ENVIRONMENT AND HEALTH & SAFETY

Break-out session

drive sustainability

ANTI-TRUST

Regarding your company's and/or your competitors' product and services, **it is forbidden**:

- To discuss current or future prices or supply conditions.
- To discuss any increase or decrease in price or change of supply conditions.
- To discuss pricing procedures.
- To discuss standardizing or stabilizing prices or supply conditions.
- To discuss current or future demand.
- To ask competitors why a previous bid was so low, or to describe the basis for a previous bid.
- To discuss profit levels.
- To discuss controlling sales or allocating markets for any product.
- To discuss future design or marketing strategies.
- To discuss credit terms.
- To discuss banning or otherwise restricting legitimate advertising by competitors.
- To discuss allocating customers.
- To discuss volumes.
- To discuss any other subject likely to restrict competition.

Regarding your company's and/or your competitors' selection of their supplier companies, **it is in particular forbidden:**

- To disclose or discuss the identity of suppliers if this identity is a competitively sensitive information.
- To discuss any boycotting of a company because of its pricing or distribution practices.
- To discuss strategies or plans to award business or remove business from a specific company.
- To discuss prices, margins, payment terms, volumes, markets, customers or marketing strategies of suppliers with competitors.

Regarding your company's and/or competitors' trade secrets, **it is forbidden**:

- To discuss trade secrets or confidential information of your company or any other member

drive sustainability

CHATHAM HOUSE RULES

Please also keep in mind

- Participants attending the training **may discuss the details** of the discussion in the **outside world**, but **may not discuss who attended or identify what a specific individual said**
- Provides anonymity to speakers and encourages sharing of information;
- Used throughout the world;
- Allows people to speak as individuals, and to express views that may not be those of their organizations;
- Encourages free discussion

drive sustainability

AGENDA: ENVIRONMENT AND HEALTH & SAFETY

Working & leaning together

10:15 – 10:45	**Introduction Break-out session**
10:45 – 12:15	Improvement plan exercise: Identifying key local challenges
12:15 – 12:45	**Improvement plan exercise: Root causes and actions**
12:45 – 13:30	Lunch
13:30 – 15:15	**Improvement plan exercise: Root causes and actions (cont.)**
15:15 – 15:30	Coffee break
15:30 – 16:30	Improvement plan exercise: Budget, responsibilities and timeline
Participants regroup	
16:40 – 17:00	**Closing**

INTRODUCTION

Expectations towards the industry: Guiding Principles

drive sustainability

THE GUIDING PRINCIPLES

Environment

Companies are expected to support a ***proactive approach to environmental responsibility*** by protecting the environment, conserving natural resources and reducing the environmental footprint of their production, products and services throughout their life-cycle.

BMW GROUP · DAIMLER · FCA · Ford · GM · HONDA · JAGUAR · LAND ROVER · NISSAN · SCANIA · TOYOTA · VOLKSWAGEN · VOLVO · VOLVO

Environment

Companies are expected to support a proactive approach to environmental responsibility by protecting the environment, conserving natural resources and reducing the environmental footprint of their production, products and services throughout their life-cycle.

A comprehensive approach includes but is not limited to:

- **Energy Consumption & Greenhouse Gas Emissions:** Companies are expected to implement a comprehensive energy reduction strategy and management program while increasing use of renewable energy.
- **Water Quality & Consumption:** Companies are expected to effectively reduce, reuse, and recycle water with responsible treatment of wastewater discharges to protect the environment and improve overall water quality.
- **Air Quality:** Companies are expected to routinely monitor, appropriately control, minimize/minimise, and to the extent possible, eliminate emissions contributing to local air pollution.
- **Natural Resources Management and Waste Reduction:** Companies are expected to encourage and support the use of sustainable, renewable natural resources while reducing waste and increasing reuse and recycling.
- **Responsible Chemical Management:** Companies are expected to identify, minimize/minimise or eliminate the use of restricted substances in manufacturing processes and finished products to ensure regulatory compliance. Companies should also be aware of any use of reportable substances in processes and finished products, and actively investigate suitable substitutes.

For further details please refer to the Global Automotive Sustainability Practical Guidance located at AIAG: http://aiag.org/corporate-responsibility and Drive Sustainability: www.drivesustainability.org

Human Rights and Working Conditions

Companies should respect the human rights of workers, and treat all people with dignity as recognized by the international community.

- **Child Labor/Labour and Young Workers:** Companies must ensure that child labor is not tolerated in any form. The age of employment for young workers must meet or exceed company guidelines, legal regulations and local labor laws.
- **Wages and Benefits:** Companies should provide compensation and benefits that comply with applicable local laws, including those relating to minimum wages, overtime compensation, and legally mandated benefits.
- **Working Hours:** Companies should comply with local law regarding working hours, including overtime
- **Forced Labor/Labour:** Companies must prohibit any forms of forced, (bonded) or compulsory labor/labour, including human trafficking.
- **Freedom of Association:** Companies should allow workers to communicate openly with management regarding working conditions and management practices without fear of reprisal, intimidation or harassment. Companies should respect employee rights to associate freely, to join or not join labor/labour unions, bargain collectively, seek representation, and join workers' councils in accordance with local law.
- **Health & Safety:** Companies should provide workers a safe and healthy working environment that meets or exceeds applicable local laws and industry standards for safety and occupational health.
- **Harassment:** Companies should provide a work place free of harassment against workers in any form.
- **Non-Discrimination:** Companies should not tolerate any form of discrimination in respect of employment and occupation and should provide equal employment opportunities regardless of worker or applicant characteristics such as race, color/colour, age, gender, sexual orientation, gender identity, ethnicity or national origin, disability, pregnancy, religion, political affiliation, union association, covered veteran status, genetic information or marital status.

drive sustainability

THE PRACTICAL GUIDANCE

Environment - A comprehensive approach includes - but is not limited to:

Energy Consumption & Greenhouse Gas Emissions (including monitoring, energy management strategy)

Water Quality & Consumption (including assessment of water stress, conservation measures)

Air Quality (including monitoring, air emissions management plan)

Natural Resources Management and Waste Reduction (including waste reduction targets, waste management hierarchy, use of sustainable and renewable resources)

Responsible Chemical Management (including Safety Data Sheets, measuring data completeness against bill of materials)

drive sustainability

POLLING EXERCISE

On which topic of the Guiding Principles/Practical Guidance would you like to receive more information?

