



Environmental Health & Safety Management Institute

Moving Beyond Compliance: Implementing Innovative and Sustainable EHS & S Strategies into Your Corporate Culture

January 24th – 26th, 2016
The Sawgrass Marriott, FL

Program Agenda



Sunday, January 24th, 2016

11:00 – 1:00 Registration

1:00 – 1:15 Welcome Address and Opening Remarks

1:15 – 2:00 Human Factors and Their Impact on EHS



Rebecca Cranford, SVP Sustainability, Safety & Environment, Southwire Company

Human error is a part of human condition. Performance improvement is pursued through identifying hidden weaknesses – optimizing human performance can help to detect and control human error before adverse events occur. Injury prevention is also a common thread throughout every workplace, yet keeping employee safety and health knowledge current is a continual challenge for all employers.

Join us for this interactive session as Rebecca Cranford SVP Sustainability, Safety and Environment from Southwire Company, North America's leading manufacturer of wire and cable used in the distribution and transmission of electricity, as she discusses:

- Strategies to actively engage employees and impart a greater sense of personal ownership and compliance with safe work methods
- Ensuring your team can respond rapidly and with agility to changes in safety practices
- Acting proactively to ensure that work is being done in the safest way possible.

2:00 – 2:45 The Inconvenient Truth Safety Leaders Must Face



Don Wilson, VP, SafeStart

Increasingly companies see their continued global competitive advantage relying on the accumulated skills & intellectual capital of their workforce. A key issue many organizations face today is how their current safety management system will protect their employees 24/7 since the vast majority of injuries & accidental deaths occur outside the workplace. In this session, Don Wilson will introduce you to proven techniques to help your company protect its most vital asset—your skilled workforce, not just at work, but off the job as well.

- The biggest disconnect between workplace safety and actually protecting workers
- Why we should worry about employee safety beyond our workplaces
- The trends in skilled labor that are affecting the cost of injuries
- The common pattern contributing to most injuries including serious injuries and fatalities
- How leaders can influence and engage employees to take personal accountability for their safety



3:30 – 5:30 Business Meetings

3:30 – 4:15 Think Tank: Partner-Centered Safety: A New Approach to Achieving Sustainable, Safety Excellence



Richard Knowles, President, Richard N. Knowles and Associates

Partner-Centered Safety is a robust, proven way to bring people together to achieve sustainable safety excellence. Total Recordable Injury Rates below 0.5 can be achieved and sustained for years by partnering with the people, and co-creating your shared future.

Are you stuck at the level of compliance? Does the pressure for more production at lower costs, the drift of technology and the blocks to effective communications keep you up at night? Are people open to change and learning new things?

If these and other barriers are blocking your drive for excellence, then this Think Tank will open the way for you to move towards excellence. Our approach is robust and proven.

In this discussion we will introduce the 3 + 6 Process to:

- Leading, doing, measuring, and sustaining the work so that your organization can be the best it can be
- Send everyone home in one piece and improve earnings

5:30 – 6:15 A Holistic Approach to EH&S and Sustainability Management: Moving From Compliance to Value Creation



Kristen Sullivan, Partner, Deloitte & Touche

According to a recent Verdantix study, CEOs overwhelmingly believe that there is a relationship between Environmental Health & Safety (EH&S) performance and financial performance. As EH&S continues to be recognized as an integrated part of business operations, its role has evolved - moving from compliance to risk avoidance, and cost reduction to a value and growth driver for leading organizations. A key avenue to moving beyond compliance to value creation for EH&S is applying an internal audit perspective to proactively manage risks and identify opportunities for efficiency and process improvement of management systems designed in accordance with recognized third-party standards.

