



Lantmännen Health & Safety

SÄKU 6 maj 2020

Group Health & Safety Specialist Jenny Angseryd



Agenda

- Intro
- Why H&S?
- What is Lantmännen?
- Leading up to our new H&S Vision – Thoughts behind
- Way forward...



Jenny Angseryd

LM Group Health&Safety Specialist

- Lantmännen since Sep 2018.
- Master in Material Science (KTH), PhD in applied Physics (Chalmers). Sandvik 15 years as senior researcher, project manager and Global EHS manager.
- Live in Stockholm with Ronald and our two kids, Samuel and Isabell
- Enjoy family time, Travelling, Climbing



Sandvik Hyperion

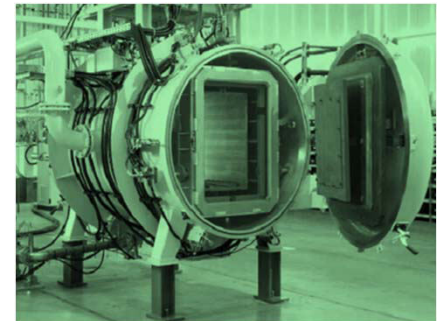


Sandvik Mining & Rock Technology



There are many good reasons to be excellent at H&S, What are Yours?

I – You – We
**Healthy
& Safe**
Every day

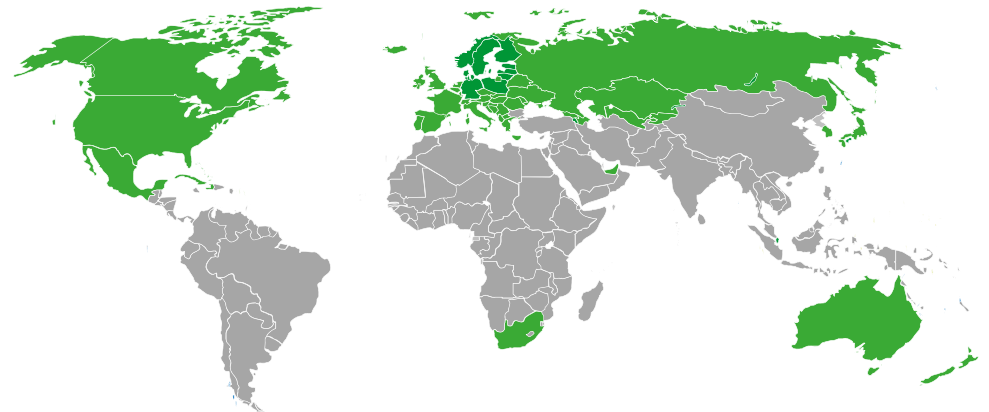


Lantmännen

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Healthy
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Every day



Owned by 20,000 Swedish farmers,
we have 10,000 employees,
operations in >20 countries



Business and Sales in aprox 50 countries





Agriculture Sector

Agriculture Sector's brands



Valtra, Fendt, Kuhn and Väderstad Machinery



Energy Sector

Energy Sector's brands



Food Sector

Lantmännen Unibake's brands



Lantmännen Cerealia's brands



Swecon

Swecon Business Area's brands



Lantmännen Real Estate

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Agriculture Sector

Varying customer environment

Driving

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Confined space



Energy Sector

Working alone

Working at height

Night shift

Noise

Furnaces

ATEX



Food Sector

High Particle levels

Chemicals

Fork lift

Open equipment, moving parts

Large Machines



Swecon

Transport

Psychosocial work environment (OSA)

