



BlueScope

# **BlueScope Safety Journey**

**A personal reflection**

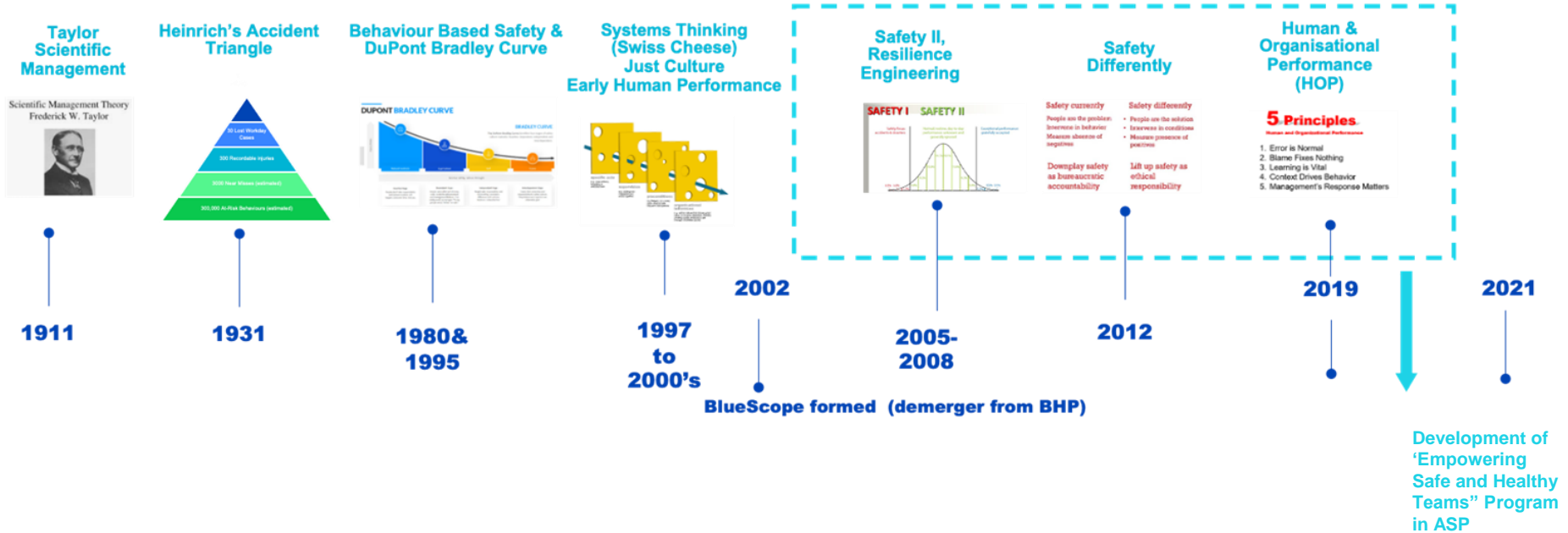
## The Safety Journey – Where We Came From

Cause	1940's	1950's	1960's	1970's	1980's	1990's	2000+
Hit by locomotives/wagons	2	4	5	9	2	2	
Caught between plant and equipment		4	3	4		1	1
Fall from heights		7	4	3	1		
Hit by falling objects		7	5	4	1		
Hit by moving machinery	1	8	7	3	2		
Burns		4	2	1			
Inhalation – gas / smoke	3			2			
Explosion				3		1	
Hit by truck / mobile equipment		4	1	8	2	1	
Stored energy						1	1
Electrical					1	2	

# HOW HSE HAS EVOLVED

## Understanding the context of how HSE has evolved in Industry and at BlueScope

### How Industry (science, societal shifts and trends) have evolved in safety



# Our Safety Beliefs Matter

## Our Safety Beliefs - WEMATA

**W**orking safely is a condition of employment

**E**mployee involvement is essential

**M**anagement is accountable for safety performance

**A**ll injuries can be prevented

**T**raining workers to work safely is essential

**A**ll operating exposures can be safeguarded

Felt

**Leadership is a choice, not a rank.** It's choosing to look out for the person on your left and to look out for the person on your right.

Simon Sinek

**care**

It's a People thing

**courage**

To make a tough call

FELT

**consistency**

Especially when no one is watching

**curiosity**

To understand how people and teams think, learn and make decisions

## What is FELT LEADERSHIP?

Leadership that leaves a positive impression on those who see and experience it. It is visible. It demonstrates genuine care, involves and has an impact on a wide range of employees, contractors, customers and visitors. It is how we lead and it's part of our DNA at BlueScope.

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Safety Fundamentals



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**What do we  
mean by  
safety  
evolution?**



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**What do we  
mean by  
safety  
evolution?**

**Our focus is on making  
as many things go  
right as possible,  
improving capacity,  
understanding  
variability, improving  
controls and learning  
from our people.**



# WEMATA and We're Evolving

- BlueScope's approach to health and safety management has historically applied DuPont Safety Programs
- Safety performance appears to have hit a plateau
- This leads to the idea of safety evolution
- We're moving towards an application of Human Centred principles
- We want to learn faster and better than before by getting honest and constructive feedback from our teams
- We want to continue to build trust, show visible felt leadership, share authentic information and build psychological safety.