THE GUIDING PRINCIPLES

Health & Safety

Companies should provide workers a ***safe and healthy working environment*** that meets or exceeds applicable local laws and industry standards for safety and occupational health.

BMW GROUP · DAIMLER · FCA · Ford · GM · HONDA · JAGUAR · LAND ROVER · NISSAN · SCANIA · TOYOTA · VOLKSWAGEN · VOLVO · VOLVO

Environment

Companies are expected to support a proactive approach to environmental responsibility by protecting the environment, conserving natural resources and reducing the environmental footprint of their production, products and services throughout their life-cycle.

A comprehensive approach includes but is not limited to:

- **Energy Consumption & Greenhouse Gas Emissions:** Companies are expected to implement a comprehensive energy reduction strategy and management program while increasing use of renewable energy.
- **Water Quality & Consumption:** Companies are expected to effectively reduce, reuse, and recycle water with responsible treatment of wastewater discharges to protect the environment and improve overall water quality.
- **Air Quality:** Companies are expected to routinely monitor, appropriately control, minimize/minimise, and to the extent possible, eliminate emissions contributing to local air pollution.
- **Natural Resources Management and Waste Reduction:** Companies are expected to encourage and support the use of sustainable, renewable natural resources while reducing waste and increasing reuse and recycling.
- **Responsible Chemical Management:** Companies are expected to identify, minimize/minimise or eliminate the use of restricted substances in manufacturing processes and finished products to ensure regulatory compliance. Companies should also be aware of any use of reportable substances in processes and finished products, and actively investigate suitable substitutes.

For further details please refer to the Global Automotive Sustainability Practical Guidance located at AIAG: http://aiag.org/corporate-responsibility and Drive Sustainability: www.drivesustainability.org

Human Rights and Working Conditions

Companies should respect the human rights of workers, and treat all people with dignity as recognized by the international community.

- **Child Labor/Labour and Young Workers:** Companies must ensure that child labor is not tolerated in any form. The age of employment for young workers must meet or exceed company guidelines, legal regulations and local labor laws.
- **Wages and Benefits:** Companies should provide compensation and benefits that comply with applicable local laws, including those relating to minimum wages, overtime compensation, and legally mandated benefits.
- **Working Hours:** Companies should comply with local law regarding working hours, including overtime.
- **Forced Labor/Labour:** Companies must prohibit any forms of forced, (bonded) or compulsory labor/labour, including human trafficking.
- **Freedom of Association:** Companies should allow workers to communicate openly with management regarding working conditions and management practices without fear of reprisal, intimidation or harassment. Companies should respect employee rights to associate freely, to join or not join labor/labour unions, bargain collectively, seek representation, and join workers' councils in accordance with local law.
- **Health & Safety:** Companies should provide workers a safe and healthy working environment that meets or exceeds applicable local laws and industry standards for safety and occupational health.
- **Harassment:** Companies should provide a work place free of harassment against workers in any form.
- **Non-Discrimination:** Companies should not tolerate any form of discrimination in respect of employment and occupation and should provide equal employment opportunities regardless of worker or applicant characteristics such as race, color/colour, age, gender, sexual orientation, gender identity, ethnicity or national origin, disability, pregnancy, religion, political affiliation, union association, covered veteran status, genetic information or marital status.

drive sustainability

THE PRACTICAL GUIDANCE

Health & Safety - A comprehensive approach includes but is not limited to:

H&S Management System (including risk assessment, training, policy & procedures, internal evaluation)

Permits, licenses, inspection and testing reports

Workplace safety (including machine safety, electrical safety, personal protective equipment, responsible chemical management)

Emergency preparedness (including fire safety, evacuation drills)

Employee health (e.g. health & hygiene procedures, insurance, health compliant work place)

drive sustainability

POLLING EXERCISE

On which topic of the Guiding Principles/Practical Guidance would you like to receive more information?

How to Write a Policy?

Preparation

- Consider mission, values, vision of the company
- Consider the intent of the EHS policy
- Define the place and the role of the code
- Prepare benchmarks
- Research norms and legislation

Outlining and writing

- Define the purpose and scope of the policy document
- Consult internally with the relevant departments, e.g. HR, compliance officer, health and safety
- Set the control objectives and define the roles and responsibilities
- Feedback and establish the communications strategy
- Escalate the document and the ideas to the necessary decision-making parties for input

Approval on establishing the policy/code

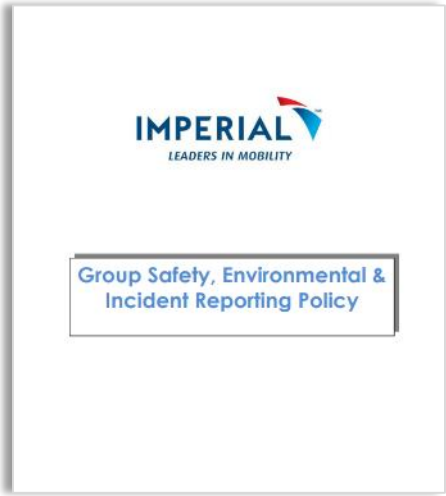
Policy/Code

- With the approval of the board, create the final policy/code
- Start communication within the company. This can include trainings, and e-learinings, which are common ways to roll-out policies
- Review the policy annually to determine if any updates are necessary

Approval on the policy/code

drive sustainability

EHS Policy Example



About: Imperial Logistics Limited is a JSE-listed logistics provider of outsourced, integrated freight management, contract logistics and distributorships. It is ranked among the top 30 global logistics providers and employs over 27,000 people in 32 countries.