Slippery floors

Sharp tools

Repetitive work



Lantmännen Real Estate

Heavy items

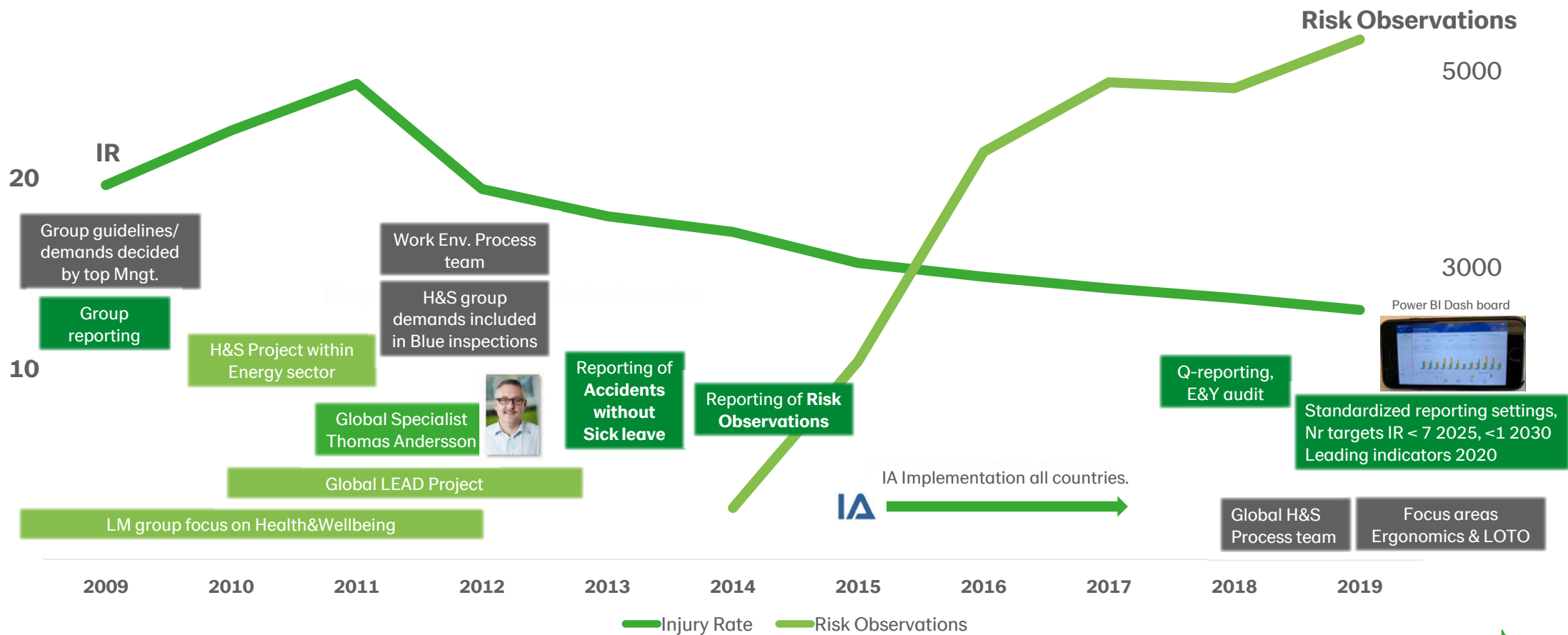


Leading up to our new H&S Vision – Thoughts behind



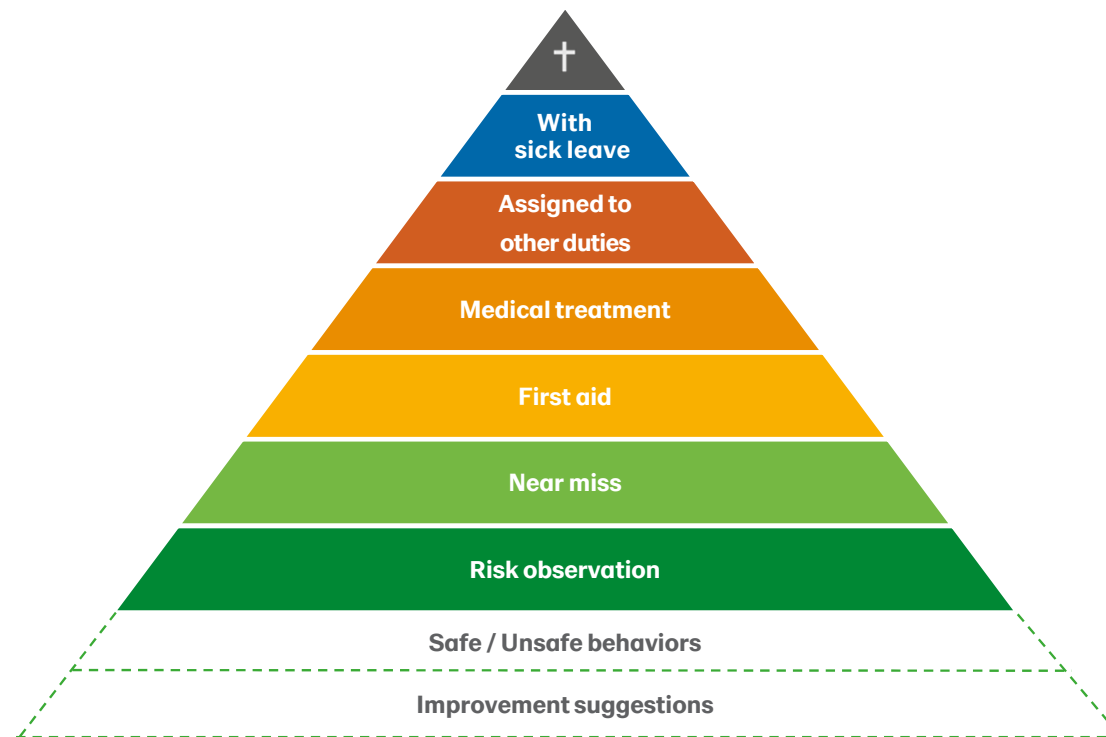