- EH&S topics are often managed in a decentralized fashion and are overlooked by enterprise-wide risk management and internal audit processes until a negative event takes place
- Organizations are increasingly looking to transition from standalone EH&S systems to greater integration of enterprise risk management and sustainability programs
- Through a more holistic approach to EH&S management, organizations can begin to speak the language of the Chief Financial Officer, the Chief Risk Officer, the Chief Operating Officer, and the Board of Directors to drive greater linkage between EH&S and the broader business agenda



6:15 – 7:00 Panel: Leading Change in Your Organization's Culture of Safety



Rodney Canada, VP EHS &S, CP Kelco, a JM Huber Company
Robert Hodge, VP EHS Governance, Styrolution
John Hoekstra, Director, Global Safety – Americas, Tate & Lyle
Lance Tinney, SVP, HSE and Business Excellence, Dyno Nobel

In this interactive panel, leaders will discuss their experience transforming their organization's culture of safety. From bringing about the change, to focusing on engagement, and finally designing a framework which incorporates performance metrics to benchmark your progress, our panel will give you tips and tricks to involve and inspire all individuals on-site and create an environment of continuous improvement.

Rodney Canada from CP Kelco US will discuss how the research indicates that a strong organizational culture for safety is key to achieving world class performance and that having transformational leaders is the most significant aspect of driving positive culture change. Rodney will discuss:

- How culture is established by the actions (or inactions) of leadership
- How developing and sustaining transformational leadership skills within all leadership levels of an organization will foster a culture for improved EHS performance
- How transformational leadership skills are applicable to all aspects of business, not just EHS

Robert Hodge of Styrolution America will address maintaining best-in-class risk management frameworks across your global reach. Robert will discuss how to cultivate safety culture in your organization and then disseminate the protocols, initiatives and mindset universally.

- Why and how we brought about the shift in culture, and how to communicate that across our global footprint
- Engaging workers on the floor, irrespective of their location, governance, or former dynamics

John Hoekstra from Tate and Lyle will discuss how his employer improved its global safety culture by implementing task risk assessments and work permits:

- History of Task Risk Assessments and Work Permits
- When to use Task Risk Assessments and Work Permits
- Lessons learned and benefits realized

Lance Tinney of Dyno Nobel will address how in the high-risk explosives industry, safety protocols are not just routine but central to their organization's foundation. The shift in culture was crucial and achieved great success due to a focus on:

- Leadership
- Psychological factors

7:00 – 9:00 Welcome Cocktail Reception & Dinner Function



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Monday, January 25th, 2016

7:30 – 8:15 Breakfast

8:15 – 9:00 Panel: The Business of Sustainability: Incorporating Corporate Citizenship into Your Strategic Plan



Mary Anne Cannon, VP, Quality & EH&S, Pratt & Whitney
Eric Madera, VP Global Real Estate/Facilities, EHS, Sustainability & Security, Sunpower
Neal Saiz, Director of Safety, Security, Health & Environmental, Unilever North America

Take advantage of this interactive panel, featuring leaders from organizations who are in the “Business of Sustainability”. The panelists will provide practical strategies and key takeaways, exploring what worked for them, where the landmines are and how to avoid them, and how a focus on sustainability can impact the advancement and achievement of organizational objectives.

Mary Anne Cannon of Pratt & Whitney will use the company’s 2025 sustainability goals as a framework to show how to define an integrated corporate sustainability strategy that helps drive bottom line results. Cannon will discuss transformational goal setting and how to establish and achieve aggressive sustainability goals that drive culture change throughout an organization by:

- Engaging top leadership. EH&S executives do more than just lead a function and ensure compliance. They are responsible for ensuring top leadership carries the organization’s sustainability strategy throughout the entire value stream so it becomes engrained in day-to-day operations
- Using innovation to continuously improve products and processes alike
- Leveraging sustainability to attract top talent and new customer business. In today’s business environment, customers require – and talented employees insist on – achieving goals that protect the planet

Eric Madera from Sunpower will discuss best practices for a Corporate Social Responsibility program and improving the local communities where your organization works. He will also address:

- Community service as an important element of your company’s sustainability program
- Leaders of the future: Empowering employees to learn new things and grow professionally, by making positive contributions to their communities
- Case study: Sunpower’s 3S program

