Safe by Choice
What is it?
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Introduction

Safe by Choice is the name Yara has given to its journey to get to zero injuries.

It also describes the safety culture that will make zero injuries a real possibility. The desired safety culture is one where we all, individually and collectively, take responsibility to take care of ourselves and each other.

Yara’s Safe by Choice journey requires us to use our existing safety tools with better quality, more ownership, engagement, and consistency than we do today.

This journey is mapped out with a set of actions that builds on existing achievements. There are no new safety tools - just a shift to a higher standard of excellence. We will achieve this by developing our functional and behavioral competences and applying ourselves to being safe.

Yara’s Safety Principles define the responsibilities that put into practice and achieve a culture where we can, with pride, say ‘Together we Care’. These are detailed further in this handbook.

This handbook introduces what we have to do to get to zero injuries. Why Safe by Choice? No one comes to work to get hurt. We want all employees, contractors and visitors to return home safe. Yara, and everyone that works there, share this common goal.
Why Safe by Choice?

The Issue
- We do not accept employees or contractors getting injured at work
- Our goal is zero injuries
- Your safety matters to Yara

Yara’s Solution
- Implement the Safe by Choice strategy to develop individual and team behavior, attitude, and culture aligned to Yara’s Safety Principles; reduce exposure to injury

The Benefits
- Yara becomes a safer workplace and that is good for business
- Reduce injuries and their impact on families
Taking responsibility for safety?

Yara’s Safe by Choice journey is underpinned by our Safety Principles.

The Yara Safety Principles summarize our corporate doctrine and attitude with regard to safety. They are the fundamental laws that drive safety.

**YARA SAFETY PRINCIPLES**

1 - All injuries are preventable and safety is the common basis for our ‘license to operate’.

2 - Managers (included supervisors) are responsible for:
   2.1 reducing risk to as low as reasonably practical.
   2.2 setting safety standards and goals, monitoring, auditing and completing agreed actions on time as well as reviewing performance to achieve operational discipline and continuous improvement in safety.
   2.3 developing employees to work safely.

3 - All employees and contractors are responsible for:
   3.1 having the appropriate competence for safe working.
   3.2 adhering to safety technical standards and rules at all times.
   3.3 addressing own and others ‘at risk behaviors’ and to reinforce ‘safe’ behaviors.
   3.4 taking immediate action to correct, report and follow up near misses and hazardous conditions.

4 - Working safely is everyone’s responsibility and is a condition of employment.
Safety culture and injuries

Research has demonstrated that incident rates decline as a company’s safety culture matures. The highest degree of safety can only be achieved if safety is an integral part of the company culture, rather than being a set of rules imposed by management. Our objective is to drive this development in culture.

The cultural aspects of safety are generally summarized by the Bradley-DuPont curve. It indicates four levels of safety culture. Only the fourth stage enables incident rates close to zero.

’Safe by Choice’ expresses both our objective and the way we shall achieve it. As opposed to ‘safe by chance’, it stipulates our proactive engagement in making Yara a safe place to work. Rather than a consequence, safety is a condition of our success. It thus highlights the next step to be achieved on our journey towards zero.

Our challenge: be safe by choice

Our ambition: zero accidents
Reactive stage
People do not take responsibility. They believe that safety is more a matter of luck than management, and that ‘accidents will happen’. And over time, they do.

Dependent stage
People see safety as a matter of following rules that someone else makes. Accident rates decrease and management believes that safety could be managed ‘if only people would follow the rules’.

Independent stage
Individuals take responsibility for themselves. People believe that safety is personal, and that they can make a difference with their own actions. This reduces accidents further.

Interdependent stage
Teams of employees feel ownership for safety, and take responsibility for themselves and others. People do not accept low standards and risk-taking. They actively converse with others to understand their point of view. They believe true improvement can be achieved as a group, and that zero injuries is an attainable goal.

From “safe by chance” to “safe by choice”
Individual behaviors with regard to safety need to develop as a company’s safety culture evolves. Achieving the highest level of safety marks the transition from an ‘individual’ to a ‘shared’ approach to safety.

Safe by Chance
- Personal knowledge, commitment and standards
- Personal value and planning for safety
- Individual recognition
- Sense and ownership on behalf of self
- I care for myself

Safe by Choice
- Helping/correcting others
- Pride in the organization
- Valuing team performance
- Sense of ownership on behalf of ‘team’ at all levels
- I care for others
Developing company culture is a long-term process. It requires changing our collective mindset and aligning the company to a zero accident vision. Management commitment to occupational safety and process safety is a premise and key driver for such change. It needs to be communicated actively across all entities and hierarchy levels.