Lantmännen H&S journey – Where are we?

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Every day



Lantmännen Safety Pyramid

I – You – We
Healthy
& Safe
Every day

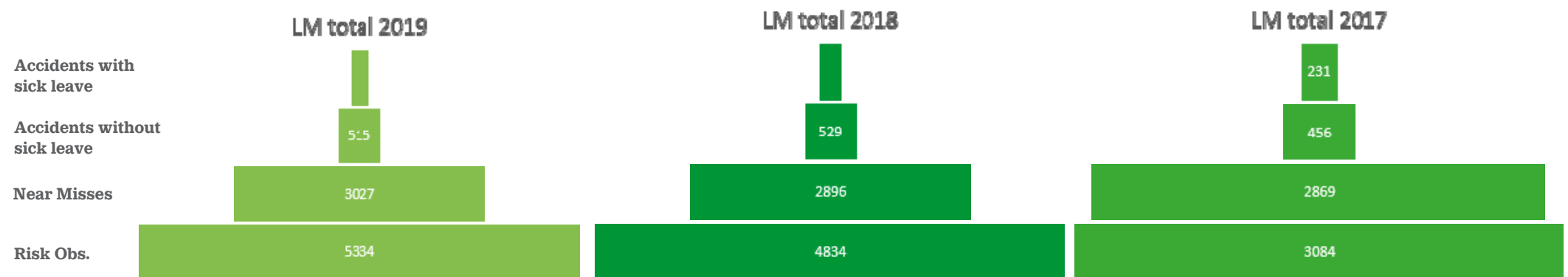


Health?!