Neal Saiz of Unilever will focus on renewable energy and how it relates to the Unilever Sustainable Living Plan (USLP). The USLP is Unilever’s business plan: There is no separate plan! Unilever aims to double the size of the business, whilst reducing their environmental footprint and increasing their positive social impact. Neal will delve into:

- With climate change and growing CO2 as the new normal, how it has become our responsibility to address reduction, and how to capitalize on the shift in consumer priorities
- The benefits of collaboration and a portfolio approach: Achieving comparable renewable costs, driving change in legislation, designing innovative programs/products, driving employee engagements, and proving that embedding sustainability drives greater profitability
- Driving Energy Efficiency & Investing in Renewables: Implementing their portfolio approach to reevaluate sites and usage in order to generate savings & advance the renewable energy market in the US



9:00 – 9:45 Mitigating Serious Injuries through Participative Ergonomics



Carol Cala, VP Corporate Energy, Environment, Safety & Health, Lockheed Martin

Ultimately, a worker is the expert on his or her job. With this in mind, the participatory approach to ergonomics seeks to maximize worker involvement in order to minimize risks of sprains and strains from push and pulls. Lockheed Martin's Carol Cala will share the phenomenal results they've achieved in injury reduction and cost-avoidance through a multi-faceted team structural program, and implementing spot recommendations on the ground. Mrs. Cala will delve into overexertion / Push – Pull injuries as a challenge in assembly operations and explore:

- Partnering with Shop Floor Workers to mitigate risks has its advantages
- Injury reduction resulting in a more productive and effective workforce

9:00 – 9:45 Globalizing Health and Safety Culture: Raising the Bar for Everyone



Megan Tranter, VP of EHS, PepsiCo

In a world where society and non-governmental organizations are becoming the “new regulators” through public opinion and social media, it is important for businesses to look beyond country-based regulation of Health and Safety as a minimum requirement. This session will address:

- Understanding changing global expectations for Health and Safety, and how this impacts multinational organizations.
- How to implement global Health and Safety programs that will raise the standards across multiple countries and cultures.
- Harnessing the power of local cultures to improve Health and Safety beyond minimum legal requirements.

9:45 – 10:00 Morning Break

10:00 – 12:00 Business Meetings

12:00 - 1:00 Networking Lunch



1:00 - 1:45 Risk Communication: Why Earning Trust Equity with Stakeholders Matters



Shannon Magari, Principal, Colden Corporation

As EH&S executives' roles and responsibilities continue to expand, the need to effectively convey difficult and sometimes complex scientific information to various stakeholders has grown with it. All too often the strategies for communicating risk are left out of the formal EH&S curriculum and those experiences are gained in the field, sometimes at great expense. Using a case study presentation format, this session will equip EH&S executives with practical tools to face some of the routine difficulties associated with communicating risk to various stakeholder groups. Participants will explore:

- How to reconcile what the audience wants with what they need
- Key strategies for earning trust equity
- Where communication plans fit in to your existing EH&S programs
- Which communication materials are the most effective

1:00 - 1:45 A CEO's Perspective: The Critical Role of Information Technology in Compliance & Risk Management



Amanda Petzinger, Director, Customer Development, Gensuite

Natasha Porter, EVP, Gensuite

John Sheptor, Gensuite Executive Advisory Board Member; Former President & CEO, Imperial Sugar

The Securities & Exchange Commission and shareholders mandate that CEOs establish a comprehensive enterprise risk management plan, inclusive of processes & hazards associated with Environmental, Health and Safety activities. In this session, John Sheptor will reflect on his experience and lessons learned, from his time as President & CEO of Imperial Sugar Company, and share how he has come to see information technology systems and mobile-enabled tools to be a critical component of ensuring compliance and minimizing risk exposure from both an operations and EHS perspective.