Issue:

- Imperial Logistics notes that as an employer, supplier, client, taxpayer and investor, it has direct and indirect impacts on tens of thousands of lives in its operations around the world.
- It has therefore defined six sustainable development priorities for the organisation, including the following two:
  - Minimising its environmental footprint by ensuring environmental compliance and awareness and through energy consumption and emissions efficiency as well as water and waste management.
  - To ensure stakeholder health and safety through health and safety management and compliance and product responsibility.

drive sustainability

EHS Policy Example

Solution:

The Imperial Logistics ***Group Safety, Environmental & Incident Reporting Policy*** provides:

- an introduction to EHS policy and reasons for implementing safety conditions;
- principles that set out the responsibilities for sites in terms of safety, health and environmental issues;
- definitions for the terms used within the Policy;
- the recording and reporting duties for divisions, with information that should be included in the systems created by divisions to manage the EHS issues;
- steps to notify occupational accidents to authorities;
- steps to notify dangerous occurrences to authorities;
- the steps to be followed during an investigation of an accident/incident;
- the process for and frequency for reporting EHS issues at a Group level;
- a template of a fatality report;
- a template of a monthly accident and environmental incident report; and
- requirements for the monthly reporting to be fully completed.

AGENDA: ENVIRONMENT AND HEALTH & SAFETY

Working & leaning together

10:15 – 10:45	**Introduction Break-out session**
10:45 – 12:15	**Improvement plan exercise: Identifying key local challenges**
12:15 – 12:45	Improvement plan exercise: Root causes and actions
12:45 – 13:30	Lunch
13:30 – 15:15	**Improvement plan exercise: Root causes and actions (cont.)**
15:15 – 15:30	Coffee break
15:30 – 16:30	Improvement plan exercise: Budget, responsibilities and timeline
Participants regroup	
16:40 – 17:00	**Closing**

IMPROVEMENT PLAN EXERCISE

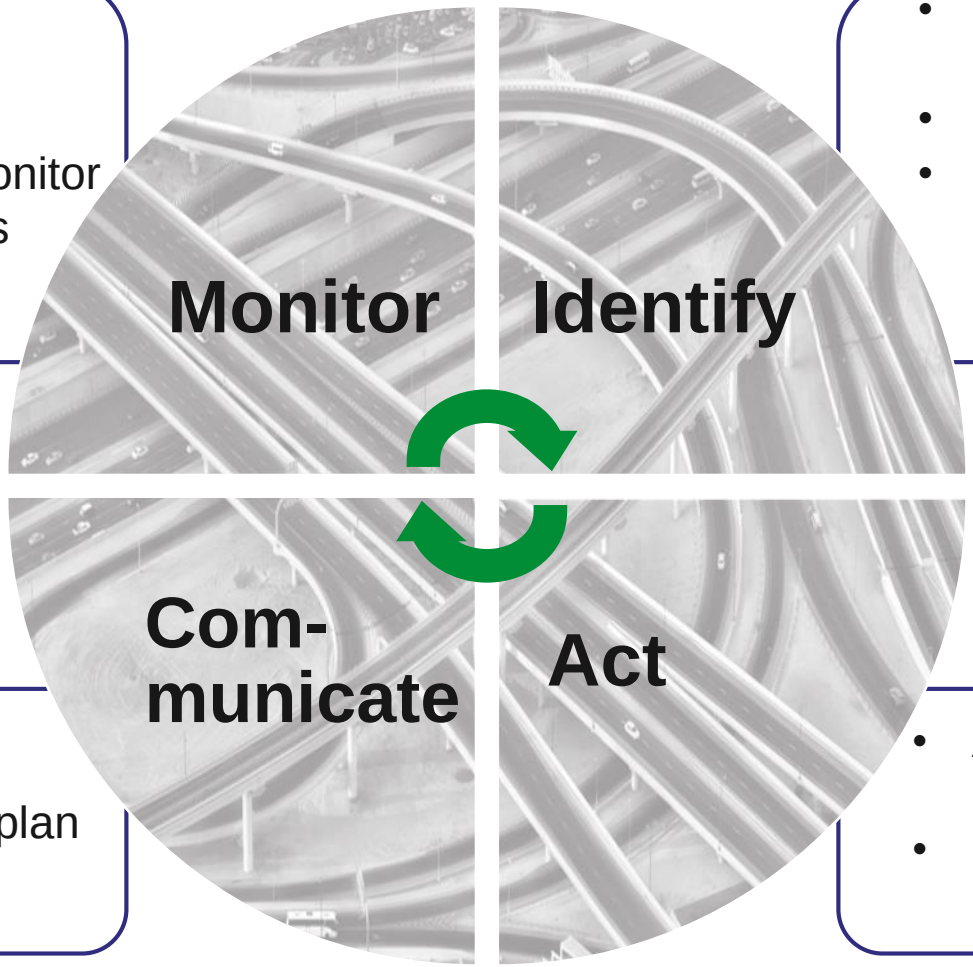
Identifying key local challenges

drive sustainability

THE IMPROVEMENT PLAN

How to make an improvement plan

- Establish a strategy to monitor improvements



- Designate responsibilities
- Root causes analysis
- Identify and agree workable corrective and preventive actions

- Regularly communicate improvement plan status to key stakeholders

- Allocate realistic budget
- Set aggressive & reasonable timeline

drive sustainability

GROUP EXERCISE – 1 H 30

Your group task for the day

KEY CHALLENGES (SELECT 3)	ROOT CAUSES (SELECT 3 PER CHALLENGE)	PLANNED CORRECTIVE AND PREVENTIVE ACTIONS (SELECT 2 PER ROOT CAUSE)	BUDGET	PERSON IN CHARGE	TIMELINE

GROUP EXERCISE – 1 H 30

Format

40 min Brainstorming session

- Each table brainstorms:
  - What are the biggest challenges & issues you face/d in regards to Environment and Health & Safety?
  - Where do you need support?
- Each table creates top 3 list of challenges they want to address in improvement plan

50 min Group discussion & analysis

- Each table presents 3 top challenges
- Trainer presents data analysis on biggest challenges
- Comparison / discussion

drive sustainability

WHAT DOES THE DATA SAY

The biggest local sustainability issues with long-term effect are:

Resource availability

- **Why:** Water and energy security forms the basis of a resilient economy, but as a water-scarce country with little arable land and a dependence on coal-fired power and oil imports, many industries within South Africa are testing the limits of the country's resource constraints.
    - **Water:** South Africa recently experienced one of the worst droughts, with dams almost running empty. With a growing population, demand on water resources has increased, manufacturing and industrial processes have increased water requirements and ineffective management has resulted in the pollution of many water resources.
    - **Energy:** An acceleration in economic growth has led to issues in the demand and supply of electricity for the country. Rolling blackouts ("loadshedding") were implemented as a controlled option to respond to unplanned events to protect the electricity power system from a total blackout. Loadshedding has disrupted manufacturing and operational processes for many industries, resulting in losses in business.