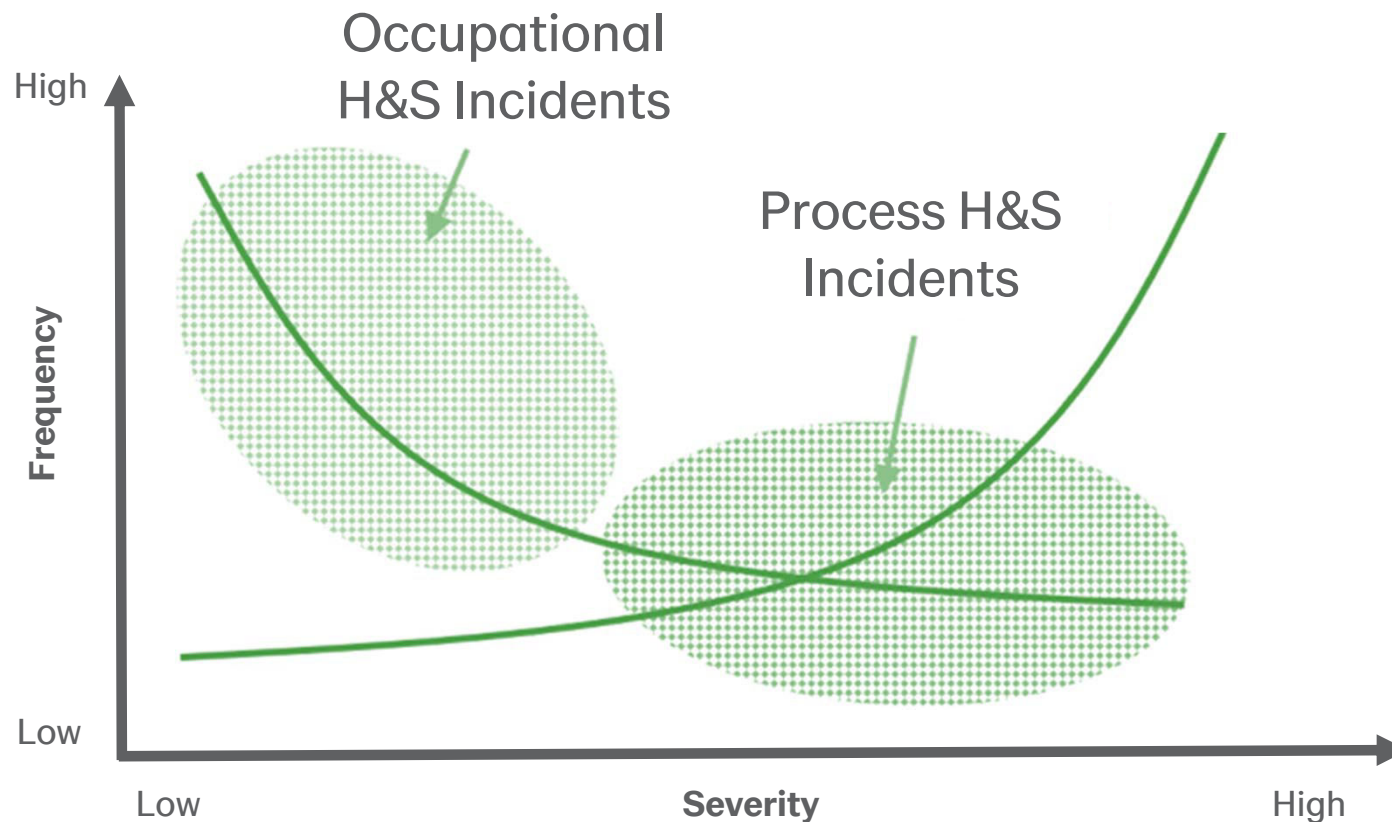


Proportions between the different types of occurrences

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Healthy
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Every day