John will also share recommendations on how to make the business case for an investment in a high-quality, comprehensive IT-enabled EHS management system including a focus on:

- Catalyzing a holistic risk management culture, inclusive of EHS and other functional risks
- Reducing the risk of catastrophic events via visibility to compounding risk factors across a broad range of processes
- Providing real-time insights and early-intervention crisis response



1:45 – 2:30 EHS Excellence through Data Management: Apps & Best Practices to Manage Compliance and Reduce Risk



Ron Huijsman, Founding Partner, Huco Consulting
Sameer Vyas, Founding Partner, Huco Consulting

Huco will explain how an enterprise compliance application can help prevent EHS compliance issues faced by organizations. Specific compliance challenges will be discussed (e.g. data collection, system integration, complicated reporting processes, understanding permits & regulations, keeping up with change, missed deadlines, penalties, etc.), along with mitigation strategies. The audience will walk away understanding how enterprise EHS data management can enhance their compliance process/system:

- How can you effectively manage compliance and reduce risk?
- What tools are available to streamline data collection and reporting?
- Why are data management tools effective at managing compliance?

2:30 – 2:45 Afternoon Break

2:45 – 4:45 Business Meetings

4:45 – 5:30 Culture Shift; If You're Still Focusing on Compliance, You've Missed the Boat



Marvin Faber, VP, Global EH&S, Patheon

In this session challenges and pitfalls of driving a safety culture forward will be discussed using real-life examples that Patheon has encountered over the years. Specific focus will be given to establishing an effective KPI measurement system using leading metrics that are designed to drive safety culture development. Using this continuous improvement model over the last 5 years, Patheon has seen very positive results in their organization. True engagement in safety by your organization's leadership is paramount and methods to accomplish this will be discussed. For an EH&S program to be effective it must be tied into the business process and methods for making this connection will be shared. Key takeaway points from the discussion:

- Measure the things that prevent accidents and do not focus on injury statistics as a goal
- Organization and facility General Managers must be fully engaged in safety
- EH&S must be strongly tied to the business process to achieve maximum effectiveness



4:45 – 5:30

Mattel's Story: Implementing Safety in Leadership to Transform Your Supply Chain



Edena Low, VP Corporate Social Responsibility and EH&S, Mattel

In the last 24 months, Mattel has undergone a transformation to include safety in their leadership and culture. This is both the right thing to do and makes perfect business sense. The transformation around a simple strategy of EHS 2-4-7 has seen successes in people engagement, empowerment and performance. While “not out of the woods yet”, they have changed the conversation with stakeholders forever, and Edena Low, VP EHS, Corporate Social Responsibility and Regional Government Affairs, shall illustrate what Mattel has done to implement:

- Leadership commitment and a unifying theme
- Program plan – both the technical and “soft” stuff
- Clear goals and metrics to measure progress and success
- People – acquisition and development

5:30 – 6:15

Environmental Stewardship: Why and How We Did Cradle to Cradle



Paul Murray, VP Sustainability and Environmental Affairs, Shaw Industries Group

Environmental stewardship has long been a core value of many organizations, working to passionately better the health and well-being of customers, employees, communities, and the planet we share. However, few can prove their commitment, like Shaw Inc. has done through the Cradle2Cradle program. Committing to costly deep-dive chemical assessments of their products, down to 100 parts per million and 3-4 suppliers deep, Shaw is ahead of the game leading the way towards more transparent and accountable material use. Paul Murray, VP of Sustainability and Environmental Affairs from Shaw, helped create this protocol, and shall showcase its value to the green movement and the bottom line:

- How and why we did it
- How to communicate value of this investment to key stakeholders
- The shift from “doing good” to customers requesting this commitment to material transparency



5:30 - 6:15

Major Capital Project Execution – Shifting Safety Performance – ‘Gordian Knot’