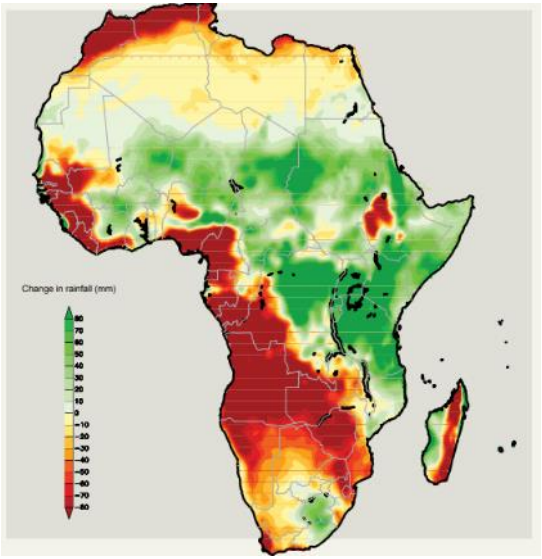
drive sustainability

WHAT DOES THE DATA SAY

The biggest local sustainability issues with long-term effect are:

Resource availability

- **Expectation:** Regulators are increasing the monitoring of the implementation and compliance with current laws. Automotive companies and suppliers will have to adapt their manufacturing and operational processes to utilise resources more efficiently, minimise waste and pollution, and potentially benefiting surrounding communities. In addition, suppliers and companies will need to find innovative solutions to deal with resource supply disruptions. Resource efficiency may also have financial and reputational benefits for companies.



Projected change in annual rainfall from 2071-2100 relative to 1960 - 1990

Did you know?

Renewable energy sources in South Africa cost nearly half the price of electricity generated from coal mines. We could save R86 million a year by 2050 if we use renewables.

drive sustainability

GROUP DISCUSSION

Theory VS Reality

- What is your opinion when you compare the results of your previous discussion and the data we collected before this training?
- What is/should be your final top 3 list of issues & biggest non-compliances?

AGENDA: ENVIRONMENT AND HEALTH & SAFETY

Working & leaning together

10:15 – 10:45	**Introduction Break-out session**
10:45 – 12:15	Improvement plan exercise: Identifying key local challenges
12:15 – 12:45	**Improvement plan exercise: Root causes and actions**
12:45 – 13:30	Lunch
13:30 – 15:15	**Improvement plan exercise: Root causes and actions (cont.)**
15:15 – 15:30	Coffee break
15:30 – 16:30	Improvement plan exercise: Budget, responsibilities and timeline
Participants regroup	
16:40 – 17:00	**Closing**

IMPROVEMENT PLAN EXERCISE

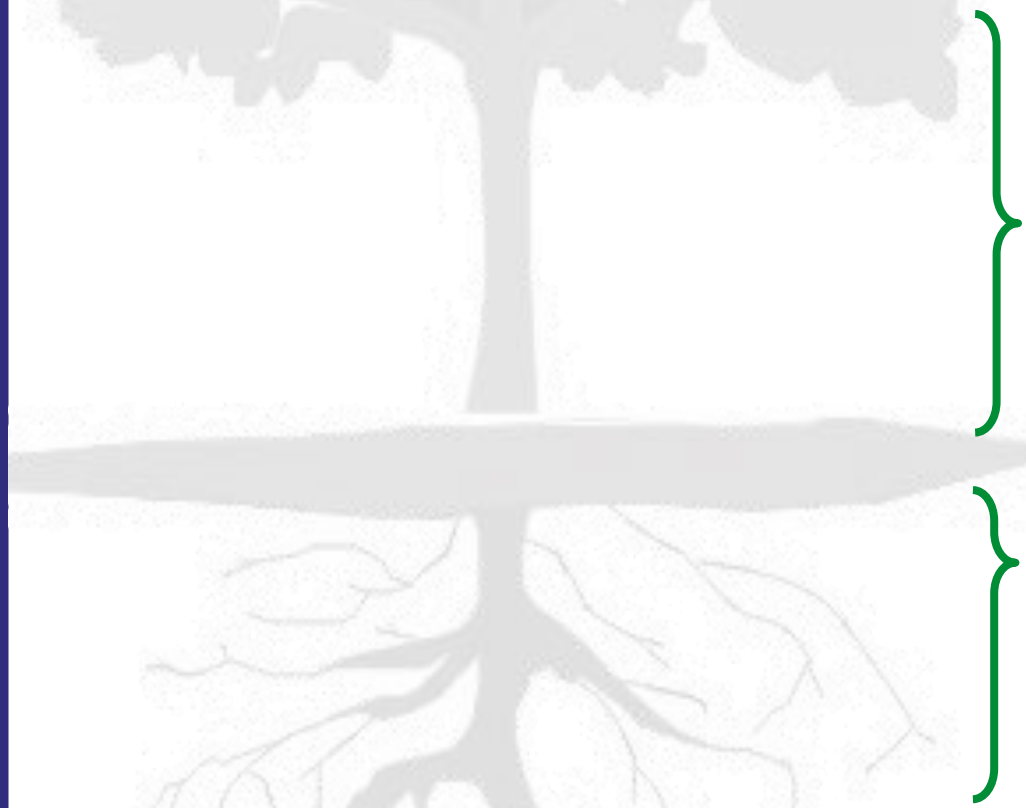
Root causes and actions

drive sustainability

ROOT CAUSE ANALYSIS

Root causes are…

- the fundamental reasons of recurring trouble or failure of a process.
- Once they are resolved, similar problems won't reoccur.