A massive stimulus is needed to spark shared awareness that real change is happening, encouraged by top management. Every individual in the company shall feel engaged in this process, rallying people around a common goal, tearing down objections and barriers. To be efficient, we need to act both at an emotional and rational level:

**Emotional engagement:** create motivation & momentum
- Engage people by:
  - identifying barriers to culture development and action follow-up
  - establishing safety committees with employee representatives
- Arouse pride

**Rational engagement:** disseminate rules, procedures, training, for example:
- Operational discipline through standardization, and follow-up through safety inspections
- Risk assessment
- Focus on major potentials
- Planning and preparation of workplace activity
- Behavioral observation and feedback
- Integration into business planning and individual key performance indicator setting in the Human Resources performance management and competence development processes.
Action Plan

**Emotional engagement**
- Communicate the ‘Safe by Choice’ message in small groups
- Culture Development
- Barrier workshop & Establish new or develop existing Site and Departmental Safety Committees
- Establish barrier removal teams with clear mandate & Improved Problem Solving

**Rational engagement**
- Establishing Safe by Choice Way of Working & Systematic Inspection
- Hazard Identification/ Risk Management & Activity planning and preparation & Focus on Major Potential
- Behavioral observation feedback and follow up

**Sustainable development**
- Evaluate safety functional & behavioral competence gaps for managers & supervisors against agreed standards
- Business Plan & PMP/ KPI setting
- Close gaps and check progress at Mid-Year Talent Review

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**Safe by Choice What Is it?**

- Establishing Safe by Choice Way of Working
- Systematic Inspection
- Hazard Identification/ Risk Management
- Activity planning and preparation
- Focus on Major Potential
- Behavioral observation feedback and follow up
- Evaluate safety functional & behavioral competence gaps for managers & supervisors against agreed standards
- Business Plan & PMP/ KPI setting
- Close gaps and check progress at Mid-Year Talent Review
First, the ambition of Safe by Choice must be communicated to everyone, and accepted by all.

Secondly, identify the current safety culture and the barriers preventing development to the next levels defined in the Bradley curve.

- All plants/units shall hold workshops involving a cross-section of people from all levels of the organization and all departments - representing the total population - to identify the barriers they perceive are preventing transition today.

- Remember this is the perception of the group, it may be different to that of the manager.

- What is important is not to disregard it if you do not believe it as a manager, but to consider it within the second barrier removal process as you would something you agreed with. You may need to understand and address why there is a difference in perception between the management and the rest of your organization. This is the step that will ease the transition and help make it sustainable.

- The agreed actions shall be implemented locally and followed up by the line all the way up to the segment heads and the CEO.

- Problem solving tools shall be used to identify root causes and consider all possible solutions, prior to finalizing the actions to be taken. Local Safety Committees shall also be charged to review and follow up on this step. This will help develop further engagement within the organization.
Removing barriers to safety culture development

Transitional Workshop
- Organize workshop with cross-section of levels and department
- Identify barriers preventing achievement of Safe by Choice

Barrier Removal
- Task Forces set up locally for root cause analysis and identifying solutions
- Central review of common areas of improvement

Follow up
- Segment management to follow up implementation
- Local Safety Committees and local management
Safe by Choice Way of Working

Operational discipline is making sure that we all work to agreed standards and that we refuse to accept any deviations, working in a way that consistently delivers a high level of quality.

To develop a Safe by Choice Way of Working, leaders for their area of responsibility must identify an activity or workplace situation, together with their team, which satisfies the following criteria:

- It delivers business success
- It is very visual (best if you can take photos before and after to show development)
- It involves many people, all working in the same direction
- It is relevant to your area of work and
- Contributes to reducing exposure to injury or other loss

Once a best standard is agreed, put it in practice, following the disciplines described earlier. Find further activities and do the same, until it becomes ‘The way we do things around here!’
Examples of activities that satisfy Safe by Choice Ways of Working include:

- Wearing seat belts at all times when driving forklift trucks, payloaders, etc.
- When using hoses for cleaning, etc. always making sure they are not a trip hazard in walkways and putting hoses back in a safe place after finishing work.
- Always using an available check list when starting up a piece of equipment or plant.

- Always using finger savers with tools where there is a possibility of hand injuries.
- Always using designated safe pedestrian paths and crossings, etc. when walking on site, and not taking shortcuts.