Peter Lineen, Senior Director, H&S, Enbridge Corporation

Enbridge operates the largest crude oil carrying pipeline network in North America and is currently deploying a \$40+ billion major projects capital program across the same geography. This program involves delivery/turnover of constructed assets in the pipeline, midstream, renewables, rail and offshore energy segments. Delivering our major construction projects in a safe and reliable fashion is a core business value and cornerstone for maintaining our social license to operate. This presentation will focus on the safety challenges & significant strategic and tactical safety initiatives taken over the last five year period aimed at driving safety improvements and impacting safety culture. Attendees will walk away well equipped with:

- Insight into Enbridge’s challenges with safely delivering on a large capital project portfolio
- Strategies to set down foundation for change
- Implications of working ‘in and on’ the safety system
- Lessons learned – positive, challenging and aspirations for the future

6:15 – 7:00

Free Time

7:00 – 10:00

Dinner and Evening Entertainment Function



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Tuesday, January 26th, 2016

7:30 – 8:30 Breakfast

8:30 – 9:15 EHS Leadership Roundtables



Jim Bollenbacher, VP, Environment, Health and Safety, Mastec
Bill Brady, Director of Corporate Strategy, Exelon
Jennifer Criqui, Director of EHS Global, Emerson Process Management
Kelly Klein, VP Global Quality, Approvals and EHS, Emerson Process Management

This interactive roundtable style session is designed to provide attendees the opportunity to talk through issues surrounding their top priorities, with an eye to uncovering best practices. Attendees will have the opportunity to ask questions, and to discuss with their peers their opinions and strategies employed

1. Leveraging Successful Risk Management Frameworks

Facilitator: Jim Bollenbacher, VP, Environment, Health and Safety, Mastec

2. Moving Beyond Compliance: Creating Business Value from Environmental Performance

Facilitator: Bill Brady, Director of Corporate Strategy, Exelon

3. Best Practices in Globalizing EHS

Facilitators: Jennifer Criqui, Director of EHS Global, Emerson Process Management & Kelly Klein, VP Global Quality, Approvals and EHS, Emerson Process Management

9:15 – 10:15 Business Meetings

10:15 – 11:00 How Sustainability Strategies Can Deliver Real Business Results for Your Stakeholders



David Struhs, VP Corporate Services and Sustainability, Domtar, North America

Sustainability has evolved from a communications tactic that builds consumer trust, to a better way of doing business. Beyond the CR report, sustainable business now means engaging a broad range of stakeholders, applying responsible practices in all aspects of business operations, and taking sustainable actions that deliver bottom line results. Today's stakeholders expect more - transparency, reliability and impact.

- Embedding sustainability into your brand and business model
- Sustainability as an action, not an adjective
- Creating customer awareness—and increasing demand—through strategic partnerships
- Embracing innovations to meet evolving needs
- Communicating sustainability results from every element of the business



11:00 – 11:45 Integrated Management Systems



Sandra Stash, Group VP Safety, Sustainability and External Affairs, Tullow Oil

There has been an evolution in the use of Management Systems in companies, since the industry moved from strictly a regulatory compliance mind-set. Environment Management Systems were followed by EHS/HSE Management Systems which were followed by Operations Management Systems. Often times – these became additive inside organizations. While well-intended and supported by the great work of standard setting groups and trade associations, internally companies found themselves with multiple management systems owned by individual functions with no coherent ‘map’ of how things connect. Needless to say, it also created gaps, overlaps, internal contradictions, and multiple ways of doing the same thing. It also creates resistance in the business which in turn creates risk when the controls intended by a management system are not enacted and adhered to.

Norway mandates an Integrated Management System approach in the oil and gas sector. The approach captures all aspects of running the business in a single system. It is an approach that Sandy has undertaken at Tullow. Intended key takeaway messages:

- The opportunity offered by an integrated, single management system
- The structure of an integrated, single management system – Tullow example
- The institutional challenges to creating and implementing an integrated, single management system – Talisman and Tullow examples

11:45 – 12:00 Chairperson’s Closing Remarks

12:00 – 1:00 Closing Lunch