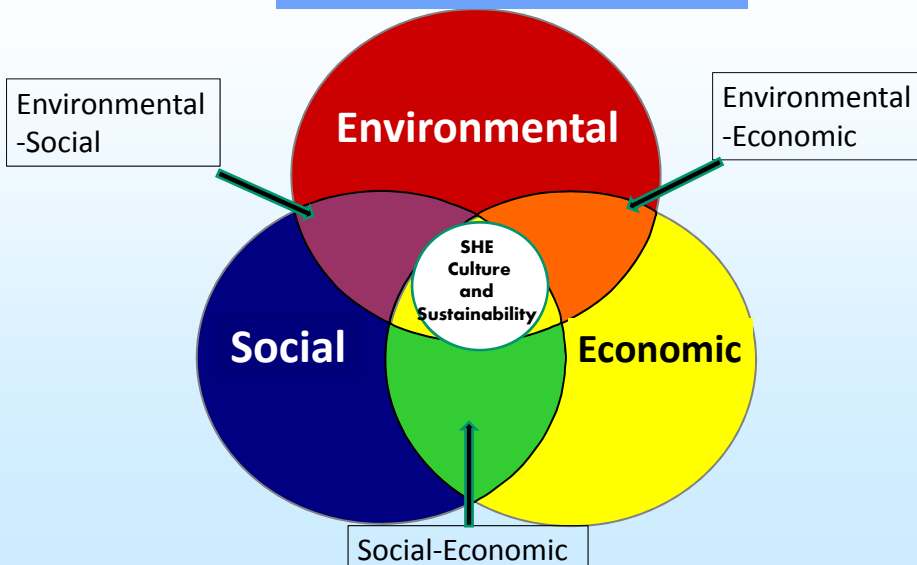
- Demonstrate SHE Value to the Business
- Same Goals, Approach and Platform
- Leverage What Works:
  - ✓ Gets Results Directly
  - ✓ Gets Results Through Indirectly-Systems
    - ✓ Within your organization
    - ✓ Outside your organization

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## Finding the Links with SHE Culture

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## To Accomplish Effective Links with SHE

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1. Leverage SHE Culture... Compliance, Prevention
2. Look for both **EXPLICIT** and **IMPLICIT** SHE requirements

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## The Role of SHE Culture

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As specifically referenced in the social sector pillar of CSR?

- Labor Practices
- Workplace Safety
- Community Involvement
- Fair Operating Practices
- Human rights
- Compliance

In the environmental pillar of CSR?

- Pollution Prevention
- Natural Resource Conservation
- Prevention of Global Warming
- Sustainable Consumption
- Compliance

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## The Role of SHE Culture

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YES, plus **much more!**

**GO DEEPER!**

- Company Strategy & Vision
- Organizational Design
- Risk Management & Reduction
- Prevention Through Design
- Product Stewardship
- Energy Efficiency
- Emissions Cap and Trade
- Compliance Governance
- Transparency
- Accountability and Ethics
- Supply Chain Management
- SHE Community Outreach
- Commitments to External Initiatives

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## ISO 26,000

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Standard which  
provides guidance  
for social  
responsibility

Published 2010  
Last reviewed-2014

- 7 Principles, practices, 7 core subjects, issues... All Beyond Compliance
- Integrate, implement and promote socially responsible behavior throughout an organization, within its sphere of influence
- Engage Stakeholders
- Communicate internally & externally
- Not a Management System standard, no requirements; not intended for certification
- STATED: Safety strong underlying foundation for the standard
- 95% coverage by SHE Culture

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## Finding the Linkage Points ISO 26,000

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CSR Pillar	Core Subjects (ISO 26,000: 2010)	Additional Details and Sample SHE-Related Issues and Activities
Social	<ul style="list-style-type: none"> <li>Human Rights</li> <li>Labor Practices</li> <li>Community Involvement/ Social Develop. (CI/SD)</li> <li>Fair Oper. Pract.</li> </ul>	<ul style="list-style-type: none"> <li>Workplace Safety and Health Prgms</li> <li>Worker Training &amp; Skills Development</li> <li>Contractor Management</li> <li>Accident Prevention</li> <li>Product and Job Design</li> <li>S&amp;H Education for Community</li> <li>Risk Minimization and Management</li> </ul>
Environmental	<ul style="list-style-type: none"> <li>Environment</li> <li>Human Rights</li> <li>Fair Oper. Pract.</li> <li>CI/SD</li> </ul>	<ul style="list-style-type: none"> <li>Pollution Prevention</li> <li>Natural Resource Conservation</li> <li>Prevention of Global Warming</li> <li>Prevention Through Design (PtD)</li> </ul>
Economic	<ul style="list-style-type: none"> <li>Labor Practices</li> <li>Fair Operating Practices</li> </ul>	<ul style="list-style-type: none"> <li>Cost Savings and Productivity Gains</li> <li>R&amp;D, New Products &amp; Services</li> <li>Pro-active SHE risk resolution</li> </ul>