Symptoms of problems are above the ground and obvious

Underlying causes are below the ground and obscure

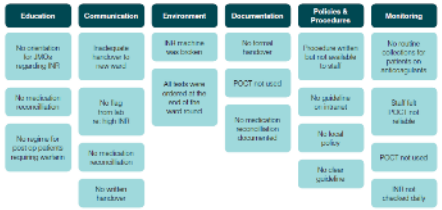
drive sustainability

METHODOLOGY: ROOT CAUSE ANALYSIS

5 Whys

Fishbone methodology

Affinity diagrams



ROOT CAUSE ANALYSIS

5 Whys

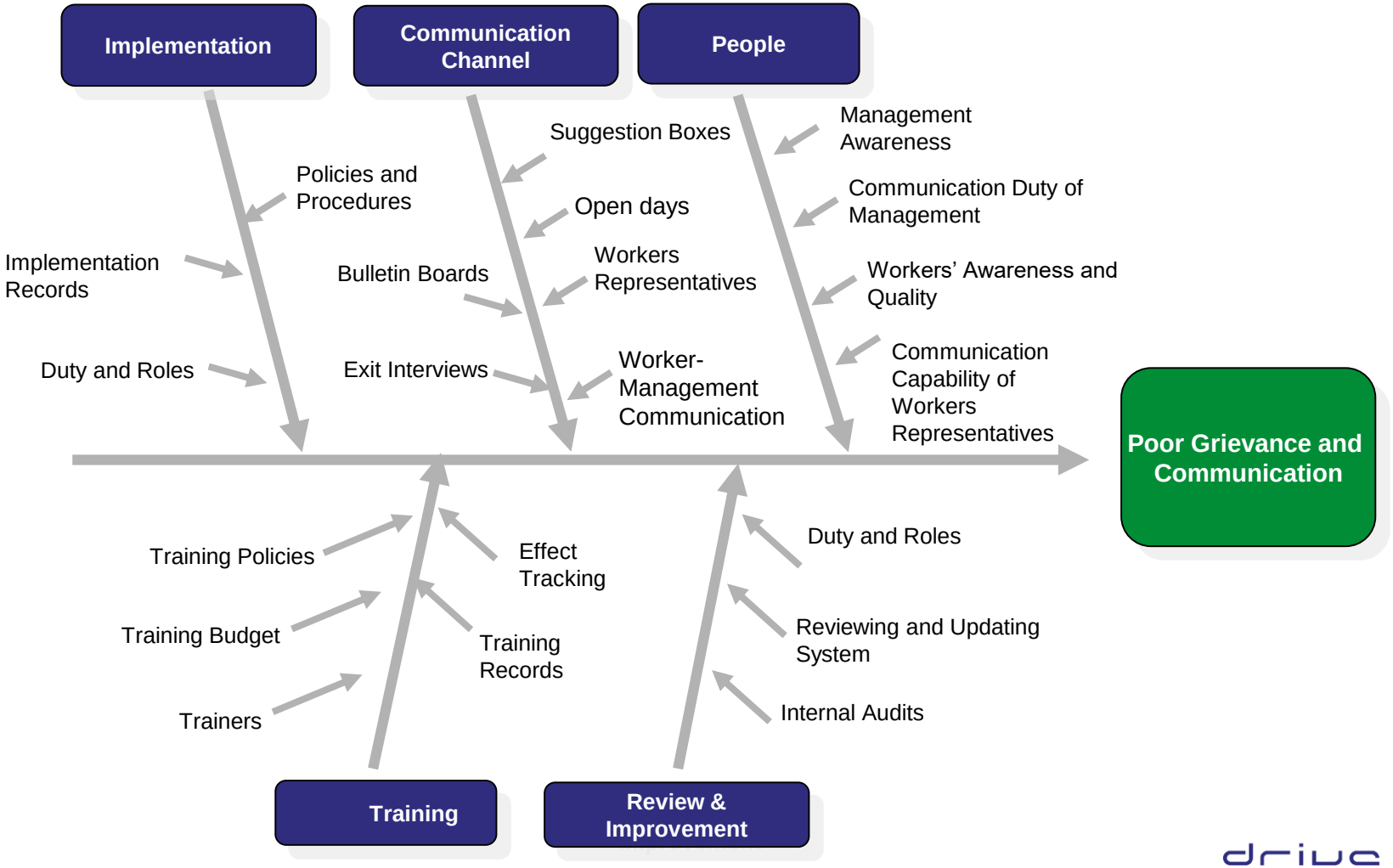
Case Study: Workers don't wear personal protective equipment

- **Q1: Why are workers dissatisfied?**
  → Because their concerns are not heard and addressed by the management e.g. unofficial pressure to do unpaid overtime.
- **Q2: Why are concerns not heard and addressed by the management?**
  → Because communication between workers and management is generally less direct and raising such concerns to the management is not part of the culture.
- **Q3: Why isn't the local corporate culture changing its ways?**
  → Because there is no program and target to drive such cultural change.
- **Q4: Why hasn't a program and target been set?**
  → Because worker satisfaction and communication are not set as key performance indicators and therefore are not prioritized by management
- **Q5: Why isn't upper management setting such KPIs?**
  → Because they lacked awareness of the issue before the employee satisfaction survey revealed that this communication channel is being missed.