Occupational vs Process H&S Incidents



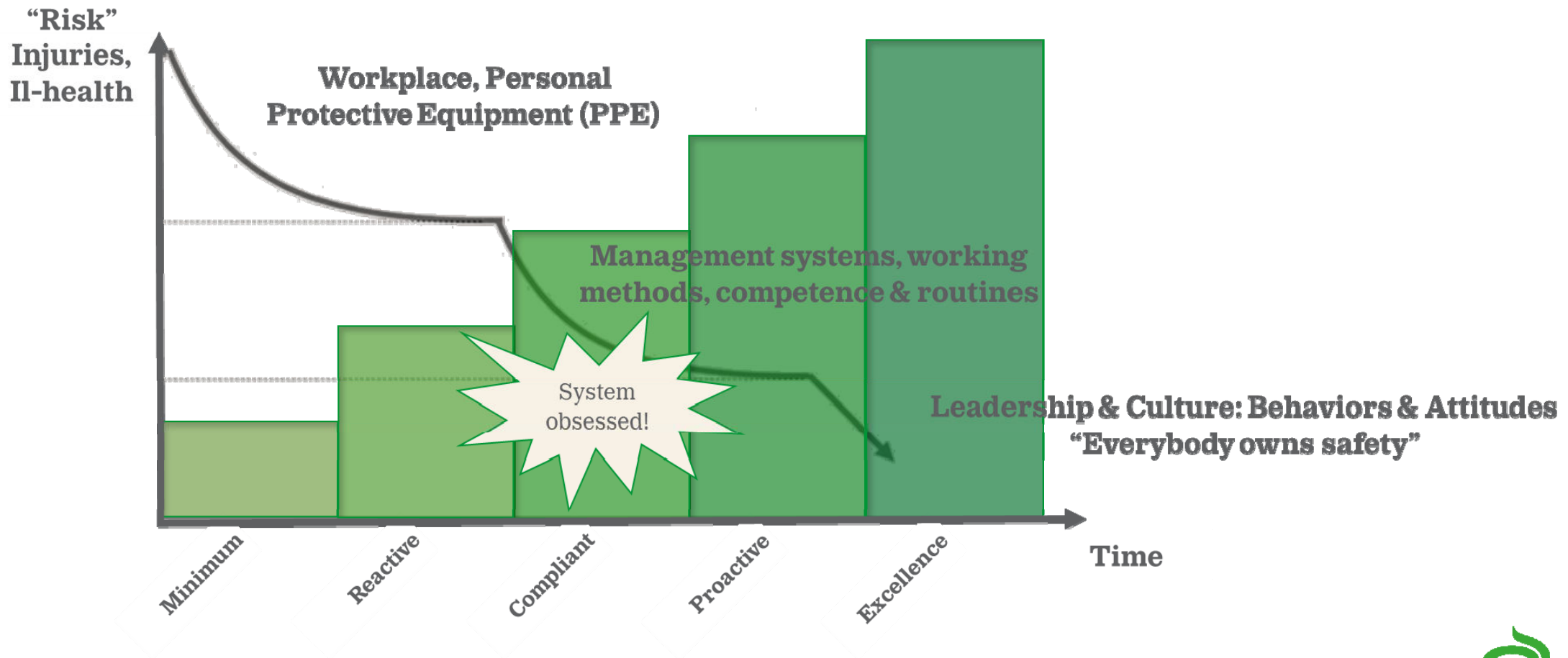
Examples

- Risk assessments
- Risk Observation reporting
- Incident reporting (Near misses!)
- Training (for example ATEX)
- Blue inspections
- Safety walks, Gemba walks
- Preventive maintenance
- Barriers (physical and behavioral)



Bradley curve and “Culture Ladder”

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Safety I and Safety II

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SafetySynthesis

A different perspective

Safety II

Safety I

“Safety I is the foundation for Safety II”

A Safety-I perspective is limited in scope and applicability. It does not solve today's problems.

In a Safety-I perspective, the focus on accidents hinders a view of work that goes well.



A Safety-II perspective is a complement to a Safety-I perspective rather than a replacement.

A Safety-II perspective considers all outcomes and provides a better understanding of how things happen.