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## Finding the Linkage Points ISO 26,000

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CSR Pillar INTERSECTION	Core Subjects (ISO 26,000:2010)	Additional Details and Sample SHE-Related Issues and Activities
Social- Environmental	<ul style="list-style-type: none"> <li>Social &amp; Environ.</li> <li>Fair Operating Practices</li> <li>CI/SD</li> </ul>	<ul style="list-style-type: none"> <li>Environmental Stewardship</li> <li>Preservation &amp; Restoration of Natural Habitats</li> <li>Sustainable Consumption</li> <li>Life cycle Analysis</li> </ul>
Social- Economic	<ul style="list-style-type: none"> <li>Social</li> <li>Fair Operating Practices</li> <li>Consumer Issues</li> <li>CI/SD</li> </ul>	<ul style="list-style-type: none"> <li>Safety and Health Culture</li> <li>Product Literature, Warnings, MSDS</li> <li>Prevention Through Design (PtD)</li> <li>Customer &amp; Employees Ethics Hotline Process</li> </ul>
Environmental- Economic	<ul style="list-style-type: none"> <li>Environment</li> </ul>	<ul style="list-style-type: none"> <li>Energy Efficiency</li> <li>Subsidies and Incentives for Pollution Prevention</li> <li>Natural Resource Usage Reductions</li> <li>Emissions Cap and Trade</li> </ul>

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## Finding the Linkage Points ISO 26,000

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Overall CSR Pillar	Core Subjects (ISO 26,000:2010)	Additional Details and Sample SHE-Related Issues and Activities
<b>OVERALL CSR</b>	<ul style="list-style-type: none"> <li>Organizational governance</li> </ul>	<ul style="list-style-type: none"> <li>SHE Culture</li> <li>Global SHE Compliance</li> <li>Global SHE Requirements Beyond Compliance-Risk Prevention</li> <li>Audits; Leading Indicator Scorecard</li> <li>Principles of Social Responsibility:               <ul style="list-style-type: none"> <li>Transparency</li> <li>Accountability</li> <li>Ethical Behavior</li> <li>Respect for Stakeholder interests, for international norms/ behaviors, and for human rights</li> </ul> </li> </ul>

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## GRI-Global Reporting Initiative Sustainability Reporting

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- Consistent, clear format for reporting sustainability progress
- GRI G4 Reporting changes from G3.1 Reporting
  - Align with other reporting references and frameworks
  - Focus on organizational material issues
- Requested use of G4-December 31, 2015 reports

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## Finding the Linkage Points GRI-3.1 and 4

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GRI Category PROFILE-Generic Standards Disclosure	Pertinent GRI Aspect for SHE-Related Issues
Strategy and Analysis	Sustainability vision, strategy and priorities; Key impacts, risks and opportunities; Performance Targets; Governance mechanisms
Organizational Profile	Operational Size, Structure, Locations; Awards; Supply chain, External
Report Profile, Material Aspects & Boundaries, GRI Context, External Initiatives, Stakeholder Engagement	Report scope, Content, Prioritizing topics, Measurements, Mechanisms to inform and consult with employees, External Initiatives, Stakeholder Engagement,
Assurance, Governance, Ethics and Integrity	Governance processes, Compliance, Performance and Compensation Linkages, Managing Risks, Reporting and investigating unethical issues

<http://www.globalreporting.org/ReportingFramework/G4Guidelines/>

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## Finding the Linkage Points GRI-3.1 and 4

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GRI Category	Pertinent GRI Aspect for SHE-Related Issues
<b>Category</b>	<b>Sub-Categories; DMA and Indicators</b>
<b>Environment</b>	Goals & Performance ; Policy; Additional Contextual Information
	Organizational Responsibility; Training and Awareness; Monitoring and Follow-up
	Materials, Water, Biodiversity, Emissions, Effluent, Waste
<b>Economic</b>	Goals & Performance ; Policy; Additional Contextual Information
	Economic Performance, Market Presence

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## Finding the Linkage Points GRI-3.1 and 4

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GRI Category	Pertinent GRI Aspect for SHE-Related Issues
<b>Category</b>	<b>Sub-Categories (SC) DMA and indicators</b>
<b>Social</b>	WITH EACH: Goals & Performance ; Policy; Organizational Responsibility; Training & Awareness; Monitoring & Follow-up; Addt'l Contextual Information
SC-Human rights	Impact Assessment. Investment and Procurement, Freedom of Assoc and Collective Bargaining, Security Practices
SC-Labor Practices & Decent Work	Employment, Labor-Mgmt Relations, Occupational Health and Safety, Training and Education; Risk ID
SC-Society	Community, Corruption, Public policy, Compliance
SC-Product Responsibility	Customer Health and Safety, Product and Service Labeling, Marketing Communications, Compliance

