



Godrej & Boyce Mfg. Co. Ltd.

Institutionalizing OHS at Godrej through Best Practices



Leadership drives a safety culture



At Godrej, we believe that safe, healthy workplaces and practices are essential to meet the challenges of productivity in a globally competitive business environment. Creating and maintaining a safe and productive work environment is not a discrete task. It is a continuous and interactive process”.

Key pillars of G&B's OHS Philosophy

1. Safety is about nurturing a deep sense of respect throughout the organisation
 - a. Respect for life
 - b. Respect for property
2. Safety is everyone's responsibility
3. Safety has to be integrated into everything we do and become a way of life
4. Safety is about observable, measurable behaviour, not perceptions or attitudes
5. Behavioural safety is an outcome of learning and doing
 - a. Formal education and its application
 - b. Constant reinforcement of desirable behaviour
6. Adverse lag outcomes are minimized when preventive behavior is encouraged

3 Key Approaches

Safety Organization

Safety Contests & competitions

Learning & Development

Safety Organisation

Insight:

Embedding safety involves making a deliberate, long-term commitment

Details:

- Safety Policy formulation & institutionalisation
- Dedicated matrix Corporate – BU structure
- Cross Functional Teams to work on specific projects
- Safety performance metrics in KRAs of BU Heads
- Safety performance-linked incentive for workmen and management

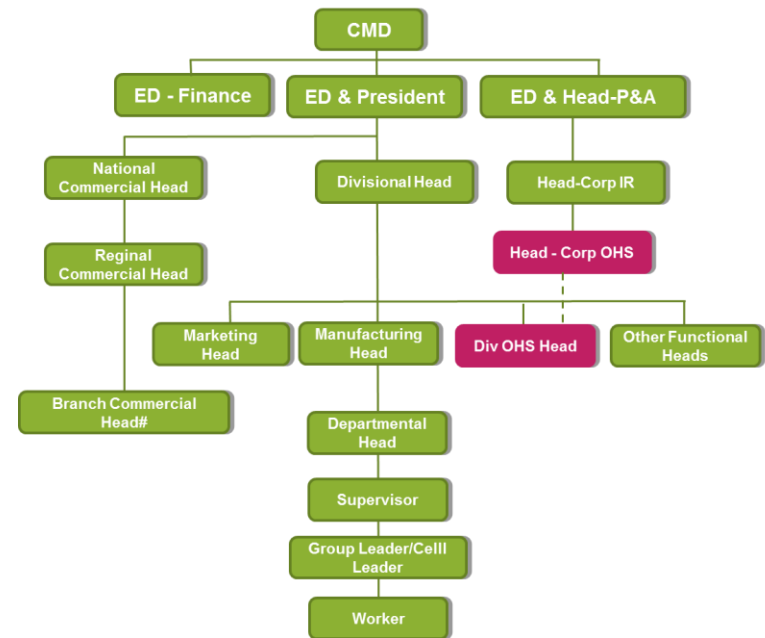
Achievements:

- Adequate personnel across the company who are committed to and measured on safety performance metrics
- Safety Policy disseminated and continuously audited across all locations

Unveiling of Safety Policy



Safety Organization Structure



Driving desirable behavior through Contests & Competitions

I) Safety First Contest

Insight:

Adverse outcomes can be minimized by focusing on lead indicators

Program:

- Company-wide safety performance competition
- Emphasis on performance of lead indicators
- Peer-based learning (lowest ranked BUs learn from highest ranked BUs)
- Recognition of highest ranked BUs by the CMD
- Supported by an online hazard identification and closure system

Achievements:

- More employees see the value in a proactive, preventive behavioural approach to safety
- Increased usage of the online system (On an average 9000 hazards, 300 near miss incidents are identified & corrected per month)
- No. of safety kaizen reported – 2000 / month

Safety First Concept

Lag

Lead

Hazard Identification & closure

OHS Meetings

OHS Kaizen

OHS Training

Accidents

Property damage



Felicitation of winners



II) Interdivisional Housekeeping Contest

Insight:

Achieve high level of housekeeping to avoid incidents

Program:

- Housekeeping audit by two external expert
- No of audit rounds – 04 i.e one audit / quarter.
- Predetermined checklist is used for audit. The audit checklist has 10 basic elements.
- Scores are given on the scale of 0 to 10. Binary score (0/1) introduced recently to make audit process more stringent and robust.
- Recognition of highest ranked BUs by the CMD

Achievements:

- More than 80 % plants have achieved Level 1 status
- Reduced Reportable & non reportable accidents

Glimpses of audit



Felicitation of winners



Accelerated Learning Program (ALP) on Safety

(in Association with National Safety Council of India)

Insight:

If safety is everyone's responsibility then everyone concerned needs to be formally trained to take on this responsibility

Program:

- 3 month part-time (25 training days) program to cover all supervisors
- Faculty from National Safety Council of India
- Project-based learning with expert internal mentorship
- Exposure through industrial visits
- Certification on successful completion

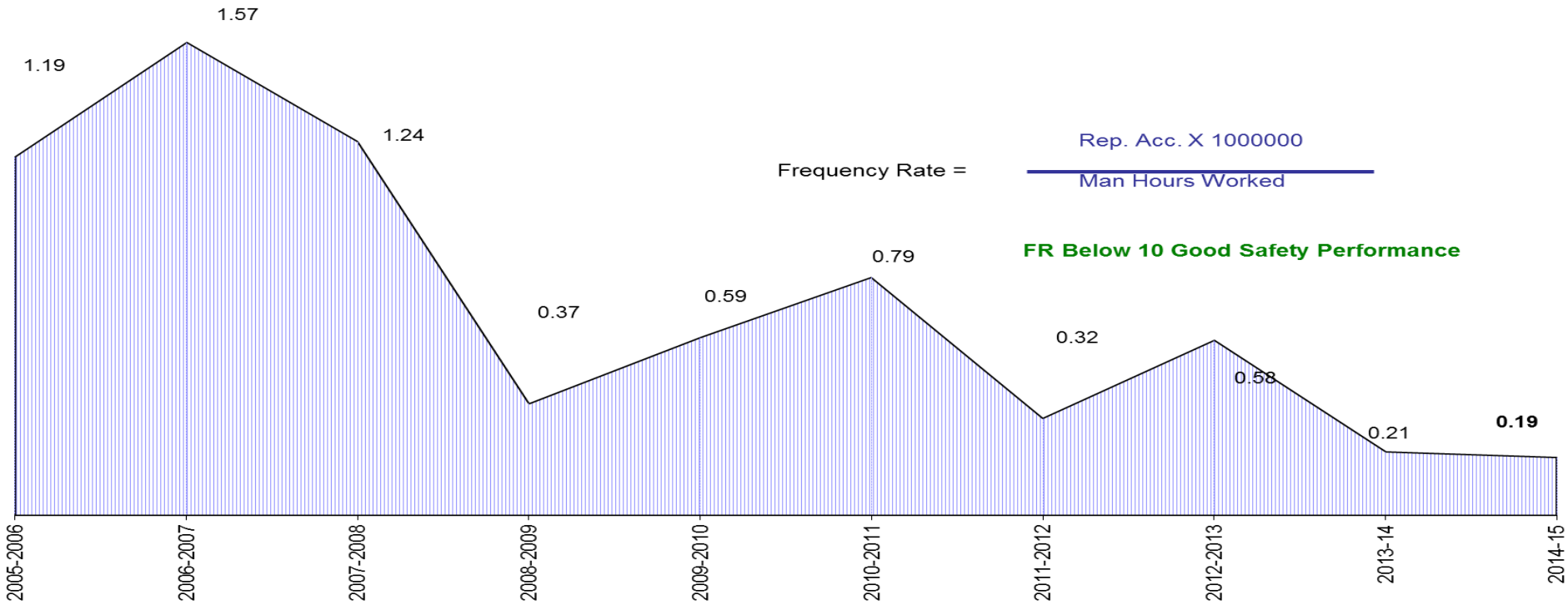
Achievements:

- Covered 160 line managers, 26 projects through 4-Batches
- “This is the most important ALP in our company” – J.N. Godrej

Glimpses of ALP programme



Safety Record at G&B – Frequency Rate



Thank You for your attention

Suggestions are welcome!