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Excellence in Leadership, H&S and Operations

It is all closely Connected and Interdependent – Can't get one without the other

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**Traditional
Approach**

40%
Daily Operations

60%
Firefighting

“Excellence”

20%
Daily
Operations

20%
Firefighting

60%
Continuous Improvement &
Innovation

Routine

**Working Through
Cross-Functional Teams**

Milliken



“Just right”

*Knowing your people and
knowing your business!*



Health & Safety Vision

**I – You – We
Healthy
& Safe
Every day**

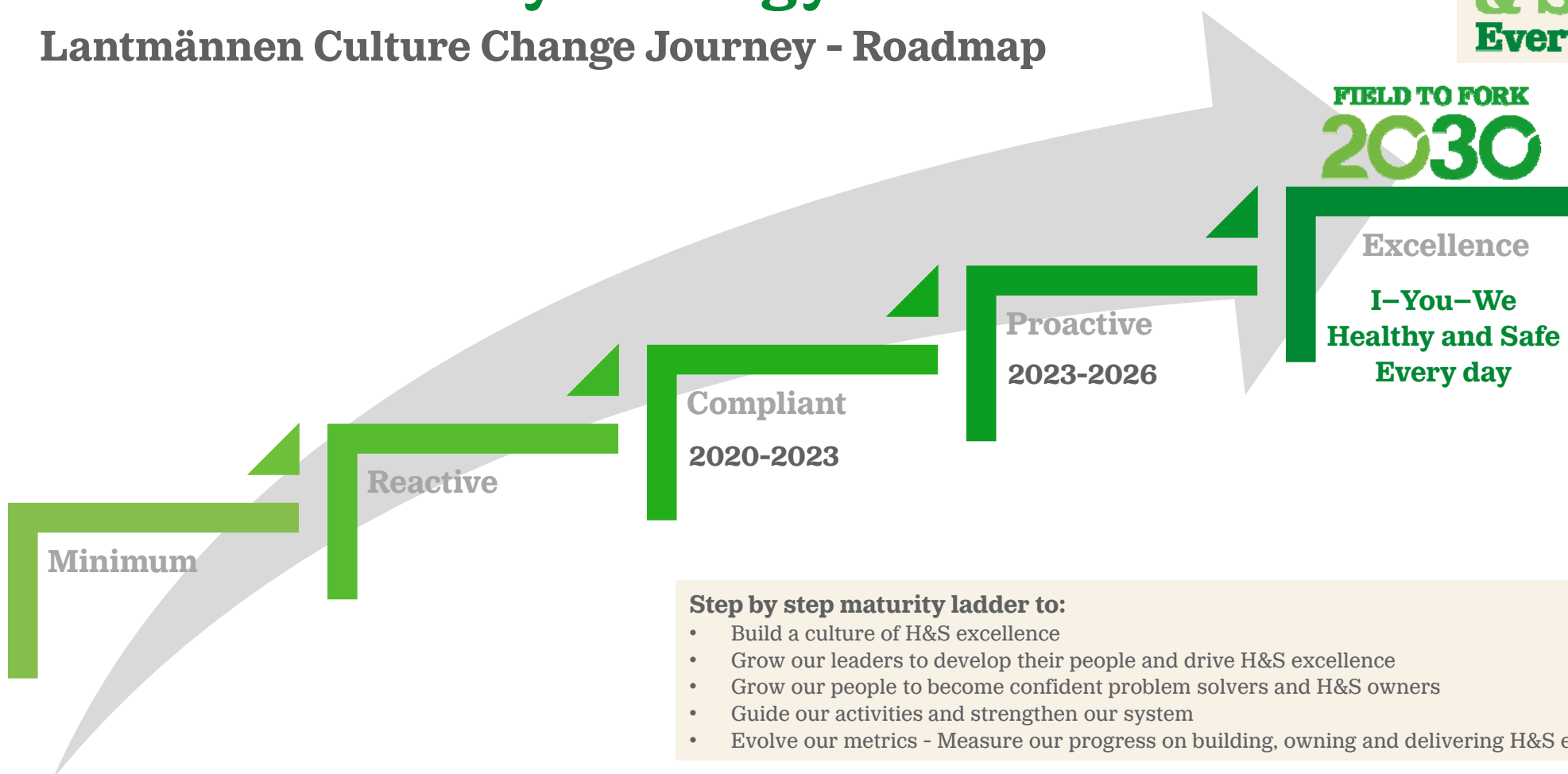
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Healthy
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Every day**