drive sustainability

ROOT CAUSE ANALYSIS

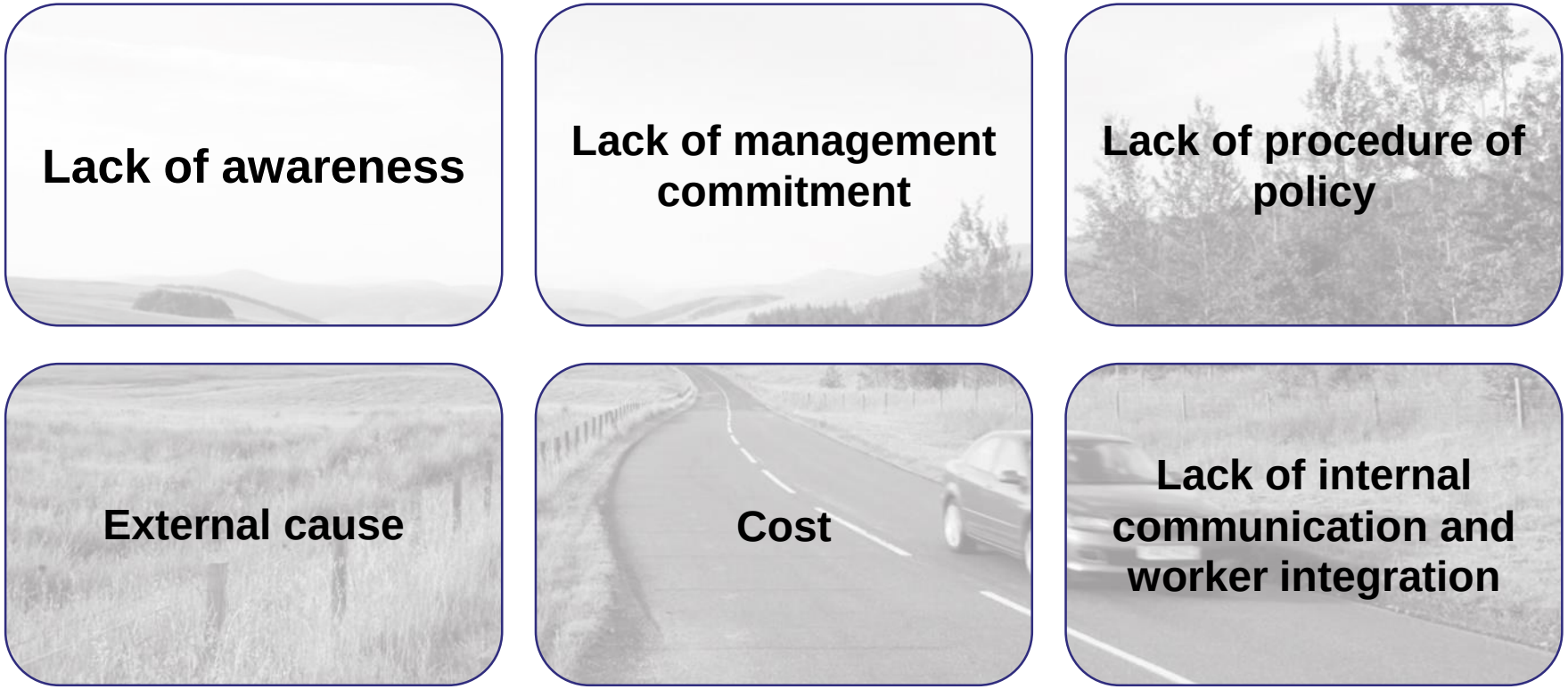
Fishbone methodology



ROOT CAUSE ANALYSIS

Affinity diagrams: Root cause classification

…generate, organize, and consolidate information



PLANNED ACTIONS

Corrective and preventive actions

Corrective action

Short-term

- Immediate remediation to remove / address the non - compliances

Preventive action

Long-term

- Address root cause issue
- Ensure issue does not reoccur
- Long-term implementation
- Focused on management systems

Lunch Break

12:45 – 13:30

AGENDA: ENVIRONMENT AND HEALTH & SAFETY

Working & leaning together

10:15 – 10:45	**Introduction Break-out session**
10:45 – 12:15	**Improvement plan exercise: Identifying key local challenges**
12:15 – 12:45	**Improvement plan exercise: Root causes and actions**
12:45 – 13:30	Lunch
13:30 – 15:15	**Improvement plan exercise: Root causes and actions (cont.)**
15:15 – 15:30	Coffee break
15:30 – 16:30	Improvement plan exercise: Budget, responsibilities and timeline
Participants regroup	
16:40 – 17:00	**Closing**

IMPROVEMENT PLAN EXERCISE

Root causes and actions (cont.)

drive sustainability

REMINDER

Morning session conclusion

- Top 3 challenges, issues, non-compliances
- Where do you need support
- Root cause analysis methodology

GROUP EXERCISE – 1 H 45

Improvement plan column 2 + 3

KEY CHALLENGES (SELECT 3)	ROOT CAUSES (SELECT 3 PER CHALLENGE)	PLANNED CORRECTIVE AND PREVENTIVE ACTIONS (SELECT 2 PER ROOT CAUSE)	BUDGET	PERSON IN CHARGE	TIMELINE

drive sustainability

GROUP EXERCISE – 1 H 45

Format

45 min Brainstorming session

- Each table brainstorms:
  - root causes and actions/countermeasures for each challenge
  - Participants share practical experience on how to deal with issues, what works, what does not work etc
- Each table creates top 3 list of root causes for each challenge
- Each table identifies two actions per root cause

60 min Group discussion

- Each table presents root causes and challenges
- Trainer presents best practices, case studies and solutions check-list to address challenges
- Comparison / discussion

Case Studies

drive sustainability

Case Study 1: BMW

Focus topic: Energy consumption

Issue: Energy demands at the Rosslyn Plant

Root Cause Analysis:

- **Disruptions to the manufacturing process (i.e. Electricity loadshedding)**
- **Lack of awareness and management commitment**
- **External causes**
- **Latent technologies**

Case Study 1: BMW

Focus topic: Energy consumption

Corrective Actions:

- Management commitment to reducing energy usage
- BMW signed a power purchasing agreement with energy company Bio2Watt (Pty) Ltd, which will supply 25%-30% of BMW Rosslyn Plant's electricity requirements (generated by renewable resources)

Preventive Actions:

- Plan to transition the BMW Group to 100 percent energy supply from renewable sources in the coming years.
- Utilising waste generated by the City of Tshwane to create electrical energy that can continue to supply the Rosslyn Plant.

Case Study 1: BMW

Focus topic: Energy consumption

Results:

- BMW South Africa received the first green energy at its Rosslyn plant in Pretoria in 2015.
- Between 25% and 30% of BMW Plant Rosslyn's electricity requirements will now be generated from renewable sources.
- BMW has been listed in the Dow Jones Sustainability Index every year since 1999 and is an industry leader due to its various efforts in sustainability, with its energy efficiency initiatives contributing.
- This action, besides having direct positive impact on BMW's energy supply, also benefits the wider community and environment, which also improves BMW's reputation

Lessons learned:

- Renewable energy can be a reliable of energy for the manufacturing process by converting organic waste into electrical energy.
- Companies can add value to the environment and society while still fulfilling business needs.

Case Study 2: Ford

Focus topic: Water management

Issue: High levels of water consumption during the manufacturing process and operations in drought-stricken countries

Root Cause Analysis:

- Older technologies used in the manufacturing process that require large amounts of water
- Increased awareness of the need to save water, specifically in drought-stricken surrounding communities.