By being aligned we use our energy towards the same objective.
Systematic inspection

A systematic approach aims to generate consistent results aligned to statutory and Yara’s requirements:

- Consistency implies there is a standard, which is supported by a checklist used to identify deviations

Systematic also means performing at a regular frequency. This approach has two benefits:

- Repetition leads to learning within the organization
  - Establishing standards and involving operational staff and contractors will improve understanding of our requirements
  - Repetition frequency is determined by the agreed standard and the potential risk level of non-compliance

- It will drive continuous improvement as deviations are identified, investigated and followed up with preventive and/or corrective actions
What gets followed up, gets done - PDCA and systematic inspection

Systematic inspection in the field is the CHECK part of the PDCA cycle.

It is fundamental in:
- Making sure that what we get is what we have asked for
- Identifying any improvement requirements from the lessons learnt

- Take appropriate action from the lessons learnt and secure the gains
- Standards for our work requirements are established
- We go out in the workplace and confirm that what we asked for is being delivered
- We carry out tasks/activities accordingly

PDCA: Plan, Do, Check, Act

What is it?
Hazard identification and risk management

Our Safety Management Principles require that:

- Managers reduce the risk to a level as low as reasonably practical and
- Employees and contractors follow the control measures that are identified from the above process

Managers are responsible for ensuring that risks are identified and managed following the process and methodology described in TOPS-0-11, which applies to workplace tasks or activities, including those associated with work permits.

To maximize the quality of risk assessment, employees and contractors who perform the task or activity shall be involved in the assessment, and visit the work area.

The requirements for risk assessment are laid out in TOPS-0-11, Occupational Safety Risk Assessment.
### Occupational safety risk matrix

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<th>LIKELIHOOD</th>
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<td>Less Often</td>
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<tr>
<td>PEOPLE</td>
<td>Rating</td>
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<tr>
<td>Severity 1</td>
<td>Fatality</td>
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<td>Severity 2</td>
<td>LTI with serious injury consequence (resulting in permanent or long lasting disability)</td>
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<tr>
<td>Severity 3</td>
<td>LTI with serious injury consequence</td>
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<tr>
<td>Severity 4</td>
<td>Restricted work case (RWC) and Medical Treatment Case (MTC)</td>
</tr>
<tr>
<td>Severity 5</td>
<td>First Aid Injury (FAI)</td>
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**75-375**
Work shall not be started until the risk is reduced and where work is already in progress, the work shall be stopped and urgent action taken to reduce the risk to as low as reasonably practical.

**20-50**
Efforts must be made to reduce the risk to a level as low as reasonably practical. This means that a balance of risk vs cost shall be a consideration in the decision making.

**1-15**
Monitoring is required to ensure that the control measures are maintained.

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**Safe by Choice What is it?**
Focus on major potential

Major potentials for occupational and process safety are defined in TOPS-O-01:

- Severity Level 1, Single or multiple fatalities, long term environmental impact or property or production loss greater than 10 million Euros.
- Severity Level 2, Lost Time Injury with permanent disability, short term environmental impact or property or production loss between 1 – 10 million Euros.

A basic requirement in Yara is to learn from any hazardous conditions observed and any near miss incidents that have taken place. Since these have no actual injury consequences they are free lessons.

It is important to review these hazardous conditions and near miss events and identify those that have the potential for major consequence severity; to investigate them, and implement preventive and corrective actions to eliminate the immediate and root causes - to avoid recurrence of the incident and any potential major loss.

This approach is also fully applicable for Process Safety Management.
This approach is also fully applicable for Process Safety

The major potential events identified from the reported Hazardous Conditions and Near Misses

Fatalities and serious LTIs
Lost Time Injuries
Restricted Work Cases
Medical Treatment Cases
First Aid Cases

Free lessons from Hazardous Conditions and Near Misses without any actual consequence
Activity planning and preparation

Maintenance activity leads to a very high number of exposure scenarios. If we want to reduce exposure to injury we need to plan consistently at a higher level than we do today. To achieve this, the process from work order to work starting needs to be reviewed to see where improvements can be made.

Inadequate planning is a feature of many contractor accidents. Inadequate or insufficient preparation for work by the maintenance/technical function or the production/operations function, means contractors take unnecessary risks to get the job done. This is not the Safe by Choice behavior Yara expects, and may lead to injuries!

Inadequate planning and preparation was a major contributing factor in the activity to insulate the pipe work in this picture.