Health & Safety Strategy 2030

Lantmännen Culture Change Journey - Roadmap

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Every day**



Step by step maturity ladder to:

- Build a culture of H&S excellence
- Grow our leaders to develop their people and drive H&S excellence
- Grow our people to become confident problem solvers and H&S owners
- Guide our activities and strengthen our system
- Evolve our metrics - Measure our progress on building, owning and delivering H&S excellence



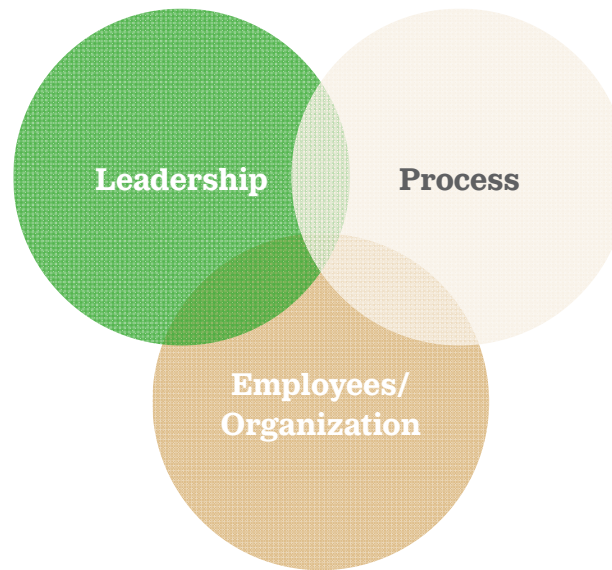
Change Journey to H&S Excellence: 3 Key Areas

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Excellence is achieved when we optimize the relationship between **Leadership**,
Employees and our **Process**

*How we lead and seek to
engage and support our
employees*

*H&S part of our Values
and Leadership Guiding
stars*



*H&S integrated in our daily and
strategic processes*

*Systematic and Standardized
way of working*

*A bottom up approach, where every
employee is a H&S owner, caring for
H&S every day*



Process

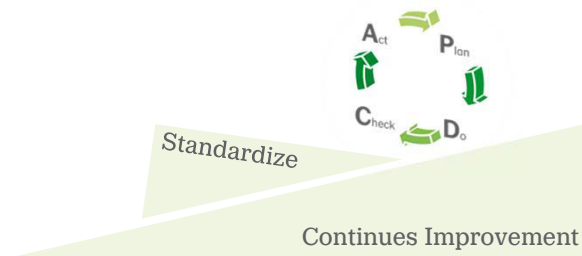


Essential principles how we build our processes. H&S Excellence when we work:

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Healthy
& Safe
Every day**



**Proactive with
Continuous Improvement mindset**



Systematic and Standardized



**Simple, Visual, Step by Step – Easy to do right
H&S integrated in our daily and strategic processes**



Together and Cross-functionally

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Healthy and Safe
Every day**