Case Study 2: Ford

Focus topic: Water management

Corrective Actions:

- Introduction of more water efficient processes and technologies such as a data monitoring centre to better measure water use.

Preventive Actions:

- Implemetation of a long-term water strategy that reflects the water challenges and needs in a local context.
- Reduction in the use of freshwater in their operations.
- Long-term goal to reduce freshwater usage in manufacturing processes to zero through the use of non-water –based technologies.
- Ford Motor Company South Africa has invested more than $21-million in a Wastewater Treatment Plant at its Silverton facility.

drive sustainability

Case Study 2: Ford

Focus topic: Water management

Results:

- Ford Motor Company received an A grade for its water security efforts from CDP.
- In 2018, absolute operational water use reduced by 7.8% - overall reduction of 65% since 2000.
- Ford Motor Company South Africa's Wastewater Treatment Plant currently allows for purification of water for industrial use. Future projects could allow for the use of recycled water for day-to-day human usage.

Lessons learned:

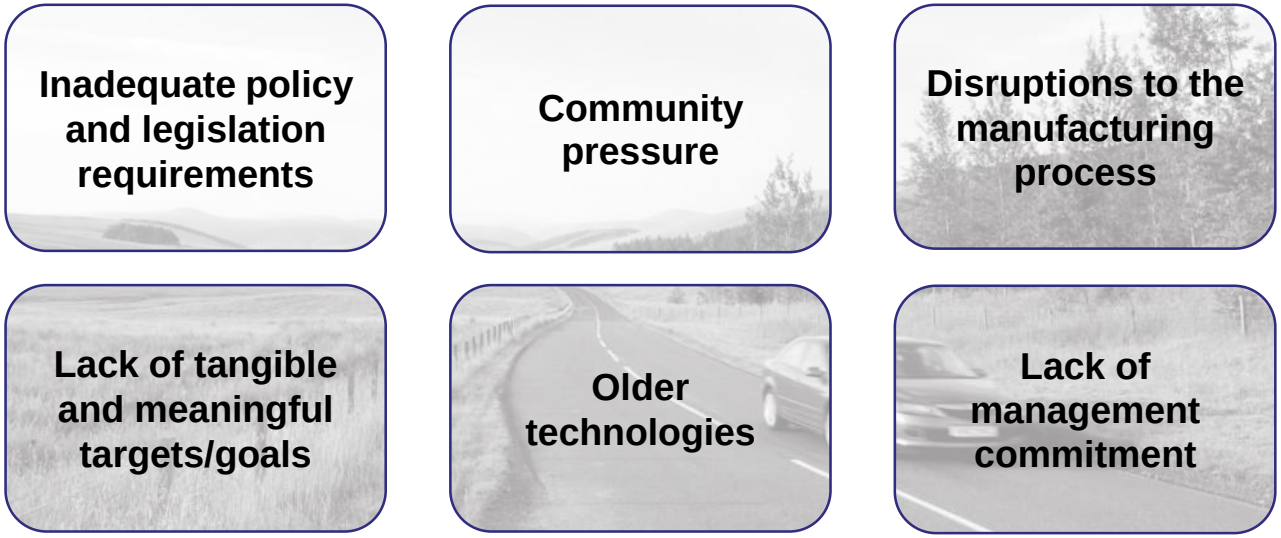
- Strategies, policies and practices need to be set and developed with local country context in mind.
- Newer technologies can aid sustainable processes as well as have economic benefits.
- Water can be treated and recycled in the manufacturing process and for surrounding communities.

Case Study 3:

Focus topic: Nissan LEAF electric vehicle

Issue: Rising climate challenges have resulted in cities around the world shunning internal combustion engines in order to boost air quality for residents and reduce carbon dioxide emissions.

Root Cause Analysis:



Case Study 3:

Focus topic: Nissan LEAF electric vehicle

Solution analysis:

- Green mobility is one of the solutions to air quality and carbon emissions issues. In an effort to further their commitment to the Sustainable Development Goals, the 100% electric Nissan LEAF electric vehicle assists in reducing carbon and improving air quality.
- Nissan South Africa partnered with the uYilo e-Mobility, a division of the Technology Innovation Agency. The result was Nissan's three power storage usage systems were developed: Vehicle-to-Home (V2H), Vehicle-to-Grid (V2G) a Vehicle-to-Load (V2L).

Corrective actions: Nissan developed a 100% electric vehicle to assist in curbing carbon emissions and improving air quality.

Preventive actions:

- The Nissan LEAF is the only commercially available electric car that can facilitate bi-directional energy transfer. The means that the LEAF battery can provide power to drive the car, as well as be used as energy storage for other uses too.

Case Study 3:

Focus topic: Nissan LEAF electric vehicle

Results:

- The Nissan LEAF is the only commercially available electric car that can facilitate bi-directional energy transfer, meaning that the LEAF battery can provide power to drive the car, and be used as energy storage for other uses
- Technology in the Nissan LEAF power storage system was enhanced to allow energy stored to be used by the national energy grid when capacity is limited
- Nissan has used a combination of second-life batteries from Nissan LEAF vehicles and solar panels to provide a sustainable energy system to a school in South Africa, helping mitigate the impact of electricity shortages on the school community

Lessons learned:

- Investment in newer technologies and electric vehicles can lead to lower emissions pathways
- New technologies may have environmental, as well as social, benefits
- Adaptation of product portfolio to urban planning initiatives (e.g. reduction of emissions) can lead to synergies

Solutions check-list

drive sustainability

Health & Safety: Solutions to meet expectations

Health & Safety Management

- ✓ Develop health and safety **procedures and policies (including ergonomics)**
- ✓ **Assign responsibilities** for health and safety management (as part of performance management review)
- ✓ Appoint a Safety, Health and Environmental (SHE/SHEQ) Officer
- ✓ **Inform workers** of emergency procedures, potential safety hazards, health and safety procedures and policies through **regular training (e.g. toolbox talks)**

Emergency Preparedness

- ✓ Appoint health and safety representatives throughout the orgsanisation
- ✓ Ensure **fire safety**: emergency exits, fire detection, evacuation drills
- ✓ Medical emergency care, first aid equipment

Health & Safety: Solutions to meet expectations

Workplace Safety & Employee Health

- ✓ Develop **documentation and reporting** procedures
- ✓ Provide required **personal protective equipment (PPE)**
- ✓ Implement **machine-safeguarding program** incl. training for workers
- ✓ Ensure **health at the workplace:** health & hygiene procedures, health screenings, employee insurance, wellness programmes
- ✓ Responsible storage/usage/disposal of **hazardous material** as required by local legislation
- ✓ **Operational controls:** Temperature and radiations, machinery protections, gas canisters, electrical installations report

drive sustainability

Environment: Solutions to meet expectations

Companies shall operate the necessary Systems of Control and Continuous Improvement using **permanent and reliable measures**.