This led to the person doing this job being burnt on the face by a caustic acid spray. Opportunities to be Safe by Choice were lost: at the planning stage, by the permit officer not demanding sufficient controls before work started; and by the individual not identifying the hazard and the associated risk, and pressing on regardless.
Rational engagement

Behavioral observation and feedback

Yara’s behavioral observation and feedback activity are conducted by leaders (managers and supervisors). Operational staff also follow the same process. These are also known as Walk-Observe-Communicate (WOC) and Behavioral Based Safety (BBS) respectively. The methodology for both is the same and based on the principles described in Behavioral Science Technology’s ‘Behavioral Accident Prevention Process’.

The intention of the process is:

- For competent observers to openly observe people working
- Engage them immediately after the observation in a feedback discussion, aiming to increase safe behavior by emphasizing the consequences prevented, and reducing the at-risk behavior by understanding the reasons for this behavior
- If the at-risk behavior is within the individual’s control, they should change their behavior to prevent the potential consequence
- If the behavior is not within their control, the barriers causing the at-risk behavior shall be investigated to determine root cause, and fixed
- The observation and feedback discussion is recorded and any unacceptable at-risk behavior levels or trends shall be investigated to root cause and fixed
Success requires competent persons to carry out high quality observations and feedback.

**High quality means:**

- The observations are carried out regularly, not at the end of the month to hit a target, but when planned or known high risk activities are ongoing
- Focus on all behavior exhibited, not just obvious ones associated with personal protective equipment
- The feedback for both safe and at-risk behavior is associated with a consequence that the individual, by the end of the feedback, believes will happen to them sooner rather than later, and the consequence will be in their mind the next time they have the same or similar exposure
- Accurately recording and reporting the data collected for further evaluation and for removing barriers to safe behavior
To achieve a Safe by Choice culture and reach zero injuries we must all have the necessary functional and behavioral competences. We must demand the same levels of competence - from our managers, our employees and from our contractors.

**Functional competence**

All managers and employees are required to have minimum areas of core safety competence. The level of competence for each area shall be determined by the individual’s responsibilities and their position.

**Examples of core functional competence areas include:**

- Risk management and control
- Incident reporting and investigation
- Behavioral observation and feedback
- Work permit process
- Safety leadership competences identified in TOPS-1-18, Safety leadership competences
Behavioral competence

The development of behavioral competences starts with leaders. They should demonstrate by example Yara’s six behaviors:

- Take responsibility
- Walk the talk
- Work together
- Make the right decision
- Improve and grow
- Communicate well

Whether it is functional or behaviors, to develop ourselves it is important to follow the systematic process, supported by Yara’s HR system HRIS:

- Establish the required competence level for the position
- Identify gaps
- Establish ways to eliminate the gaps
To achieve and sustain a Safe by Choice culture, supporting actions shall be part of the annual business planning process. These actions shall then be cascaded to individual key performance indicators aligned to Human Resource’s performance management and competence development processes.

**Business planning and performance management process**

Specific actions associated with progress along the Safe by Choice journey shall be incorporated in any long term road maps and the annual business plan. It is the responsibility of the Unit Manager to ensure this, and for their superiors to demand its inclusion.

It is essential that the Safe by Choice actions identified in the business plan are SMART (specific, measurable, action oriented, realistic and time-bound). These are then followed through into an individual’s own key performance indicators in Yara’s performance management process and reviewed on an ongoing basis, and formally at the mid-year and end-year reviews.

**Safety committees**

On an ongoing basis, Safety Committees have an active role to play in supporting and following up all safety issues, including Safe by Choice development.

**Each safety committee at the Yara, segment, unit and departmental level shall:**

- Follow the line organization
- Include employee representatives
- Meet on a frequent and regular basis
- Contribute to setting and implementing policy and standards
- Coordinate overall safety effort
- Provide two-way flow of information and align the organization

**Include core elements in the agenda:**

- Safety Contact - this is an exchange of any safety experience that a member of the committee shares with the rest. Can be work or non-work related, this helps in switching the mind to thinking safety. This is the meaning of safety as the first item on the agenda.
- Return of experience – accidents to be shared and lessons learned within the department and unit. Focus on TRIs and major potential incidents.

- HESQ KPI review, including:
  - Review of objectives and progress of the actions identified in the business plan, including Safe by Choice activities.
  - Decisions to be taken to achieve the objectives.
- Feedback and solving specific issues of any safety sub-committees (Central Committee → Departmental Committee → Department 1st line Managers Safety Meetings).
- Review and comment on revised or new standards and procedures associated with the HESQ Management System.
- Efficiency evaluation of the unit’s safety management system (minimum once per year for the Central Safety Committee).
- Conduct a safety inspection in a selected work area.
Want to find out more?
If you want to find out more, have any comments or questions, please contact your local HESQ team or your segment Safety Manager.