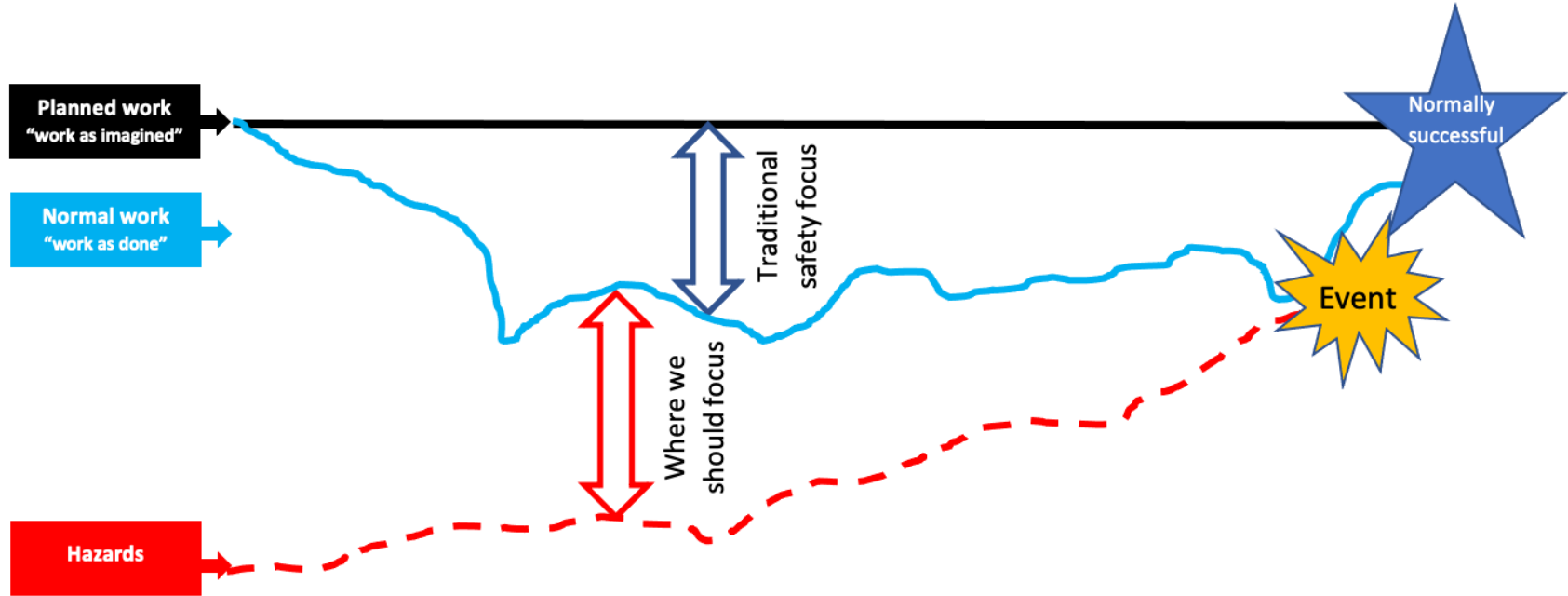
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**Safety is not the  
absence of accidents;  
it is the presence  
of defences.**

# Todd Conklin - Why Leaders Need To Build Businesses That 'Fail Safely'



# BLUE LINE / BLACK LINE MODEL



Source: Todd Conklin





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**Errors are  
Normal**



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# Human and Organisational Performance



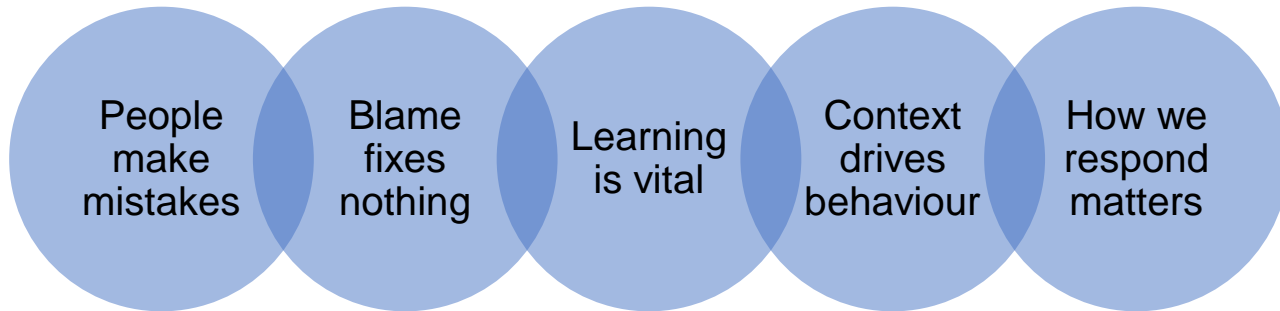
# HOP is not a program

One of the tricky aspects of HOP is that it is not a program. It is a philosophy which, when adopted, creates a local culture change that leads to better system design.

The principles behind HOP are grounded in the same philosophy that helped improve the design of our cars.

# 5 HOP Principles

Human Organisational Performance (HOP) helps us build an understanding of how humans perform and how we can build systems that are more error tolerant.



## **IT IS:**

An individual worker

Working within the organisations system

In order to meet expectations set by leaders