Energy, Water and Air Consumption and Quality

- ✓ **Track and document energy consumption**, greenhouse gas emissions, air emissions, water usage
- ✓ **Energy and air emissions management program** gaining management commitment, identifying constraints, setting goals and energy, projects
- ✓ Develop a **water assessment and water balance** for each operation and site, establish a baseline, set goals for reduction

Natural Resources Management & Waste Reduction

- ✓ Set targets for waste reduction and **establish a waste management hierarchy** that considers in priority order: prevention, reduction, reuse, recovery, recycling, removal, disposal of wastes
- ✓ Encourage use of **sustainable, renewable natural resources**

Environment: Solutions to meet expectations

Responsible Chemical Management

- ✓ Proper **storage of chemicals** (especially catch basins, storage capacity and labeling).
- ✓ Provide **Safety Data Sheets/Material Safety Data Sheets** for chemicals that comply with all applicable laws
- ✓ Establish programs (IMDS or equivalent) to collect data from material manufacturers for all components, identifying all process chemicals and intermediates that are identified as classified hazardous substances
- ✓ Measure data completeness against bill of materials (BOMs), identify data shortages, and take corrective measures to assure data is traceable to the material manufacturers.

Implement Environmental Management Systems (EMS)

- ✓ ISO 14001, ISO 45000, OSHAS 18000 or Internal, Company-Owned Systems

More information can be found in the **Practical Guidance**.

drive sustainability

GROUP DISCUSSION

Complete your list of actions: Which new actions can you add to your list?

Corrective action

Short-term

- Immediate remediation to remove / address the non - compliances

Preventive action

Long-term

- Address root cause issue
- Ensure issue does not reoccur
- Long-term implementation
- Focused on management systems

Coffee Break

15 min

AGENDA: ENVIRONMENT AND HEALTH & SAFETY

Working & leaning together

10:15 – 10:45	**Introduction Break-out session**
10:45 – 12:15	**Improvement plan exercise: Identifying key local challenges**
12:15 – 12:45	**Improvement plan exercise: Root causes and actions**
12:45 – 13:30	Lunch
13:30 – 15:15	**Improvement plan exercise: Root causes and actions (cont.)**
15:15 – 15:30	Coffee break
15:30 – 16:30	**Improvement plan exercise: Budget, responsibilities and timeline**
Participants regroup	
16:40 – 17:00	**Closing**

IMPROVEMENT PLAN EXERCISE

Budget, responsibilities and timeline

drive sustainability

GROUP EXERCISE – 1 H

Improvement plan column 4 - 6

KEY CHALLENGES (SELECT 3)	ROOT CAUSES (SELECT 3 PER CHALLENGE)	PLANNED CORRECTIVE AND PREVENTIVE ACTIONS (SELECT 2 PER ROOT CAUSE)	BUDGET	PERSON IN CHARGE	TIMELINE

drive sustainability

GROUP EXERCISE – 1 H

Format

20 min Improvement plan best practice

- Trainer presents best practice improvement plan

20 min Brainstorming session

- Each table brainstorms:
  - Budget, person in charge, timeline for each action

20 min Group discussion

- Each table selects one challenge and presents full improvement plan for it
- Trainer gives feedback
- Closing and conclusion

Improvement Plan Best Practice

Case: Volkswagen water saving initiatives

Issue:

South Africa is a water scarce country, and rising climate challenges have exacerbated the problem, with the regions within the country experiencing water shortages in recent years. For automotive companies and suppliers, manufacturing processes and operations require high levels of water consumption.

Project definition: Water use efficiency in manufacturing and operational processes

Root Cause analysis:

- **Inadequate policy and legislation requirements**
- **Community pressure and reputational risk**
- **Disruptions to the manufacturing process due to drought restrictions**
- **Use of older technologies and processes.**

drive sustainability

Improvement Plan Best Practice

Case: Volkswagen water saving initiatives

Solution analysis:

- Commitment from management to reduce water usage and increase efficiency throughout its manufacturing process.
- Volkswagen South Africa continues to explore various options for increasing its water use efficiency, with shop specific targets tracked as a KPI.

Corrective actions:

- Optimisation of production processes, reducing the amount of fresh water required (operational changes and facility changes).
- Re-use of waste water and capturing of rain water for use in production.
- Optimised preventative maintenance and monitoring of significant water users.

Preventive actions:

- Implemetation of a long-term water strategy that reflects the water challenges and needs in a local context. Clear targets defined up to 2025 and beyond.
- A water treatment facility is under evaluation which will allow VWSA to recycle and re-use a large portion of their waste water.

drive sustainability

Improvement Plan Best Practice

Case: Volkswagen water saving initiatives

Results:

- Volkswagen South Africa has decreased its dependency on freshwater in its operations through consistent effort, optimisation and modernisation.
- Volkswagen South Africa's Uitenhage consistently rates amongst the top 3 of all VW Brand plants worldwide for environmental efficiency improvements.
- To date, water use per vehicle produced has been reduced by 66% since 2010, with actions in place for further improvement in 2020 and beyond.

Lessons learned:

- Strategies, policies and practices need to be set and developed with local country context in mind, and these need to be tracked and monitored.
- Investment in newer/different technologies can aid sustainable processes as well as have economic benefits for companies. So too can operational changes which require little or no investment.
- Water can be treated and re-used in the manufacturing process and surrounding environment.

drive sustainability

GROUP DISCUSSION

- What is your feedback after doing the exercise?
- Did you encounter any difficulties?
- What are 3 words that summarize the discussion at your table?

CLOSING

Please regroup with other session

drive sustainability