<http://www.globalreporting.org/ReportingFramework/G4Guidelines/>

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## Leveraging SHE for Sustainability

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- SHE Culture
- SHE Processes and Management Systems
- SHE Programs
- SHE –Related New Services and Products
- SHE Expansion Beyond Operations
- SHE Professionals

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## Leveraging SHE for Sustainability

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SHE Programs and Culture	SOCIAL PILLAR EXAMPLES				
	Workplace S&H Prgm	Labor Rights & Relations	Working Conditions	Training & Develop.	Product & Work Process Design
Overall Culture	X	X	X	X	X
Accident Prevention	X	X	X	X	X
Occupational Health Processes	X	X	X	X	X
SHE integration with Human Res.	X	X	X	X	
SHE integration with Operations	X	X	X	X	X
Risk ID & Mgmt	X	X	X	X	X
Employee Engagement	X	X	X	X	X
Audit and Governance	X	X	X	X	X

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## Leveraging SHE for Sustainability

2

SHE Programs & Culture	ENVIRONMENTAL PILLAR EXAMPLES					
	Pollution Prevent.	Energy Conservation & Efficiency	GHG-CO2 Emission Reduction	Environment Protection & Restoration	Waste Minimization	Product & Process Design
Overall Culture	X	X	X	X	X	X
Incident Prevention	X		X	X	X	X
Environ. Processes	X	X	X	X	X	X
SHE Integr. w/ Engin. & Operations	X	X	X	X	X	X
Environ. Stewardship	X	X	X	X	X	X
Employee Engagement	X	X	X	X	X	X

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## Leveraging SHE for Sustainability

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SHE Programs & Culture	ECONOMIC PILLAR EXAMPLES				
	Compliance Fines & Penalties	Operating Costs	Community Investments	R&D for New Products, Services, Res.	Public, pro-bono Engagement
Overall Culture	X	X	X	X	X
Accident & Incid Prevention	X	X		X	X
SHE Compliance Programs	X	X	X	X	X
SHE Integr. w/ Ops & Engineer.	X	X		X	
Risk ID & Mgmt	X	X		X	X
Audit and Governance	X	X	X	X	X
Employee Engagement	X	X	X	X	X

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## What do you do? 5-Step Roadmap

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1. Target Important or Material Sustainability Issues
2. Identify Alignment and Linkage points of SHE with those Material Sustainability Issues
3. Identify Strength/Gaps of Existing SHE Programs, Processes and Culture
  - Remember ... Integrating SHE into the 24 Business Processes
  - Select SHE targets to maximize benefits for CSR/SD material issues, goals
4. Get Started! Everyone involved; SHE integration; leverage SHE systems to advance sustainability
5. Track and recognize progress... and repeat

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## Hindrances... Real and Myths

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1. Only **explicit** external ratings are used to define key issues for the organization to address?
2. Stake holder requests/surveys ask for little SHE information?
3. Environmental issues get more attention than safety?
4. Don't have time or support for large-scale education?
5. The organization doesn't see the linkages?
6. The SHE culture is not very mature at this point?
7. SHE professionals aren't ready or have the skills to be sustainability leaders and change agents?
8. Geographic culture and economy

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## Addressing the Hindrances

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- Tips to Overcome and Proven Best Practices
  - Listen, Seek the WIIFM and “win-win”
  - Integrate and Align
  - Make it clear, easy and desirable
  - Use what is in place
  - Provide Needed Skills for SHE Professionals

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- **Tips to Strengthen and Leverage SHE.**  
Build on:
  - Culture Foundation
  - Long-term planning
  - People-oriented company focus
  - Discipline of operational excellence
  - Successes
  - SHE professionals

- Planning and Goal Setting
- Leadership
- Integration and Alignment
- Employee Engagement
- Preventative Systems
- SHE Role





## Closing Thoughts

1. Sustainability has logical and clear relationships and linkages with SHE culture. Key is to Leverage the integration of SHE considerations into the 24 business processes.
2. SHE can directly achieve Sustainability results. SHE can indirectly facilitate the Sustainability results with processes, approach & mindset.
3. Engage your business and all employees...just like SHE culture.
4. Understand and target your business material issues & stakeholders
5. S&H professionals skills as passionate, change agents

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## Questions

Cathy Hansell

Email: [chansell@breakthroughresults.org](mailto:chansell@breakthroughresults.org)

Phone: 908 652 1366

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