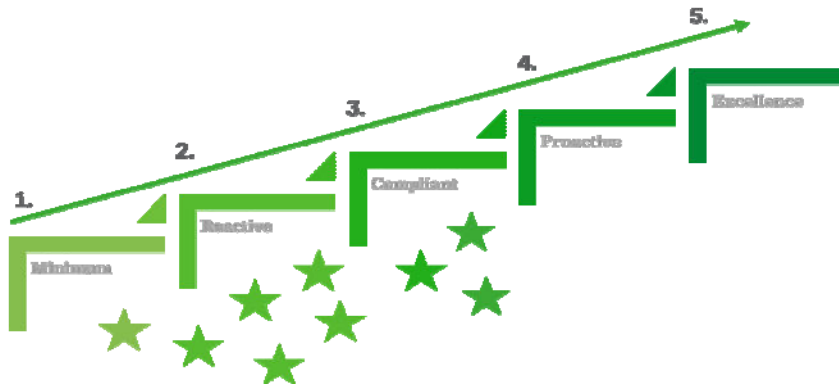
Culture ladder assessment

23 H&S Excellence criteria to assess + Engagement score

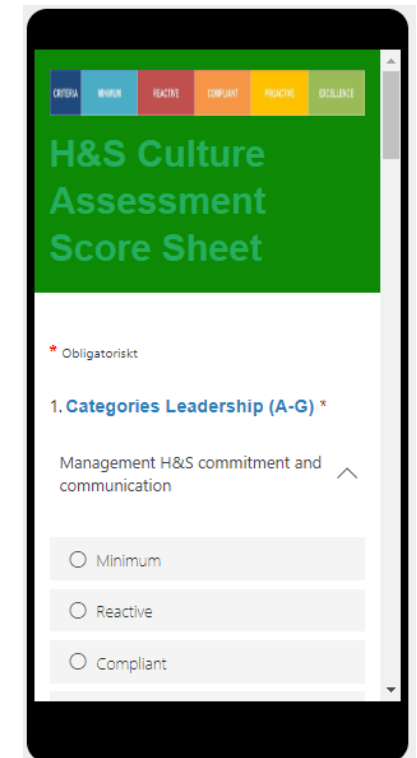
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Output:

1. Average the team score for each criteria
2. Average the score across all criteria to get Culture score
3. Identify the top 3 Strengths
4. List the critical bottom 3 areas for Improvement
5. Assessment outcomes will be a key ingredient of the 2021-2023 H&S Excellence Roadmaps for each site and sector/BA



SCORING SHEET						
Date: _____ Site: _____		Minimum	Reactive	Compliant	Proactive	Excellence
CRITERIA						
L	A Management H&S commitment and communication					
L	B Management commitment to H&S 2021 vision and strategy					
L	C Priority and rewards for good H&S performance					
L	D Balance between H&S and profitability					
L	E Management priority of Health/Wellbeing					
L	F Management understanding of the causes of incidents					
L	G Management creating a culture of empowerment for H&S					
L	H Commitment level and care for colleagues					
L	I Empowering employees into H&S owners					
L	J H&S Competency & Training					
L	K Safe Behaviour and intervention in unsafe/unhealthy situations					
L	L Role of H&S organization					
L	M Risk Assessment, Evaluation & Management					
L	N H&S Continuous Improvement Approach					
L	O Discipline to follow H&S standards and procedures					
L	P H&S reporting, indicators and targets					
L	Q H&S Incident Investigation process					
L	R Attitude to H&S Lessons					
L	S H&S integrated in daily processes					
L	T Daily maintenance as part of proactive H&S					
L	U Putting H&S on the agenda					
L	V H&S Audits					
L	W Contractor management and supplier selection					
Total ticks per column (a)		0	0	0	0	0
Sum total number of ticks: N = Σ a						
Weighting Factor (b)		1	2	3	4	5
Number of ticks per column (a) x Weighting factor (b)		0	0	0	0	0
Sum total weighted scores: Total = Σ (a x b)						
Calculate average H&S Culture Score: Total / N =		NA				
Engagement score						



Milliken 

Key activities 2020-2021

H&S Culture Assessment score all Sectors

2021-2023 H&S Roadmaps all Sectors



H&S awareness training all Sectors

Lantmännen Way



H&S Communication

Qualitative reporting process

Group Health & Safety Specialist Jenny Angseryd

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Targets

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Switch focus to
Leading indicators.

Hindsight Insight Foresight



2020 Leading indicators:

- Risk observations > +25%
- Close out rate >70%



Lagging: IR 2025 < 7
IR 2030 < 1



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